 CAPILANO UNIVERSITY	<p style="text-align: center;">AGENDA OPEN MEETING OF THE BOARD Tuesday, June 24, 2025 4:45 pm to 6:45 pm Main Campus, Room BR126</p>
--	--

Capilano University is named after Chief Joe Capilano (1854–1910), an important leader of the Skwxwú7mesh (Squamish) Nation of the Coast Salish Peoples. We respectfully acknowledge that our campuses are located on the unceded territories of the selilwətaʔ (Tseil-Waututh), shíshálh (Sechelt), Skwxwú7mesh (Squamish), and xʷməθkʷəy̓əm (Musqueam) 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> <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>	Approval	-	2 min	Page 1
2. Consent Agenda – David Ayriss, Chair Motion: <i>THAT the Board approve the following items on the Consent Agenda:</i>	Approval		3 min	
2.1. Minutes from April 29, 2025 Board Meeting		2.1		Page 3
2.2. Board Committee Reports <i>(These reports summarize the draft minutes of the Committee's last meeting; any motions coming forward from the Committees are in the regular agenda.)</i>				
2.2.1. Audit and Risk Committee		2.2.1		Page 9
2.2.2. Executive and HR Committee		2.2.2		Page 10
2.2.3. Finance Committee		2.2.3		Page 11
2.2.4. Governance and Planning Committee		2.2.4		Page 19
2.3. Correspondence				
2.3.1. Letter from CSU re Student Union Fees		2.3.1		Page 42
2.3.2. Letter from Minister Anne Kang, PSFS to Board Chairs re Policies re Discrimination and Hate Prevention		2.3.2		Page 50
3. Place Holder: <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	5 min	-
4. Board Chair's Report – David Ayriss, Chair	Information	Verbal	5 min	-
5. Senate Report – Deb Jamison, Senate Vice Chair and Amina El mantari, Senate Liaison	Information	Verbal	5 min	-
6. President's Report – Dr. Laureen Styles, Interim President & Vice-Chancellor	Information	6	5 min	Page 52

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
7. Board Closed Meeting – David Ayriss, Chair 7.1. 2025 Mandate Letter 7.2. Deficit Mitigation Plan	Information	7.1	10 min	Page 72
8. Plan updates				
8.1. Internationalization Plan Update – Chris Bottrill, AVP International	Information	8.1	10 min	Page 76
8.2. Strategic Enrolment Management Update – Joyce Ip, AVP Strategy, Analytics and Transformation	Information	8.2	10 min	Page 85
8.3. Squamish Campus Update – Brian Storey, AVP Squamish	Information	8.3	10 min	Page 87
9. Executive and HR Committee – David Ayriss, Committee Chair 9.1. Fiscal 2024/25 Audited Financial Statements – Narisha Jessani, Director, Financial Planning 9.2. B. 511 Discrimination, Bullying and Harassment Policy – Melissa Nichol, Strategic Director, People, Culture & Diversity Motion: THAT the Board of Governors approve the revised B.511 Discrimination, Bullying and Harassment Policy as presented.	Information Approval	9.1 9.2	10 min 5 min	Page 89 Page 123
10. Finance Committee – Shelley Frost, Committee Chair				
10.1. Final Fiscal 2024/25 Financial Results– Narisha Jessani, Director, Financial Planning	Information	10.1	10 min	Page 136
10.2. Executive Compensation Disclosure Report for Fiscal 2024/25 – Kartik Bharadwa, VP People, Culture & Diversity Motion: THAT the Board of Governors approve the Executive Compensation Disclosure Report for Fiscal Year 2024-25.	Approval	10.2	10 min	Page 162
10.3. Five-Year Capital Plan 2026/27 - 2030/31 – Ryan Blades, AVP, Facilities Services and Campus Planning Motion: THAT the Board of Governors approve the Five-Year Capital Plan 2026/27 – 2030/31.	Approval	10.3	10 min	Page 172
11. Board Chair and Vice-Chair Nominations and Election – Dr. Laureen Styles, President	Election	-	10 min	-
12. Meeting Close	-	-	-	-

Next Board of Governors Meeting: September 23, 2025 (tentative)



MINUTES
BOARD OF GOVERNORS MEETING
Tuesday, April 29, 2025
4:45 – 6:35 pm
Main Campus, BR126

Present: David Ayriss, Board Chair
 RJ Wallia, Board Vice Chair
 Laureen Styles, Interim President & Vice-Chancellor
 Troy Abromaitis, Appointed Member
 Janet Cox, Elected Non-Faculty Member
 Amina El mantari, Appointed Member
 Shelley Frost, Appointed Member
 Owen McLachlan, Elected Student Member
 Pegah Yaghmaie, Elected Faculty Member
 Sam Tecle, Elected Faculty Member

Regrets: Yuri Fulmer, Chancellor
 Rodger So, Board Vice Chair
 Sophia Kara, Elected Student Member
 Katrina Paddon, Appointed Member

Resource: Kartik Bharadwa, VP People, Culture & Diversity (PCD)
 Kari Wharton, VP University Relations
 Tracy Penny Light, Interim VP Academic & Provost
 Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness
 Deb Jamison, Senate Committee Vice Chair
 Melissa Nichol, Strategic Director, PCD
 Rav Goodison, AVP Digital Technology Services (DTS)
 Jacquetta Goy, Director, Risk Management
 Chris Jacques, Director, DTS Student & Academic Solutions
 Brittany Haavaldsrud, Manager of Philanthropy & Alumni Relations
 Angela Ruggles, EA to VP Finance and Administration
 Marianne Johnstone, EA Board Secretariat (minutes)

The meeting started at 4:45 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 Skwxwú7mesh (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 Lílwat, xʷməθkʷəy̓əm (Musqueam), shíshálh (Sechelt), Skwxwú7mesh (Squamish) and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations.

On behalf of the Board, David took a moment to recognize our Filipino community in the wake of the tragedy at the Lapu Lapu Day Festival on April 26th.

1. Approval of Agenda

It was moved by Shelley Frost, seconded by RJ Wallia and resolved:

THAT the agenda be approved as presented in this meeting.

2. Welcome

David Ayriss, Board Chair welcomed Dr. Laureen Styles in her new role as Interim President and Vice-Chancellor and Louisa Lun as a newly appointed Member of the Board of Governors.

3. Consent Agenda

It was moved by Shelley Frost, seconded by Amina El mantari and resolved:

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

3.1. Minutes from the February 25, 2025 Board Meeting

3.2. Board Committee Reports

3.2.1. Executive and Human Resources Committee

3.2.2. Governance and Planning Committee

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”

3.3.2. Letter from CSU re TransLink UPass Fee

4. Placeholder from the Consent Agenda

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

5. Board Chair’s Report

David Ayriss, Board Chair reminded Board members that they have received a survey from Capilano University Institutional Research and encouraged them to complete the survey. David highlighted the University-wide events that happened over the last two months that have increased engagement with philanthropy and alumni support.

6. Senate Report

Deb Jamison, Senate Committee Vice Chair provided an update on the March and April senate meetings.

March 2025 – In response to a question by Dr. Elder Latash at the January 2025 meeting, the Senate was advised that there have been 89 indigenous students who graduated between 2023 and January 2025. The Senate approved the Terms of Reference of four Senate committees. The Teaching and Learning Committee continued discussion on the Academic Qualifications Policy; the CTE Annual Symposium is scheduled April 30 – May 1; work is underway in developing a new land acknowledgement. Senate met in camera to discuss the nominations brought forward by the Tributes Committee for Honorary Degree recipients.

April 2025 – Deb has been acclaimed as Senate Vice-Chair for 2025-26. The Academic Planning and Review Committee met and provided feedback on self-study reports from three School of Humanities Associate of Arts Degrees and two Institute of Interdisciplinary Studies programs. The Committee was informed that the Faculty of Fine & Applied Arts has discontinued work on the Diploma in Contemporary Musicianship concept paper. The Senate approved the Senate Graduate Studies Committee Terms of Reference; revisions to the Grading Profile Policy; and revisions to the Attendance Policy. The Teaching and Learning Committee received correspondence regarding the use of digital assessment tools and the impact that the cost has on students regarding affordability, access to education and academic fairness. The Committee received a report on course modularity guidelines development. Creative Activity, Research, Scholarship and Graduate Studies (CARS) awarded seven faculty with new research grants. The Senate honoured Paul Dangerfield at his last meeting and acknowledged his leadership, influence and impact at Capilano University. Senate met in camera to discuss the nominations brought forward by the Tributes Committee for Faculty Emeritus recipients.



7. President's Report

Dr. Laureen Styles, Interim President, provided an update on University activity and achievements since the last Board meeting. Laureen expressed her gratitude to the Board of Governors for trusting her with the duties of Interim President and Vice-Chancellor. Laureen highlighted how strategic plans continue to position us to address the 6 values identified in Envisioning 2030: Innovation as a result of curiosity and imagination; Commitment to Truth and Reconciliation, Indigenization and decolonizing approaches; Collaboration, authenticity and belonging; Health and well-being as a cornerstone of our culture; Transparency and honesty in everything we do; and Sustainable actions to enable a better place for future descendants.

Laureen remarked that she has already attended four events on campus that improve student, staff and community connection: The Opening Ceremony for the Fulmer Family Centre, The Employee Long Service Awards, the CTE Teaching and Learning Symposium, and the Faculty and Student Research Symposium.

8. Digital Transformation Strategy

Rav Goodison, AVP Digital Technology Services (DTS) provided an update on the Digital Transformation Plan. Rav highlighted that the transformation plan was divided into three phases: 1) what we have, 2) what is needed, 3) identify how to make updates. The process started by restructuring DTS. The DTS Roadmap was presented to the Senior Leadership Council in November 2024. Rav described key components of the Roadmap and noted that change management will be embedded in every aspect of development. Rav highlighted the culture of innovation, collaboration, and data-driven decision making. Rav described the four-phased approach to update the digital ecosystem.

Chris Jacques, Director DTS Student & Academic Solutions elaborated on the Digital Roadmap. He highlighted that the process being used at CapU is taken from the industry, and started with 5 months of consulting with departments on their needs, keeping Illuminating 2030 and Envisioning 2030 in mind. Chris described the Pain/Gain analysis used to help create the Roadmap. The DTS team is developing three levels of documentation in order to understand what systems are needed by students and for research purposes. Chris reviewed the strategic initiatives and how they will be prioritized.

In answer to a question about how large the challenge will be to implement this strategy, Rav explained the current gap in documentation. Rav also explained that the budgeting for the costs of implementation is built into the strategy, and it is on track for the 5 priorities identified for this year.

A question was asked regarding course selection improvements and reducing errors. Rav explained that course scheduling is currently a manual process which provides more opportunities for errors; a new automated system will alleviate that.

Troy Abromaitis transitioned from online to in-person at 5:38pm.

9. People Plan Update

Kartik Bharadwa, VP People, Culture & Diversity provided an update on the People Plan. Kartik described how the People, Culture and Diversity department (PCD) is working with



employees and with the CapU community to build engagement. Kartik explained that the People Plan actions will be continually updated and metrics on progress will be measured via our engagement survey which happens every two years. Kartik highlighted how PCD will operationalize the plan and noted that early leadership training is important to help build from the bottom up. Kartik discussed the five pillars of the plan. Kartik highlighted engagement activities that are already underway to help build out communication, like the employee awards program. In response to a question, Kartik explained that we are looking at using an Employee Net Promoter Score (eNPS) survey for more regular feedback as well.

10. Executive and HR Committee

10.1. B.310 Public Interest Disclosure Policy Update

Jacquetta Goy, Director, Risk Management presented the proposed changes to this policy. Jacquetta explained that the policy was last reviewed in 2023. The changes to the policy are to align it with both the BC Public Interest Disclosure Act (PIDA) and guidance and training from the BC Ombudsperson. The main changes to the policy are that a person disclosing has to be a current employee or Board member or have been an employee or Board member when the wrongdoing occurred or was discovered. Additionally, the definition of wrongdoing in the policy has been narrowed to more closely match PIDA requirements. The new policy includes strengthened language on protection for reprisal for the discloser, including risk assessment and identity protection. There is also more clarity on the Ombudsperson's office role. The process for disclosing has been simplified and there will be an online form on the Governance page of the CapU website. The designated officer for financial disclosures will be Tally Bains, VP Finance and Administration and the designated officer for all other disclosures will be Kartik Bharadwa, VP People, Culture & Diversity. The new webpage will include links to training, guidelines and contact information for the Ombudsperson.

It was moved by Owen McLachlan, seconded by Pegah Yaghmaie and resolved:

THAT the Board of Governors approve the revised B.310 Public Interest Disclosure Policy as presented.

10.2. B.506 Standards of Conduct Policy Update

Jacquetta Goy presented proposed changes to the Standards of Conduct Policy and the Conflict of Interest Policy. Jacquetta explained that the rationale for the changes is to align the policies to the updated Public Interest Disclosure Policy. Of note, revisions to the Standards of Conduct policy increase the nominal gift amount from \$50 to \$200.

It was moved by Troy Abromaitis, seconded by Owen McLachlan and resolved:

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

10.3. B.517 Conflict of Interest Policy Update

It was moved by Owen McLachlan, seconded by Troy Abromaitis and resolved:

THAT the Board of Governors approve the revised B.517 Conflict of Interest Policy as presented.



10.4. Chancellor Search Procedure

Brittany Haavaldsrud, Manager of Philanthropy & Alumni Relations provided the background on and reviewed the Chancellor Search procedure. She reviewed the weighted score matrix and the updated job description which now aligns more clearly with Envisioning 2030 and Illuminating 2030. Brittany explained that the candidate evaluation criteria are weighted for a mix of business acumen, public service and a strong connection to the University. Key attributes now emphasized include:

- Strength in building and nurturing relationships across diverse communities
- A strong ambassador presence and comfort in public engagement
- A commitment to institutional growth as an engaged and respectful leader within their industry with national recognition
- A balance of business acumen, ceremonial duties and governance responsibilities

Brittany explained that the revised role highlights a greater focus on community connection, public visibility, and importantly, business and governance experience – positioning the Chancellor as a visible and strategic ally to the University which is important to reflect in today's environment and economy.

Brittany described the membership of the Search Committee which is comprised of 2 Alumni, 2 board, 2 senate, 2 Executives (President and Vice President of University Relations), and 1 external Honorary Degree Recipient. Additionally, the Committee is supported by the Manager of Philanthropy and Alumni Relations as a non-voting member.

The Board suggested two changes to the weighted criteria:

1. Change the wording for “Connection with Capilano University/North Shore” to read “Connection with Capilano University/Sea to Sky.”
2. After discussion about how to attract Indigenous applicants for the role of Chancellor, the Board suggested a change to the last criteria: “Demonstrated commitment to equity, diversity, inclusion, and the principles of Truth and Reconciliation, including meaningful engagement with Indigenous communities” to be separated into two criteria: “Demonstrated commitment to equity, diversity and inclusion” and “Demonstrated commitment to the principles of Truth and Reconciliation, including meaningful engagement with Indigenous communities”.

The group discussed how to attract Indigenous applicants. Brittany and Kari Wharton, VP University Relations explained that the University will work with the Elders Circle to seek recommendations for applicants. It was suggested that speaking to the Elders Circle is not enough and chiefs and band leaders should be contacted regarding the position. The group agreed that using the Two-Eyed Seeing approach, the collaboration of Indigenous and Western, would be beneficial to the recruitment process. The Board emphasized that the University is deeply committed to decolonization and there is no tokenism in the focus on recruiting Indigenous applicants.

It was moved by RJ Wallia, seconded by Amina El mantari and resolved:

THAT the Board of Governors approve the revised Chancellor Search Procedure as presented provided the following amendments are made to the Weighted Criteria:



- a) *amend the first criteria from: “Connection with Capilano University/North Shore” to read “Connection with Capilano University/Sea to Sky”; and*
- b) *amend the final criteria from: “Demonstrated commitment to equity, diversity, inclusion, and the principles of Truth and Reconciliation, including meaningful engagement with Indigenous communities” be changed to “Demonstrated commitment to equity, diversity, inclusion,” and carve out, “the principles of Truth and Reconciliation, including meaningful engagement with Indigenous communities” and/or allow university administration to reflect the board’s intention.*

11. Governance and Planning Committee

11.1. Board of Governors Governance Manual

Angela Ruggles, Executive Assistant to VP Finance & Administration explained the rationale behind the proposed changes to the Board of Governors Governance Manual. Melissa Nichol, Strategic Director, People, Culture & Diversity explained how the proposed changes regarding the Board’s role in labour relations would bring the Governance Manual and the PSEA Board Handbook into alignment. The collective bargaining process is conducted with the President and PCD, who provide regular updates to the Board during collective bargaining. The role of the Board is to ratify a collective bargaining agreement and not to be involved in day-to-day bargaining itself. After the Board ratifies, it moves to PSEA for final ratification.

Angela Ruggles provided an overview of the two additional changes to the manual made by the Board Secretariat. The first change was to add that the administration of the oath of office/ annual declaration can occur at a committee meeting as well as at a board meeting. This change enables board members to participate in committee meetings without having to wait until they have first attended a Board meeting. The second change provides clarification of the election of the Board Chair and Vice-Chair and indicates that they assume their roles immediately following the completion of the election.

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

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

12. Meeting Close

The meeting ended at 6:41 pm.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.1: Audit and Risk Committee Report	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: Amina El mantari, Audit and Risk Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Audit and Risk Committee meeting that took place on June 2, 2025.

SUMMARY

The Committee approved the minutes of the February 6, 2025 Committee meeting and discussed the following items:

- FY24/25 Draft Audited Financial Statements:** The University's external auditor, KPMG presented their audit findings report and Narisha Jessani, Director Financial Services presented the FY24-25 Draft Audited Financial Statements. The Committee passed a motion to recommend that the Executive and Human Resources Committee approve, on behalf of the Board, the internal restriction of \$1.2M for student success. The Committee passed a second motion to recommend that the Executive and Human Resources Committee approve, on behalf of the Board, the Consolidated Financial Statements for FY24-25.
- Risk Management:** Jacquetta Goy, Director, Risk Management presented an update on the Risk Management Program and Risk Register and the University's insurance coverage.
- 24/25 Year in Review Reports:** Jacquetta reviewed the work completed by the Committee on its policy plan for the 24-25 year and Angela Ruggles, Executive Assistant, VP Finance and Administration reviewed the Committee's Terms of Reference Year in Review Report.
- FY24/25 Audit: Management and Those Charged with Governance Inquiries:** As part of the FY24/25 audit, Tally Bains, VP Finance and Administration, reviewed the inquiry from KPMG to Those Charged with Governance regarding matters relating to fraud, related parties and significant unusual transactions.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: David Ayriss, Executive and Human Resources Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the June 16, 2025 Executive and Human Resources Committee meeting.

SUMMARY

The Committee approved the minutes of the April 14, 2025 and May 8, 2025 meetings and discussed Board oversight and the following items:

- Fiscal 2024-25 Draft Audited Financial Statements:** Narisha Jessani, Director Financial Services reviewed the 24/25 audited financial statements. The Committee passed a motion on behalf of the Board to approve an internal restriction of \$1.2 M for student success. The Committee passed a second motion to approve the audited financial statements on behalf of the Board. This report is provided to the Board under separate cover.
- B.511 Discrimination, Bullying and Harassment Policy:** Melissa Nichol, Strategic Director, People, Culture and Diversity presented the revisions to this policy. The Committee passed a motion recommending that the Board approve the revisions as presented. This motion is brought to the Board under separate cover.
- 2024-25 Year in Review Reports:** Melissa reviewed the policy year in review report and Angela Ruggles, Executive Assistant to VP Finance and Administration reviewed the Committee Terms of Reference Year in Review report.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3: FINANCE COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: Shelley Frost, Finance Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Finance Committee meeting that took place on June 2, 2025.

SUMMARY

The Committee approved the minutes of the December 5, 2024 Committee meeting and discussed the following items:

- Investment Management:** Mary-Ann Booth, Foundation Board of Directors' Chair and Ellement Investment Consultant Reya Lu joined the meeting for this item. Reya provided the Risk and Analytics report for Q1 2025 and provided a review of the University's investment policies. Narisha Jessani, Director, Financial Services provided a report on the FY24/25 Endowment fund.
- Integrated Planning FY24/25:** Milad Fathi, Director, Analytics and Institutional Research reviewed the University's draft Institutional Accountability Plan (IAPR) top 10 highlights. This report is included as part of this consent agenda. Narisha reviewed the final FY24/25 Financial Results and this is brought to the Board under separate cover.
- Fiscal Final FTE Report:** Milad presented the University's final Full-Time Equivalent (FTE) report that will be submitted to the Ministry. This report is included as part of the consent agenda.
- Executive Compensation Disclosure Report FY24/25:** Kartik Bharadwa, VP People, Culture and Diversity presented the Executive Compensation Disclosure report. The Committee passed a motion to recommend that the Board approve the report. This motion is provided to the Board under separate cover.
- University Property and Capital Planning:** Ryan Blades, AVP Facilities and Campus Planning reviewed the updated Real Estate and Development Dashboard. Ryan also presented the 5-year Capital plan which will be submitted to the Ministry. The Committee passed a motion to recommend that the Board approve the 5-yr Capital plan. This report is provided to the Board under separate cover.

- **Deficit Management Plan:** Tally Bains, VP Finance and Administration reviewed the Deficit Management Plan that was submitted to the Ministry on May 31, 2025..
- **24/25 Year in Review Reports:** Narisha reviewed the policy year in review report and Angela Ruggles, EA to VP Finance and Administration reviewed the Committee Terms of Reference Year in Review report.

RECOMMENDATION

This is for the Board's information only.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3.1: Fiscal 2024/25 IAPR Top 10 Highlights	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: Shelley Frost, Finance Committee Chair	

PURPOSE

The Finance Committee received this report on the 2024/2025 Institutional Accountability Plan and Report (IAPR) Top 10 Highlights at their June 2, 2025 meeting. This report is shared with the Board of Governors as part of the consent agenda.

TOP 10 Highlights

1. New Baccalaureate Programs

Capilano University began preparing to launch two new baccalaureate programs, the Bachelor of the Environment and Society and the Bachelor of Arts with a Major in Writing and Literature. Both are highly innovative programs that should attract more domestic students to CapU.

2. Fulmer Centre for Childhood Studies

The construction of the Fulmer Centre for Childhood Studies was largely complete, and the Centre received its formal name.

3. Chénchenstway

The implementation of Chénchenstway began. Chénchenstway is CapU's Indigenization framework. It provides a guide for the development of CapU's identity as a canoe family. This living document will be an evolving voice in CapU's evolution and will help shape the experiences of all members of the canoe family, from administrators to students.

4. Indigenous Digital Accelerator

The Indigenous Digital Accelerator saw its main funder, TD Bank, renew its funding for three years.

5. Domestic FTE Increase

Domestic FTEs have increased, the second increase in the last four years, and the largest since 2012-2013, increasing roughly 8 per cent over last fiscal year.

6. Squamish Campus

The Squamish campus saw its first full academic year of enrollment, with a total of 64 students enrolled over the year, including the current summer term.

7. Work-Integrated Learning (WIL)

Capilano University's work-integrated learning activities are now coordinated by a single new unit, the work-integrated learning unit.

8. Student Visa Rules Change

Capilano University's administration and staff, particularly those in the Centre for International Education (CIE), spent much of the year minimizing the disruption caused by changes to student visa rules introduced by the federal government. This work has ranged from ensuring as many CapU programs are aligned with the new post-degree work visa requirements to hiring more people to work on international student transitions to maximize international student conversion. The CIE also released its Partnership Plan this year, which is aimed at boosting student exchange. This will not only enrich the study abroad experience of domestic students but also increase how many international students are able to sample CapU life, thus raising the CapU profile internationally.

9. International FTE Decrease

International FTEs have decreased over last fiscal year, dropping by about three per cent. This is the first decline in international FTEs since the pandemic years, but the size of the decline is much smaller than those years. As a result, overall FTEs increased over last year.

10. New Accessibility Plan

Capilano University has begun work on a new Accessibility Plan, which will allow CapU to identify, remove and prevent barriers in a more focused and effective manner.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3.2: Fiscal 2024/25 Final FTE Results	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 2, 2025	
PRESENTER: Shelley Frost, Finance Committee Chair	

PURPOSE

The Finance Committee received this report on the 2024/2025 final student full-time equivalent (FTE) enrolments at their June 2, 2025 meeting. This report is shared with the Board of Governors as part of the consent agenda.

BACKGROUND

FTE Definition & Calculations: The definitions and reporting standards for enrolment reporting are established by the Ministry of Post-Secondary Education & Future Skills. This approach provides consistent and standardized reporting across the public post-secondary sector. The methodology is based on the principle that each full-time student in a full-time program should equate to 1.0 FTE over an academic year. The calculation divides the total number of credits or contact hours enrolled by a student in a fiscal year by a program divisor. The program divisor is the annual number of enrolled credits required in order to complete the program within the expected timeframe. For example, for the Bachelor of Business Administration (BBA) program, the program divisor is 30 credits (120 total credits divided by 4 years). Therefore, a BBA student who enrolled in 24 credits (approximately 8 courses) in 1 fiscal year equate to 0.8 FTE.

Link to updated FTE reporting manual: <https://www2.gov.bc.ca/assets/gov/education/post-secondary-education/data-research/fte-manual.pdf>

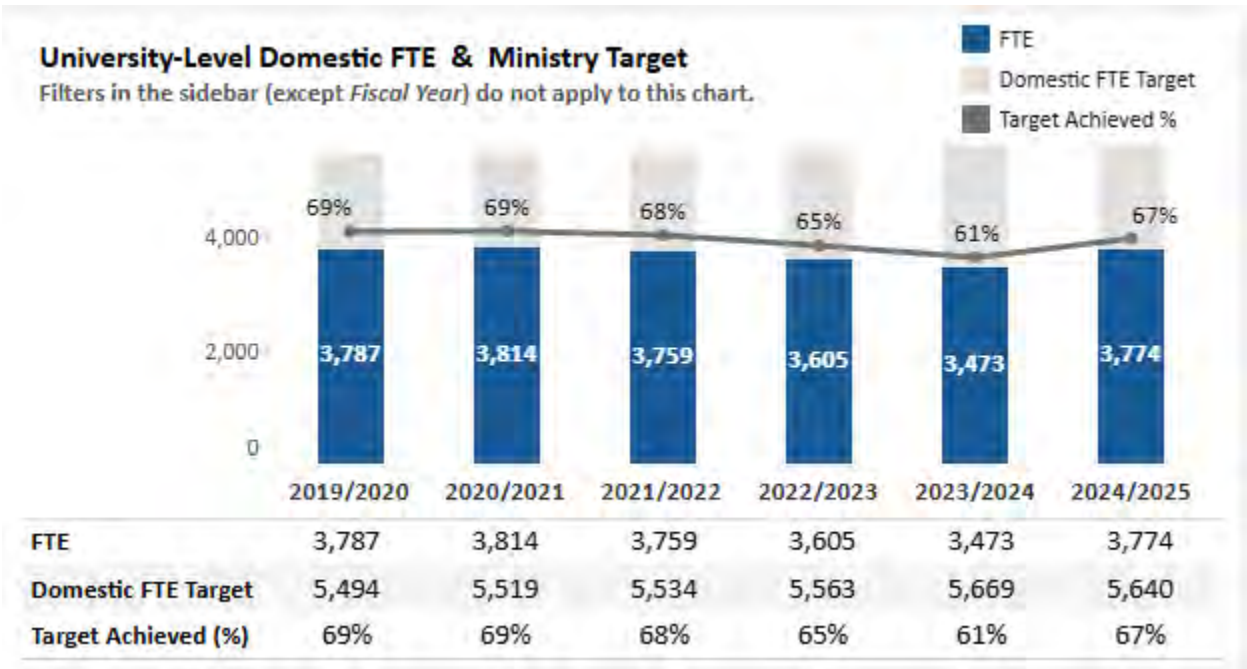
Link to University Act – Designation of Special Purpose, Teaching Universities Regulation: https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/11_220_2008

FTE Targets & Reporting: Annual FTE enrolment targets, along with key expansion areas are provided by the Ministry in the annual budget letter, these targets are only for domestic students. The annual budget letter also outlines the operating grant, accountabilities, roles and expectations.

Domestic and International FTE enrolments are reported twice during the fiscal year, an interim forecast in mid-November and final results in mid-May. Enrolments are one of the key performance indicators reported in the Institutional Accountability Plan and Report.

Fiscal Year 2024/2025 Final FTE Count & Past Year Trends

Domestic FTE & Ministry Target Achievement:



The final domestic FTE count for the fiscal year 2024/25 is 3774, 67% of the given Ministry Target. This reflects a 6% improvement in achieving ministry targets compared to last year.

Domestic FTE & % Change from Previous FY

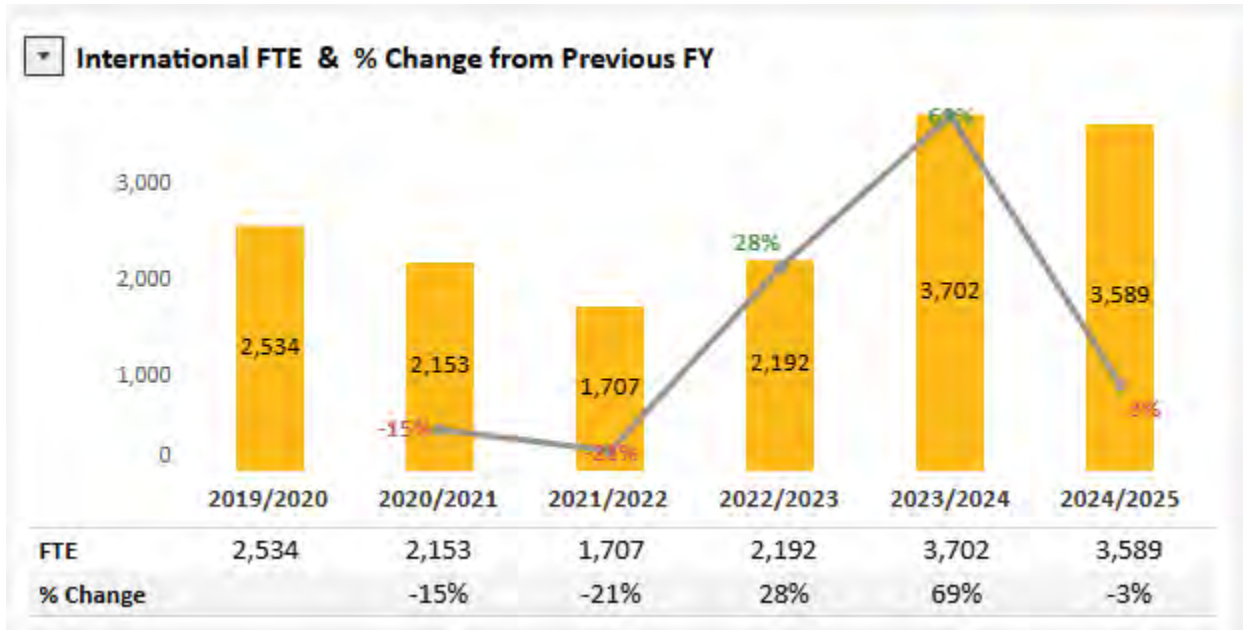


The Final domestic FTE count for fiscal year 2024/25 indicated a 9% FTE growth (net increase of 301 FTEs) from the previous fiscal year. This is the largest growth in domestic FTEs for CapU over the past 10 years, which can be attributed to the effectiveness of concerted efforts focused on Strategic Enrollment Management.



From a faculty perspective, the Faculty of Arts & Sciences had the largest growth of 16% (net increase of 129 FTEs) while all other Faculties had growth rates of 2 to 7 percent compared to last year.

International FTEs:



The final international FTE count for the fiscal year 2024/25 is 3589, a 3 percent decrease (net decrease of 113) from the previous fiscal year.

From a Faculty perspective, the Faculty of Education, Health & Human Development had the largest year-over-year growth of 24% (net increase of 44). The Faculties of Business & Professional Studies and Fine & Applied Arts had the largest declines with a 15% (net loss of 231 FTEs) and 14% (net loss of 21 FTEs) change compared to last year respectively.



Snapshot of the Final FTE Report submitted to the Ministry

2024/25 Final FTE Report for BC Ministry of PSFS, Post-Secondary Operating and Emergency Support Branch Capilano University				Date Reported: 5/21/2025 Institution Contact: Nancy Morris Email: nmorris@capilano.ca Phone Number:	
Section 1 Program Level Details					
PROGRAM	Ministry Code	CIP Code	FTE Target	FTE Actuals	Utilization
Ongoing Base - Health Care Assistant / Health Care Assistant - Partnership Pathway	NHCA	51.3902	48	41,600	87%
One-time - Health Care Assistant - Partnership Pathway	HLOT	51.3902	20	6,850	34%
One-time - Health Care Assistant - Partnership Pathway (Squamish Nation)	HLOT	51.3902	6	3,000	50%
Rehabilitation Assistant	HLTH	51.0817	35	25,159	72%
Rehabilitation Assistant (one-time)	HLOT	51.0817	10	0,000	0%
Rehabilitation Assistant - Island Cohort (one-time)	HLOT	51.0817	18	16,825	93%
Allied Health	HLTH	Multiple	55	33,339	61%
Developmental	DEV	Multiple	273		
Tuition policy eligible ABE	ABE	53.0101/53.0102		195,297	
Tuition policy eligible ESL	ESL	16.1701/32.0109		43,000	
Not tuition policy eligible ASE	ASE	32.0107/32.0199		23,529	
Not tuition policy eligible Developmental (please list)	DEV	Multiple		55,633	
Interaction Design Diploma	AVED	11.0801	36	23,033	64%
2D Animation and Visual Effects Diploma	AVED	10.03	14	0,000	0%
3D Animation Diploma	AVED	10.03	36	11,907	33%
Sunshine Coast ECCE Diploma Delivery	AVED	13.121	19	19,000	100%
CAPU-KPU-MNBC ECCE Diploma Delivery	AVED	13.121	12	12,000	100%
ECCE Diploma	AVED	13.121	20	20,000	100%
AVED graduate level (Masters or Doctoral) balance	AVED	Multiple			
AVED all other programs	AVED	Multiple	5,038	3244,678	64%
Total Ministry			5,640	3774,852	66.9%
Section 2 Skilled Trades BC Trades Training					
PROGRAM	Ministry Code	CIP Code		FTE Actuals	
Apprenticeship Technical Training	ITAP	Multiple			
Explorer	ITXA/ITXY	Multiple			
Foundation	ITEL/ITHS/ITOT	Multiple			
Total STBC				0,000	
Section 3 International Not Reported in Section 1 Above					
PROGRAM				FTE Actuals	
International graduate level (Masters or Doctoral)					
International all other (e.g. Baccalaureate, certificate)				3589,237	
Total International				3589,237	
Section 4 Total Enrollment					
PROGRAM	Ministry Code	CIP Code	FTE Target	FTE Actuals	Utilization
Total Ministry			5,640	3774,852	67%
Total STBC				0,000	
Total Domestic			5,640	3774,852	
Total International				3589,237	
Total Domestic and International				7364,088	
Section 5 Supplementary Information					
SUPPLEMENTARY INFORMATION	Ministry Code	CIP Code	FTE Target	FTE Actuals	Utilization
Total graduate level (Masters or Doctoral) included in section 1	Multiple	Multiple	0	0,000	
Health Externally Funded Domestic sources	Multiple	51.0000			
Health Externally Funded International sources	Multiple	51.0000			
Existing Delivery All other Early Childhood Education	AVED	Multiple		193,961	
Existing Delivery 2D Animation and Visual Effects Diploma	AVED	10.03	80	69,361	87%
Existing Delivery 3D Animation Diploma	AVED	10.03	34	34,000	100%
Official Languages Education French Language Programs (1) French language/literature courses or (2) courses offered in French by the Faculty of Education or French language/literature courses offered through the Faculty of Arts in collaboration with the Faculty of Education for students planning to be teachers of Core French, French Immersion or Francophone Programs.	AVED	05.0124 13.1325 13.1402 55		9,346	
Section 6 -To combine components of Sections 1,3 and 5 for RRU, SFU, UBC, UNBC and UVIC-					
Combined			FTE Target	FTE Actuals	Utilization
International Reported in Section 5 Above	Multiple	Multiple		0,000	
International Reported in Section 3 Above	Multiple	Multiple		3589,237	
Total International				3589,237	
AVED graduate level (Masters or Doctoral)			0	0,000	
AVED all other programs			5,640	3774,852	67%
Section 7 Summary by Program Grouping					
Program Grouping			FTE Target	FTE Actuals	Utilization
Total Health			192	126,774	66.0%
Total Developmental - Tuition policy eligible			273	238,297	87.3%
Total Developmental - Not tuition policy eligible				79,163	
ECE Expansion			51	51,000	100.0%
TECH Expansion			86	34,940	40.6%
Total AVED All Other Programs			5,038	3244,678	64.4%
Total Ministry			5,640	3774,852	66.9%





BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.4: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: RJ Wallia, Governance and Planning Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the June 9, 2025 Governance and Planning Committee meeting.

SUMMARY

The Committee approved the minutes of the April 8, 2025 meeting and discussed the following:

- 2024-25 Draft Institutional Accountability Plan and Report (IAPR):** Milad Fathi, Director, Analytics and Institutional Research, reviewed the University's Draft IAPR for 24/25 and requested the Committee provide feedback. The Committee passed a motion to receive the report for information and to provide feedback.
- Policies:** Daniel Levangie, AVP Student Success provided the annual report on Sexual Violence. The Committee passed a motion approving this report. This report is included as part of the consent agenda. Daniel also updated the Committee regarding the University's policies and procedures in response to the Ministry letter to Post-Secondary Institution Chairs dated May 7, 2025 policies and procedures to address racism, hate and discrimination including antisemitism. This report and the Ministry letter are included as part of the consent agenda.
- Review Effectiveness of the Board:** Angela Ruggles, Executive Assistant to VP Finance and Administration presented a review of the Board's Self-Assessment Survey summary as well as the Board's Annual Attendance report. The Committee passed a motion making recommendations to the Executive and Human Resources Committee for consideration and recommendation to the Board for approval..
- 2024-25 Year in Review Reports:** Angela reviewed the Policy Year in Review report and the Committee Terms of Reference Year in Review report.

RECOMMENDATION

This is for the Board's information only.

CapU Sexual Violence Policy Annual Report 2024-2025

**Prepared by: Student Life,
Student Affairs, and People, Culture & Diversity**

June 2025



Table of Contents

1. Land Acknowledgement	2
Honouring Territories and Our Canoe Family	3
2. Background	4
Policy Mandate	5
Policy Review	6
3. Sexual Violence Advisory Committee	7
Committee Overview	8
4. Education and Awareness	9
Key Initiatives	10
Sexual Violence Awareness Month (SVAM)	10
Sexual Violence Prevention Education Plan	13
Education and Awareness Statistics	15
5. Disclosures and Reporting	16
Disclosures and Reports	17
6. Looking Ahead	19
Future Initiatives	20

Honouring Territories and Our Canoe Family

In writing this report, we respectfully acknowledge that we, as CapU community members, are part of a canoe family, with our campuses located on the traditional and unceded territories of the x̱w̱m̱əθḵw̱əy̱əm (Musqueam), shíshálh (Sechelt), Skwxwú7mesh (Squamish) and Səl̓íl̓wətaʔ/Selilwitulh (Tsleil-Waututh) people, and that we work in partnership with the Líl̓wat Nation through the Tszil Learning Centre.

We recognize that sexual violence, similar to processes of colonization, is a means of exerting power, dominance, and control. People living at the intersection of multiple oppressed identities – based on gender, race, sexual orientation, ability/disability, age, socio-economic status, immigration status, religion, and ethnicity – are disproportionately harmed by this violence. In a Canadian context, sexual violence has long been used as a tool of colonial oppression and disproportionately targets Indigenous women, 2-Spirit, Trans, disabled, Black, and racialized people.

In acknowledging this inequity, Capilano University's approach to education and prevention of sexual violence employs decolonial, intersectional, and culturally grounded approaches and is informed by the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, the Truth and Reconciliation Commission of Canada Calls to Action Report, as well as the goals and actions in Chénchenstway: A Journey of ReconciliAction and Learning

Policy Mandate

The Province of British Columbia enacted the Sexual Violence and Misconduct Act in May 2016, requiring all public post-secondary institutions within the province to implement a stand-alone sexual violence policy and associated procedures. In response to this mandate, Capilano University issued the first iteration of the Sexual Violence Policy (B.401) in April 2017, which was then revised in September 2020, and again in September 2023, following the triennial review cycle. In alignment with the Sexual Violence Policy, Capilano University is committed to taking proactive measures to prevent sexual violence and maintain a safer campus community by providing education that promotes and strengthens awareness, understanding, and skills at recognizing, intervening, and responding to sexual violence.

This annual report captures Capilano University's actions to address sexual violence from May 1st, 2024, to April 30th 2025, including educational programming and statistics, support, reports and investigations, new resources, and future initiatives. This report highlights Capilano University's deep commitment to create a safer and more caring campus community that prevents and responds to sexual violence through a survivor-centered, intersectional, and trauma and violence-informed lens. Our approach is further informed by local and national trends, promising practices, and continues to adapt to the ever-changing needs and voices of our University community.

Policy Review

Capilano University's Sexual Violence Policy (B.401), and associated procedures (B.401.1), recently underwent a second triennial review process led by the Office of Student Affairs in consultation with the Sexual Violence Advisory Committee. The policy and procedures were reviewed and revised in September 2023 and made public in November 2023. The policy and procedures will undergo the next review in late 2026.

The Sexual Violence Policy underwent a minor structural change with the removal of the 'Education and Training' section, which is now covered in the new Sexual Violence Prevention and Education Plan. This operational-level education plan was finalized and published in August 2024.

The policy's content changes were more substantial, including an overhaul of the Definitions section (Section 3), to ensure all relevant language is defined and in alignment with the scope and application of the policy. Additionally, the policy now recognizes online components of sexual violence as being under the university's jurisdiction. The policy now mentions an anonymous reporting option, and the assessment and availability of interim safety measures to survivors who disclose (as well as report) sexual violence.

Committee Overview

The Sexual Violence Advisory Committee is comprised of representatives from various departments across campus, including: Student Life, Student Affairs, People, Culture & Diversity, Capilano Students' Union, Capilano Faculty Association, MoveUp, Counselling Services, Emergency Services, Indigenous Education & Affairs, and Student Housing. The committee is sponsored by the Vice President, People, Culture & Diversity, and the Associate Vice President, Student Success.

The role of the committee is to inform the Sexual Violence Policy, and associated procedures, and to make recommendations to guide the University's approach to sexual violence prevention and response enacted through campus education, programming, and support services.

Over the last academic year, the advisory committee met on the following dates:

- August 22, 2024
- October 17, 2024

Staffing constraints prevented the university from holding quarterly advisory committee meetings in 2024–2025. The advisory committee provided feedback and recommendations to guide the university's Sexual Violence Prevention and Education Plan, supported in the planning of the 2025 Sexual Violence Awareness Month events hosted by Capilano University Student Life, and continues to inform educational programming by advising on current and emerging trends within the student population and beyond.

Key Initiatives

Education and awareness are essential components of sexual Violence Prevention, and there have been several new education initiatives and collaborations in 2024/2025. Outline below is a summary of key initiatives.

Sexual Violence Awareness Month (SVAM)

In January 2025, Capilano University hosted its fourth annual Sexual Violence Awareness Month (SVAM), organized by the Office of Student Affairs. SVAM is a series of month-long programming aimed at increasing the CapU community's awareness of sexual violence as a pervasive public health issue, enhancing individuals' understanding of the role we each play in creating a safer and more caring community, and strengthening the capacity for our community to effectively prevent and respond to sexual violence. Capilano University's commitment to SVAM as an annual initiative continues to be inspired by the work of other post-secondary institutions within British Columbia, such as the University of British Columbia, Simon Fraser University, and the University of Victoria.

This year's SVAM theme was 'Building a Culture of Consent', which focused on providing members of the university community with a foundational understanding of what consent means, how to uphold consent, and demonstrate what it can look like in relationships. This year's SVAM theme emphasized the ongoing, collaborative effort to integrate consent as a core value within the university community, and that fostering a culture of respect, accountability, and empowerment and safety is a collective responsibility.

By showcasing expert and student voices and offering low-barrier engagement methods, the SVAM programming offering aimed to promote a culture of consent and bystander intervention and bring awareness to available sexual violence prevention resources and survivor supports.

As outlined in CapU's Sexual Violence Policy, all programming upheld key values by utilizing a survivor-centered, decolonial, trauma and violence-informed, intersectional, anti-oppressive, accessible, and culturally grounded approach.

Below is an overview of the programming and events that were offered during SVAM 2025:

CapU Safer Campuses for Everyone Online Training Modules To strengthen education and awareness, Capilano University focused on increasing promotion of and engagement with the CapU Safer Campuses for Everyone Modules. These asynchronous modules are hosted on eLearn and offer both a student and an employee version. During Sexual Violence Awareness Month, the online modules were re-launched and promoted to all student, staff, and faculty. Participation was incentivized by badging and the chance to win one of two wellness gift baskets valued at \$100.00. This generated record high completion rates in the month of January, with 21 students and 61 employees completing the course.

The online modules are self-paced, take approximately 60 -75 minutes to complete, and cover the following topics:

- The meaning and impact of sexual violence
- The importance of consent in all relationships
- How to intervene to prevent sexual violence
- On and off-campus sexual violence support and resources.

SVAM Opening Ceremony and Resource Fair – January 8, 2025

To raise awareness and interest in the planned programming of SVAM, the Student Life Department hosted this unique event to promote the significance of SVAM, introduce the year's theme, and highlight important topics, such as bystander intervention. Following the opening ceremony, students explored a variety of information related to sexual violence prevention and response at the resource fair. Campus services and community partners participated in the fair, including Good Night

Out Vancouver, North Shore Women's Center, Sher Vancouver, CapU Student Affairs and Student Life, as well as the Capilano Students' Union.

Consent Trivia – January 15 & 23, 2025

Designed to make learning about sexual violence prevention and consent more fun, inclusive, and low-barrier, student leaders hosted 'Consent Kahoot' and 'Consent Chat Pop Up' trivia games. Both activities provided students with the opportunity to test and explore their knowledge of key consent topics, ask questions, and learn about more resources.

Cultivating Inner Safety and Calm Yoga Session – January 16, 2025

Expanding student's learning experience beyond the classroom, a yoga and meditation session was held to support students, especially those who are sexual violence survivors, to attune to their physical well-being. Utilizing a trauma-informed lens, participants practiced releasing tension from the body, deepening self-awareness, and reflection journaling to help restore their calm and safety.

Ask Anything Series – January 8-29, 2025

This event aimed to give voice to the questions and concerns that student may have but are not comfortable asking out loud related to relationship, sex, dating, and sexuality. Students completed a form to submit anonymous responses to the Student Life Department that were then compiled and posed to the Community Voices Panel for discussion in a non-judgmental, exploratory, and safe space.

Community Voices Panel Discussion – January 29, 2025

This moderated event featured a panel discussion with two Community speakers: Belinda Karsen (SFU) who specializes in sexual violence prevention and education and Oreofeoluwa Adeyonu (North Shore Women's Centre) who specializes in gender-based violence prevention. Speakers were asked to share insights related to the role of education in fostering prevention, bystander intervention, addressing intersectionality and inclusion in sexual violence prevention and the importance of normalizing help seeking and using support services.

Responding to Disclosures Workshop for Faculty and Staff – January 28, 2025

This workshop was designed to provide essential skills on how to respond to disclosures of sexual violence through a trauma and violence-informed approach, enhance knowledge of campus resources, and support CapU employees in understanding their role and responsibilities in alignment with CapU's Sexual Violence policy (B.401) and procedures (B.401.1).

Sexual Violence Awareness Month Integrated Marketing Campaign

An integrated marketing approach was used to promote the month's events, distribute educational consent messages, and support resources. Strategies included conducting campus-wide print and digital poster, social media promotion, distributing e-newsletters to faculty, staff, and students, as well as posting on the CapU's employee intranet site (Frontlines).

Sexual Violence Prevention Education Plan

In August 2024, the Student Life Department, in partnership with the Sexual Violence Advisory Committee, finalized the Sexual Violence Prevention Education Plan for 2024-2027 which details campus-wide approaches, interventions, and implementation strategy. The Education Plan presents CapU's guiding principles, current cultural climate, promising evidence-based practices in sexual violence prevention, and an implementation plan for programming to guide the university's actions over the next three years. Developed with a keen focus on intersectionality, cultural and Indigenous pedagogy, collaborative relationships, and a trauma-informed lens, the goals of the Education Plan are as follows:

1. Developing and implementing educational programming that reduces harm and supports a culture of consent, care, and respect.
2. Offering prevention education that is culturally grounded and addresses the diverse lived experiences and learning needs of a multi-cultural campus community.

3. Incorporating a decolonial and anti-oppressive lens in all prevention and education that acknowledges the link between sexual violence, colonization, structural inequity, and other forms of oppression.
4. Improving relationships, knowledge, and collaboration across the university to generate shared responsibility for sexual violence prevention and response
5. Equipping members of the university community with the capacity to uphold their role in relation to the university's sexual violence policy and procedures, the skill to provide a supportive response, and the knowledge the barriers to equity and belonging.
6. Fostering a culture of bystander intervention, community care, and heart-centered engagement
7. Providing information on Capilano University's Sexual Violence Policy, Sexual Violence Prevention Education plan, and sexual violence support services to all members of the university community.

The sexual violence prevention and education programming is recommended to be executed in three distinct phases spanning August 2024 to November 2027. Currently, CapU is operating within Phase 1 (August 2024- July 2025) which highlights key programming for promoting CapU's sexual violence services and policies, creating a culture of consent and bystander intervention, fostering healthy relationships, and responding to sexual violence with trauma-informed approaches.

Education and Awareness Statistics

Sexual Violence Prevention Education and Awareness Statistics 2024 - 2025			
Date	Audience	Attendance	Session Name
Aug 13, 2024	New Faculty	29	Support Services Promotion at Centre for Teaching Excellence (CTE) New Faculty Orientation – Resources Marketplace
Aug 16, 2024	Student Life Assistants	6	Empowering Student Leaders: Preventing and Responding to Sexual Violence
Aug 21, 2024	Residence Advisors	12	Sexual Violence Disclosures & Response Training for Residence Advisors
Sept 3, 2024	New Students, Kinesiology	40	Support Services Promotion at Kinesiology Student Orientation
Sept 3, 2024	New and Returning Students, Varsity Athletes	110	Support Services Promotion at Varsity Athlete Orientation
Sept 3, 2024	New Students	1,000	Support Services Promotion at CapU Street Party
Sept 16- 20, 2024	New and Returning Students	148	Consent Awareness Week Activities: <ul style="list-style-type: none"> - “How to Flirt” education pamphlet - Social Media (Instagram) awareness video generated 148 likes, 5 comments, and 43 shares
Dec 16, 2024	New Students	-80	Support Services Promotion at New Student Orientation Online
Jan 6, 2025	New Students	150	Support Services Promotion at New Student Welcome Fair
Jan 28, 2025	All Employees	7	Responding to Disclosures of Sexual Violence Training for Employees
Jan 30, 2025	New Students, Business	13	Support Services Promotion at School of Business “Strive & Thrive Event Check-in
March 10 – April 7, 2025	All Students	473	Deployed Student Perceptions of Sexualized Violence Survey
May 1, 2024 - April 30, 2025	All Students	22	CapU Safer Campuses for Everyone (Students) Online Module
May 1, 2024 - April 30, 2025	All Employees	66	CapU Safer Campuses for Everyone (Employees) Online Module
Total Education and Awareness Points of Engagement: 2,156 Students: 2,054 Employees: 102			

Disclosures and Reports

Below is a summary of the disclosures, reports, and investigations of sexual violence overseen by the offices of Student Affairs and People, Culture & Diversity during the time of May 1, 2024 to April 30, 2025. Support is provided to individuals who make a disclosure or a report, as well as those who have causes harm, including aspects such as safety planning, financial aid, academic accommodations, and referrals to other campus and community support services.

Student Affairs

Disclosures	11
Third Party Disclosures	7
Reports	1
Investigations	1
Transformative Justice Response	1

The disclosures and reports of sexual violence received by the Student Affairs were mostly related to weak understanding of consent and healthy personal boundaries, and reports of sexual harassment from students to students(s).

People, Culture & Diversity

Disclosures	0
Third Party Disclosures	0
Reports	1
Investigations	0
Transformative Justice Response	0

The number of disclosures received by Capilano University this reporting cycle increased minimally from last year, with a total of 18 disclosures compared to 12, while the number of reports decreased slightly. It is important to note that most incidences of sexual violence go unreported, and therefore, these statistics are unlikely to be an accurate representation of sexual violence experienced by the CapU community. Common barriers to disclosing includes prevailing stigma around sexual violence, fear of victim-blaming, lack of awareness of university support resources, and uncertainty around the disclosure and reporting process. Additional efforts are needed to ensure consistent campus-wide sexual violence prevention education and awareness of available resources to better support CapU students and employees.

Future Initiatives

While CapU has made substantial progress towards preventing and responding to sexual violence, the following recommendations have been made to the Student Life and Student Affairs Department to further this goal, as informed by the Sexual Violence Advisory Committee and the Sexual Violence Prevention Education plan:

- Offer asynchronous Responding to Disclosures training for all student leaders, student employees, faculty, and staff at the start of each academic term (quarterly).
- Enhance student's understanding and media literacy skills for topics related to consent, healthy relationships, gender, and sexuality through integrated marketing campaigns.
- Expand the CapU Safer Campuses for Everyone module to integrate additional topics relating to safer partying to explore the association between substance use and sexual violence, unpack victim-blaming, and learn from harm reduction strategies.
- Partner with the Indigenous Education and Affairs to provide specialized sexual violence prevention programming for Indigenous students.
- Partner with the Centre for International Experience to deliver tailored education for newcomers about sexual violence and consent within the Canadian context.
- Establish a volunteer Peer Support Program in partnership with Student Life, Student Affairs, and Counselling service team to offer peer-led health and well-being support.

CapU Main Campus

2055 Purcell Way
North Vancouver, B.C.
Canada V7J 3H5

CapU Lonsdale

250-125 Victory Ship Way
North Vancouver, B.C.
Canada V7L 0G5

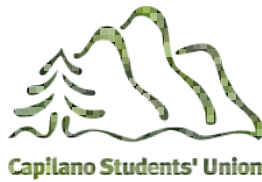
CapU Squamish (Skwxwú7mesh) Campus

3200 University Blvd
Squamish, B.C.
Canada V8B 0N8

kálox-ay Sunshine Coast Campus

5627 Inlet Avenue
Sechelt, B.C.
Canada V0N 3A0

CapilanoU.ca



April 25, 2025

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

Re: Student Society Fees for the Capilano Students' Union

Dear David,

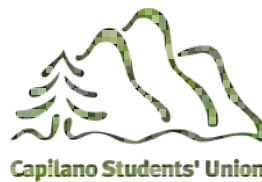
This letter serves as the notice to the board of governors that is required under section 27.1 of the *University Act* respecting student society fees to be collected by Capilano University and remitted to the Capilano Students' Union.

Our updated fee schedules are attached as appendices:

- **Appendix 1** (North Vancouver campus & locations)
- **Appendix 2** (kálaḡ-ay, the Sunshine Coast campus)
- **Appendix 3** (Squamish campus)
- **Appendix 4** (off-campus and online)
- **Appendix 5** (U-Pass BC program fees)

We are pleased to advise that, pursuant to section 27.1(4)(a)(ii) 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*.

We have also attached, as **appendix 6**, the student society fee to be collected on behalf of the Capilano Courier Publishing Society. Please remit this fee directly to the Capilano Students' Union, and we will make remittance arrangements, per a fee agreement between the Capilano Courier Publishing Society and the Capilano Students' Union.



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,

A handwritten signature in black ink, appearing to read "Chris", followed by a long horizontal line extending to the right.

Christopher Girodat
Executive Director

cc: Laureen Styles, Interim President and Vice-Chancellor (Capilano University)
Tally Bains, Vice-President, Finance & Administration (Capilano University)
Narisha Jessani, Director, Financial Operations (Capilano University)
Marianne Johnstone, Executive Assistant to the Board (Capilano University)
Harjot Singh, President (Capilano Students' Union)
Sukh Sohal, Vice-President Finance and Services (Capilano Students' Union)
Saulo Ferreira, Financial Controller (Capilano Students' Union)



Appendix 1

NORTH VANCOUVER CAMPUS & LOCATIONS

Our fee schedule for the 2025–2026 academic year is as follows:

Students attending courses at the North Vancouver campus		
Fee	Fee per student	Fee per credit
Basic Student Society Fee	\$47.27 (per semester)	\$3.26 (up to 10 credits)
Student Union Building Fee	—	\$9.38 (up to 15 credits)
Health & Dental Plan (Health) Fee (for full-time students only)	\$120.81 (per academic year)	—
Health & Dental Plan (Dental) Fee (for full-time students only)	\$170.33 (per academic year)	—
Clubs and Events Fee	—	\$0.38 (up to 15 credits)
Equity and Sustainability Fee	—	\$0.96 (up to 15 credits)
External Advocacy Fee	—	\$0.42 (up to 15 credits)
Personal Electronics Repair Service Fee	—	\$0.70 (up to 15 credits)
Recreation & Intramurals Fee	—	\$0.63 (up to 15 credits)
Business & Professional Associations Fee (for all courses taken by students declared in the Faculty of Business & Professional Studies only)	—	\$2.46 (up to 15 credits)



Appendix 2

KÁLAX-AY | SUNSHINE COAST CAMPUS

Our fee schedule for the 2025–2026 academic year is as follows:

Students attending courses at <u>ká</u> lax-ay, the Sunshine Coast campus		
Fee	Fee per student	Fee per credit
Basic Student Society Fee	\$47.27 (per semester)	\$3.26 (up to 10 credits)
Health & Dental Plan (Health) Fee (for full-time students only)	\$120.81 (per academic year)	—
Health & Dental Plan (Dental) Fee (for full-time students only)	\$170.33 (per academic year)	—
Clubs and Events Fee	—	\$0.38 (up to 15 credits)
Equity and Sustainability Fee	—	\$0.96 (up to 15 credits)
External Advocacy Fee	—	\$0.42 (up to 15 credits)
Personal Electronics Repair Service Fee	—	\$0.70 (up to 15 credits)

Appendix 3

SQUAMISH CAMPUS

Our fee schedule for the 2025–2026 academic year is as follows:

Students attending courses at the Squamish campus		
Fee	Fee per student	Fee per credit
Basic Student Society Fee	\$47.27 (per semester)	\$3.26 (up to 10 credits)
Health & Dental Plan (Health) Fee (for full-time students only)	\$120.81 (per academic year)	—
Health & Dental Plan (Dental) Fee (for full-time students only)	\$170.33 (per academic year)	—
Clubs and Events Fee	—	\$0.38 (up to 15 credits)
Equity and Sustainability Fee	—	\$0.96 (up to 15 credits)
External Advocacy Fee	—	\$0.42 (up to 15 credits)
Personal Electronics Repair Service Fee	—	\$0.70 (up to 15 credits)
Recreation & Intramurals Fee	—	\$0.63 (up to 15 credits)
Business & Professional Associations Fee (for all courses taken by students declared in the Faculty of Business & Professional Studies only)	—	\$2.46 (up to 15 credits)

Appendix 4

OFF-CAMPUS & ONLINE

Our fee schedule for the 2025–2026 academic year is as follows:

Students attending courses off-campus and online		
Fee	Fee per student	Fee per credit
Basic Student Society Fee	\$47.27 (per semester)	\$3.26 (up to 10 credits)
Health & Dental Plan (Health) Fee (for full-time students only)	\$120.81 (per academic year)	—
Health & Dental Plan (Dental) Fee (for full-time students only)	\$170.33 (per academic year)	—
Clubs and Events Fee	—	\$0.38 (up to 15 credits)
Equity and Sustainability Fee	—	\$0.96 (up to 15 credits)
External Advocacy Fee	—	\$0.42 (up to 15 credits)
Personal Electronics Repair Service Fee	—	\$0.70 (up to 15 credits)
Recreation & Intramurals Fee	—	\$0.63 (up to 15 credits)
Business & Professional Associations Fee (for all courses taken by students declared in the Faculty of Business & Professional Studies only)	—	\$2.46 (up to 15 credits)

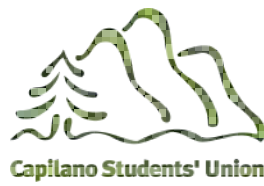


Appendix 5

U-PASS BC PROGRAM FEES

Our fee schedule for the 2025–2026 and subsequent academic years is as follows:

All students eligible for the U-Pass BC program	
Effective date	Fee per month
May 1, 2025	\$46.00
September 1, 2025	\$46.90
September 1, 2026	\$47.85
September 1, 2027	\$48.80
September 1, 2028	\$49.80
September 1, 2029	\$50.80
<i>* U-Pass BC fees for September 1, 2025, 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>	



Appendix 6

CAPILANO COURIER PUBLISHING SOCIETY

The fee schedule for the 2025–2026 academic year is as follows:

All students who are members of the Capilano Courier Publishing Society		
Fee	Fee per student	Fee per credit
Student Publication Fee (fees not assessed during summer terms)	—	\$1.65 (maximum of \$24.75)



May 7, 2025
Our Ref. 144477

Dear British Columbia Public Post-Secondary Institution Board Chairs:

As your new Minister of Post-Secondary Education and Future Skills and new Parliamentary Secretary for International Credentials, we are writing to reaffirm our Government's unwavering commitment to ensuring that post-secondary institutions remain safe, inclusive and respectful environments for everyone. Our Government has been very clear that racism, hate and discrimination, including antisemitism, have no place on post-secondary campuses or anywhere else in British Columbia.

Further to the letter sent to you in September 2024, we expect that every public post-secondary institution has developed, implemented and now firmly enforces policies and procedures that address racism, hate and discrimination, including antisemitism. Institutions should ensure these policies are well-communicated and consistently applied. We remain committed to working with all public post-secondary institutions to strengthen awareness of existing policies and procedures.

Institutional policies and procedures should be clear that they apply to students, faculty, staff, contractors and visitors. They should outline reporting mechanisms, investigative processes, enforcement measures and the potential consequences for violations. As leaders of our public post-secondary institutions, it is your responsibility to ensure these policies and procedures are effectively and actively communicated to your community. Public post-secondary institutions are encouraged to work with their communities to ensure their policies and procedures align with best practices to keep students, faculty, staff, contractors, and visitors safe from violence and discrimination in all forms.

To promote awareness of existing policies and procedures that support safe public post-secondary environments, we ask that you provide Ministry staff with website links to all relevant student and workplace policies and procedures that address racism, hate and discrimination, including antisemitism. Ministry staff will publish links to these policies and procedures on our website, similar to how we link to policies related to [sexualized violence](#). Please send this information to Chad Doerksen, Director of Post-Secondary Policy, at Chad.Doerksen@gov.bc.ca, by June 30, 2025.

.../2

-2-

Thank you for your continued leadership in the public post-secondary system. Our Ministry remains committed to supporting you in providing world-class public post-secondary education to all students in a safe, inclusive and supportive environment.

Sincerely,



Honourable Anne Kang
Minister of Post-Secondary
Education and Future Skills



Sunita Dhir
Parliamentary Secretary for
International Credentials

pc: All Public Post-Secondary Institution Presidents

PRESIDENT'S REPORT TO THE BOARD

Reporting period from April 7 to June 2, 2025

PRESIDENT'S OFFICE

I am honoured to serve as the interim president & vice-chancellor and feel very privileged to be in the role as the search continues for the next university president. I am hopeful that my leadership affords continuity and some level of stability.

In my first month in the role, I met with other presidents of the Pacific Association of Canadian Institutes and Universities (formerly BCAIU). The discussion included positioning the financial sustainability issue with the B.C. Government, various administrative business topics, including updates from the PSFS Ministry. Key areas addressed were international education, DQAB, financial sustainability, and student societies.

Internally, it was a pleasure to attend the inaugural Annual Faculty Research Symposium. The event celebrated and showcased the wide range of CARS activities undertaken by faculty across all disciplines. I also attended some of the annual Teaching and Learning Symposium. The symposium included numerous colleagues sharing their expertise on transformative pedagogies, inspiring innovation, critical thinking, community and collaboration, and e-portfolios. This was another wonderful learning and sharing event with substantive faculty involvement. I extend a huge thank you to all those involved in organizing and running these two events. A third significant on-campus event was the donor recognition event for the Fulmer Family Centre for Childhood Studies; this new centre is an amazing facility that is the culmination of an inspired future-oriented vision.

As shared at the President's Update to the university community, an updated fiscal forecast is for approximately an \$11-million deficit for this fiscal year due primarily to changes in federal policies affecting international student enrolment. Rising inflation, higher operational costs, and increased requirements around infrastructure and technology are also contributing to the deficit. To address this, CapU is limiting discretionary spending, reviewing staffing requests, optimizing academic program planning, and exploring new revenue streams. The goal is to return to a balanced budget by 2026/27. As required by the Ministry of Post Secondary Education and Future Skills, a deficit mitigation plan was submitted at the end of May. Budget updates will continue throughout the year.

As we continue to focus on student success, over the last year work has been underway to bolster our education, awareness and actions related to the CapU has taken the toxic drug crisis and related drug overdoses, and more recently, recommendations from a report completed for the University of Victoria and coroner's recommendations. These steps include enhancing emergency response protocols, providing naloxone kits and training, improving campus maps and emergency procedures, and reviewing crisis response policies. University community members are encouraged to take training and familiarize themselves with naloxone kit locations to support those in need.

ACADEMIC & PROVOST

The spring term has seen remarkable accomplishments across all academic areas, contributing to our shared commitment to delivering exceptional learning experiences, supporting student success and advancing *Envisioning 2030* and *Illuminating 2030*.

FACULTY OF ARTS & SCIENCES

- » Faculty Susan Gardner and former student Daniel Anderson published, "Educating for Civil Discourse: Fortifying the Fragile Path Between Too Little and Too Much Freedom of Speech." *Philosophy Study*, Mar.–Apr. 2025, 15 (2), 61–75.
- » Faculty Megan Smetzer is the recipient of the 2025 Teaching and Learning Excellence Awards at CapU.

FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » Enactus Capilano from School of Business participated in the 2025 Enactus Canada National Exposition, held from May 6–8 at the Calgary TELUS Convention Centre. They presented their combined financial literacy and entrepreneurial mental health project, scaled this year to be delivered via enhanced AI avatars. Dean Laura Kinderman attended their presentation, which drew significant interest from other teams. Students demonstrated their commitment to action on four UN Sustainable Development Goals: reducing poverty while promoting health and well-being, quality education and sustainable economic growth. President of Enactus Capilano, Apollonia Giebel, was also shortlisted as the Enactus Woman Leader of the Year.



- » In May 2025, Lou Villalba presented his Indo-Pacific research (commercial, economic, geopolitical engagement of Canada and the Province of British Columbia for a new world economic order). This academic visit allowed him to engage with numerous international ambassadors and deliver a lecture to 45 members of the Consular Corps in Paraguay. He also shared Canadian and B.C. Indo-Pacific strategies with the Paraguayan Congress and Senate.
- » The 2025 Student Research Symposium, organized by School of Communication faculty Kym Stewart and a committee of student assistants, took place on April 26. This event saw over 90 presentations from students, keynote speakers, and addresses from members of the CapU community.
- » The 2025 Faculty Research Symposium saw School of Communication faculty Alaa Al-Musalli presenting her collaborative research project with her Vancouver School Board partners Leslie Hunt and Christina Walker. Their presentation, "Fact-checking and Disinformation Literacy for K-12: A Collaboration with Vancouver School Board Educators," explored ways to bridge the gap between undergraduate and school-level curricula.
- » The School of Legal Studies is incredibly proud to announce that faculty Michelle Casavant was appointed to Kings Counsel. Michelle, alongside two students, recently facilitated a World Café session, *Beading as a Pedagogical Tool and Building Community* at the CapU symposium. Some of her student work will be on display in the main campus library.



FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » Sara Sutherland, director, children's centre, and Julia Black, coordinator, early childhood care & education, were recipients of the inaugural CapU Envisioning and Illuminating Awards, as employees who have made extraordinary contributions to the University and who embody its values.

- » On April 5, the Early Childhood Care & Education department hosted the *Conference for Childhoods and Pedagogies: Education Toward Unforeseen Possibilities* at the Blue Shore Financial Centre for the Performing Arts. Faculty presented their research on numerous panels comprised of advocates, scholars, students and community members from across Metro Vancouver. More than 250 delegates attended the conference.
- » On April 23, the University celebrated the opening of the Fulmer Family Centre for Childhood Studies on the main campus with a gathering for donors, government representatives and other dignitaries. The two-story building includes a children's centre on the first floor that provides 74 childcare spaces for children aged 0–5, as well as a lab, studio, classroom and office spaces for faculty in the Early Childhood Care & Education department on the second floor. Take a guided video tour: <https://vimeo.com/1081547597>
- » On April 30, representatives from the Office of the Dean in the Faculty of Education, Health & Human Development; the Registrar's Office; the Office of Student Life; and the School of Social Sciences participated on a panel at the *2025 Steps Forward Symposium: Safeguarding Inclusion*. The panel explored how champions in various roles have built a community of practice to deepen and expand our commitment to inclusive education at CapU.
- » The CapU Children's Centre played a key role at the 2025 Early Childhood Educators of British Columbia (ECEBC) Annual Conference, held May 8–10 in Richmond. Two sessions presented by faculty, pedagogists and early childhood educators highlighted arts-based approaches to early learning.

FACULTY OF FINE & APPLIED ARTS

- » The IDEA School of Design is ranked #1 in the top 10 Canadian design schools, based on the 2024 RGD Student Awards. This national recognition reflects the caliber of our design education; the innovation embedded in our curriculum; and the remarkable talent of the students. Read more: <https://lnkd.in/dCfjzUQH>
- » The Jazz Studies program hosted its annual Vocal Jazz Intensive on April 5, attracting 150 high school students from Metro Vancouver. This six-hour outreach event, under the direction of faculty Laura Harrison and J.S. Kofi Gbolonyo, featured a drum and dance workshop, high school choir performances, a Q&A session about the Jazz Studies program and a performance by vocal jazz choir, NiteCap. This event exemplifies our ongoing commitment to community engagement and educational excellence.
- » The Costuming for Stage and Screen program brought the costume film community to CapU to celebrate industry excellence and our graduating class. On April 26, *Elements of Costumes: Shogun* welcomed members of the Emmy award-winning *Shogun* costume team, who shared their creative process from sketch to screen. Costume Supervisor Carole Griffin was joined by Assistant Costume Designer Kenichi Tanaka, Cutter Cathy Seiler, Fabric Buyer Ayla McIninch, Textile Artist Samantha Stroman, Armour Technician Lucas Comstock and BG Set Costumer Lise Hache to discuss the collaboration, craft and key roles that bring a costume department to life. Events like this highlight the value of applied learning and the strong ties between our program and the professional community. This event also honoured the achievements of our graduating students as they prepare to launch into their creative careers.



Costuming Graduating Class with the Shogun Costume Team.

- » School of Motion Picture Arts faculty and filmmaker Mary Margaret Frymire organized an inspiring professional networking event for first-year MOPA students at the Bosa Centre for Film & Animation on April 9. Students engaged directly with a diverse lineup of industry professionals, including representatives from North Shore Studios, the DGC, IATSE, CMPA and leading creatives across production, cinematography, sound and post-production, fostering meaningful insights into career pathways and industry standards at an early stage in students' education.



- » On April 25, award-winning filmmaker, author and adventurer Dianne Whelan—alumna of CapU's Documentary Certificate program—delivered a powerful TEDx talk "Stepping into the Unknown." Drawing from her six-year solo journey across the 24,000 km Trans Canada Trail—the subject of her latest film and her upcoming book *500 Days in the Wild*. Blending personal storytelling with insights from decades of work in film, photography and environmental activism, she inspired the audience to embrace the unknown as a path to deeper meaning and artistic growth. Whelan's contribution showcases the achievements of CapU alumni and underscores the University's role in cultivating creative leaders with a global influence.



FACULTY OF GLOBAL & COMMUNITY STUDIES

- » The School of Kinesiology welcomes new instructors Gregg Eschelmuller (a former HKIN student), Karine Duval (a former HKIN instructor), Luisa Gill and Alex Harriss to the main and Squamish campuses.
- » School of Kinesiology student, Rachel Hills, showcased her KINE capstone project, *Cerebral Palsy: An Overview, Systematic Review and Guide to Better Care*, at the 2025 Student Research Symposium and earned the Library Award.
- » Donna Perry received the [CapU 2025 Teaching Excellence Award](#). She is on paid educational leave in 2025–2026 to focus on research, "The Resilience Project" (concussion research), which is supported by CARS and NSERC.
- » The School of Kinesiology is excited to launch the Kinesiology Diploma at the Squamish campus in Fall 2025, and is currently finalizing the faculty, scheduling and space logistics for the program.
- » CapU and the Vietnam Field School were nominated for a [PIEoneer Award](#). The PIEoneer Awards celebrate innovation and achievement in global education. The Vietnam Field School, a tourism and film collaboration, was nominated in the category of Progressive Education Delivery. Winners will be announced in September.

» International articulations, first international agreements signed in 20 years:

- Lyceum of the Philippines University—Batangas (LPU): Signed agreement in May 2025.
- Universidad de Dagupan (UDD): Signed articulation agreement in April 2025.
- University of Economics Ho Chi Minh City—Signed student exchange in April 2025.



» OREC faculty in the community:

- Wilderness Pursuits students at West Point Grey Academy
- North Van School District's Sport, Recreation and Health Care Career Fair
- International Recruitment Event at Squamish campus
- District of North Vancouver—Potential WIL partnership around restoring a wetland site just west of the CapU's main campus

» On May 5, OREC hosted students from the [MSc in Outdoor Education, Sustainability, and Wellbeing at Atlantic Technological University \(ATU\)](#) in Ireland, in advance of their presentation in Banff at the 'Take Me Outside' conference. We participated in their experiential workshop, weaving together Celtic spirituality and nature education. This was a wonderful opportunity for relationship building and as well as discussion about possibilities for future articulation. *Pictured above: ATU and CapU Outdoor Recreation faculty and students*



» PADM launched a new partnership with the City of Kelowna to offer customized courses for 25 local government employees selected as part of the City's succession and professional development planning.

» PADM is supporting adaptation of syllabi in its program to support local government and public administration capacity building with the Lil'wat Nation. With a new partnership model, PADM continues to explore growth areas in its local government education portfolio. *Pictured right: Local Government Management Association MATI© class taught by Todd Pugh in Parksville on May 25, 2025.*



KÁLAX-AY THE SUNSHINE COAST CAMPUS

» On April 10, 15 outstanding individuals graduated as Health Care Assistants (HCA) from the Health Career Access program, a partnership between the Province of BC, local health authorities, private health care affiliates and CapU. Our community is honoured by their commitment to protecting vulnerable seniors. Their wrap up event was well attended by the students' friends and families, employees and regional director, Micki McCartney. *Pictured: HCA grads 2024-25*



- » The second year of the Carving Shed became a gathering place for carvers, weavers and shíshálh community members to turn to medicine plants instead of, says Jessica Silvey, "Western over-the-counter products." This past term, 10 students attended. Participants included multi-generational pairs such as father-son, father-daughter and mother-daughter duos learning to preserve traditional knowledge and skills. The larger number of women carvers was outstanding; the shíshálh people only had one professional woman carver before. To witness this pivotal moment for these women to change their lives has been a gift. Two projects were accomplished: plaques and bowls.



SQUAMISH CAMPUS

- » Squamish campus opened its doors for guests to stay overnight in the Ossa dorm between May 2–August 25. Six CapU Tourism students are gaining practicum hours by working at the front desk and hospitality roles during this pilot project phase. Early delegations included 40+ heads of HR from western universities, a delegation of CapU international recruitment partners and participants of a destination sports event. More information and booking details can be found on the dedicated landing page: <https://www.capilanou.ca/about-capu/get-to-know-us/our-locations/stay-at-capu/>
- » Dedicated tours of campus are ongoing. High school counsellors from School District 44 and Mulgrave Secondary have visited for recruitment purposes, while potential partnership, such as Carbon Engineering, Northeastern University and Khoury College visited to explore ways to work together. On April 16, CapU Squamish hosted Geneskool, where Grades 9–12 students engaged in activities in the campus's science labs and classrooms.
- » CapU Squamish hosted the following community events and organizations: Sea-to-Sky federal election all candidates' forum, advance voting at the temporary Elections Canada regional office established on campus, the season opening social event for the Squamish Off-Road Cycling Association and the Survival of the Fittest running race. Hundreds of individuals attended these community engagement events bringing needed exposure to CapU Squamish facilities and location.
- » The Food Services Building is undergoing renovations, and the name Routes Eatery was chosen for the space. The café has expanded its menu to breakfast and its hours to 7–2:30 p.m. every day of the week.

INDIGENOUS EDUCATION & AFFAIRS

- » Indigenous Education & Affairs (IEA) welcomes our new Elder Carleen Thomas from səliłwətał (Tsleil-Waututh) Nation. Elder Carleen is the chancellor for Emily Carr and has held a past role on the CapU Board of Governors. Elder Carleen's father, the late Elder Ernie, was a past Elder for CapU. Alongside Elder Carleen, we also welcomed Wendy Nahanee as our community engagement facilitator. This role supports the Elders and Knowledge Keepers that work with the University requests and supports the launching of the Canoe family and the cultural work to support Sk'cháys.
- » IEA joined the dean of Arts & Sciences and the dean of Education, Health & Human Development to celebrate the Graduation Day event at the Ts'zil Learning Centre. This year has been a year of great celebration for Lil'wat community members, as we have honoured CapU graduate Mason Ducharme with the well-deserved Alumni Award of Excellence for his incredible work in Indigenous research and governance; and Elder Martina Pierre who is receiving an honorary doctorate for her leadership work in language revitalization for the Lil'wat Nation and her creation of the Women's Warrior Song—A song that unites women in the commemoration of the Missing and Murdered Indigenous Women and Girls, but also brings strength in all times of gathering. Mason Ducharme and Elder Martina now represent two of three honorary doctorates awarded within the Lil'wat Nation, alongside Lorna Williams.

- » After much consultation with the Nations, CapU updated its land acknowledgement. This acknowledgement now includes the years of life of Chief Joe Capilano, the correct spelling of the səilwətaʔ (Tsleil-Waututh) Nation's name, and no longer includes Lil'wat as we have been invited onto their territory to support their programming at the Ts'zil Learning Centre, but we do not have a campus on their territory. Amended Land Acknowledgement:
 - Capilano University is named after Chief Joe Capilano (1854–1910), an important leader of the Skwxwú7mesh (Squamish) Nation of the Coast Salish Peoples. We respectfully acknowledge that our campuses are located on the unceded territories of the səilwətaʔ (Tsleil-Waututh), shíshálh (Sechelt), Skwxwú7mesh (Squamish), and xʷməθkʷəy̓əm (Musqueam) Nations.
- » Kartik Bharadwa led an Elder input session to inform the next round of the presidential search process.
- » Red dresses were hung throughout the campus the week of May 5 to bring attention to the ongoing MMIWG2S movement.

LIBRARY

- » Metadata Strategies Librarian Tamarack Hockin co-delivered a session, “Birds of a Feather: Technical Services,” at the 2025 BC Library Association conference, offering an informal yet structured space for technical services professionals to engage in generative conversations about their practices.
- » Librarians Jen Goerzen and Krystyna Nowak presented their session, “Ditch the CRAAP and SHIFT Your Focus: Updating Information Evaluation Strategies for 2025,” at the 2025 Capilano University Teaching and Learning symposium to share critical reading evaluation strategies.
- » In partnership with CARS and for the second consecutive year, the library awarded six \$250 and four \$125 adjudicated *library undergraduate research awards* at the Student Research Symposium on April 26, 2025.

CapU librarians taught **86** classes during spring term. Of these, 25 classes were surveyed to share their overall satisfaction with their class on a scale from 1 (very poor) to 5 (great); the aggregated data shows a continued high rating of 4.63.

- » Migration work led by Michel Castagné and Sabrina Wong introduced [Capilano University Institutional Repository](#) with a new look! This repository holds and shares scholarly and creative works by the CapU community and items related to our history. This spring, 11 student research symposium and capstone projects were added to our student research collection, contributed by students in MOPA, Business, Humanities, Social Sciences, STEM and Tourism Management.

- » At the end of April 2025, CapU Library co-led the inaugural *Faculty Research Symposium* which offered faculty a forum to share their research, engage with researchers, Meghan Winters and her PhD student, Meridith Sones, and participate in a World Café on the main floor of the library. Jen Goerzen organized a CapU Library partnership with ChatLive host Yoriko Gillard to offer pop-up library displays complementing featured speaker topics including an author's reading from *Geographies of the Heart: Stories from Newcomers to Canada*.




TOUR 355 student comment: *“the most useful or interesting thing I learned was how to effectively use advanced search techniques, specific database filters, to refine results and access high-quality, peer-reviewed resources. It’s always fascinating to discover tools that make research more efficient and reliable!”*


TEACHING & LEARNING

- » On April 28, Chi Le, educational technology specialist, returned to the Centre for Teaching Excellence (CTE) from parental leave. We're very excited to welcome her back as we prepare for the summer term.
- » Sarah Yercich, PhD, a faculty in the Faculty of Arts & Sciences received a [2025 West Coast Teaching Excellence Award](#) and is the first instructor from CapU to receive this award. This is a distinguished teaching award, and we are so proud of Sarah!

Dr. Sarah Yercich is recognized for her innovative approaches to curriculum delivery at Capilano University, including her use of student-led learning, collaborative learning assignments, gamification, and real-world experiential learning opportunities, as well as her investment in community-based projects. *"The committee found it truly inspirational how you uplift Indigenous students and ways of knowing through your commitment to decolonizing and indigenizing your own curriculum and teaching practice."* —Heather Fitzgerald, Chair of the Award Adjudication Committee, BCTLC



Dr. Sarah Yercich
- » The [2025 CapU Teaching Excellence Award recipients](#) were announced, highlighting excellence in teaching across CapU. Continuing to break records each year, we received over 450 nominations for over 215 faculty.
- » The CTE hosted the annual Teaching and Learning Symposium from April 30–May 2, featuring keynote addresses from Jo Chrona and Helen Chen. With over 120 CapU community members participating online and in person, it was a fantastic event of shared learning and celebration. The symposium featured the Teaching Excellence Award recipients and the 2024–2025 Certificate in University Teaching and Learning cohort, who shared the impact the cohort has had on them and their teaching practice.


- » The CTE continues to be a busy place with over 250 consultations with individual instructors between April and May, bringing us to a total of 1320 consultations since September of 2024.

CREATIVE ACTIVITY, RESEARCH AND SCHOLARSHIP & GRADUATE STUDIES

- » CapU marked a significant milestone in its Creative Activity, Research & Scholarship (CARS) journey, by hosting its first-ever Faculty Research Symposium. Co-hosted by the CARS office and the library, the event welcomed more than 70 attendees including faculty, students and community partners. The day opened with a keynote presentation by Meghan Winters and PhD candidate Meridith Sones from Simon Fraser University (SFU). Following the keynote, attendees took part in an engaging World Café session and had the opportunity to attend 13 faculty research presentations, showcasing work from across faculty disciplines.



- » Student Research Symposium: The inaugural Faculty Research Symposium complemented the 9th annual Student Research Symposium, held on Saturday April 26, further advancing CapU's research exchange and knowledge mobilization efforts. More than 100 students from all five faculties presented their work, and seven Student Awards for Excellence in Research and 10 Undergraduate Research Awards were presented to students.
- » Graduate Studies: Senate approved the newly formed Senate Graduate Studies Committee, and the first committee meeting will be in September. The formation of this new Senate committee lays a solid foundation for the governance of graduate studies.
- » A new Diversity, Equity and Inclusion (DEI) Charter: The university was accepted into the federal government DEI focused *Dimensions Canada* program. Built on the *Dimensions Charter*, the nationally recognized program aims to increase DEI across the Canadian university research ecosystem. Led by AJ Monk (CARS) and TJ Delegencia (PCD), this recognition celebrates the progress already made towards DEI at CapU, and recognizes our commitment to future DEI work, especially in research. With support from the federal Tri-Agencies, our Dimensions membership will include cohort-based mentorship and training with post-secondary institutions across Canada, ultimately leading to funding opportunities and strengthening research excellence at CapU.
- » Congratulations to Fenn Stewart (Faculty of Arts & Sciences, CapU) *left* and Jill Goldberg (Department of English, Langara College) *right* for their Building Bridges, CapU & Langara Community Connection Grant award. This joint research partnership is supported by each institution's NSERC Mobilize grant, with funding allocated for faculty section release and associated research expenses. Their project, *Writing Lives* is built on an English and creative writing course offered in partnership with the Indian Residential School Survivors Society (IRSSS)—an Indigenous-led organization that supports residential school Survivors.



FINANCE & ADMINISTRATION

FINANCIAL SERVICES

- » Financial services completed the fiscal year-end audit for 2024–2025, created the year-end accountability reports for budget owners and supported the development of the Deficit Mitigation Plan.

CORPORATE SERVICES

- » The policy office continues to update the policy suite. In April, the board approved revisions to B.506 Standard of Conduct Policy, B.517 Conflict of Interest Policy and B.310 Public Interest Disclosure Policy. In May, the Senate approved updates to the S2017-04 Graduation Policy and S1989-02 Academic Honours Policy and the Senior Leadership Council approved updates to OP.418 At-Risk Behaviour and Violence Response and Prevention Policy and Procedure.
- » Purchasing services processed 120 purchase orders during this period with significant purchases including a new garbage compactor for the new student housing building. Significant contractual work completed included finalizing the Squamish janitorial services contract.

FACILITIES SERVICES & CAMPUS PLANNING

- » Facilities operations welcomed Frank Panagopoulos as the new manager of facilities operations, overseeing the Mechanical, Electrical, and Plumbing (MEP) portfolio across all CapU campuses.

- » The cooling system upgrade for the third floor of the Library Building at the main campus and the spring ground cleanup at all campuses was successfully completed.
- » In collaboration with the purchasing department, the Request for Pre-Qualification (RFPQ) for janitorial services across all CapU campuses and a Request for Proposal (RFP) for the Bosa Centre for Film & Animation building heat pump system upgrade was posted. Additionally, a temporary portable chiller was installed to provide interim cooling to the building until the new system is in place.
- » The facilities operations team, in collaboration with consultants, completed the design phase of the Birch Building chiller replacement project, which also includes adding cooling to the bookstore, perimeter spaces and classrooms surrounding the theatre.
- » Campus planning completed the data gathering and engagement workshop phase of the campus-wide functional programming initiative. When complete, the Campus Functional Program will provide a more formal and structured approach to campus master space planning to meet evolving needs, enrolment projects and ministry standards. Engagement sessions with departments and schools have informed the team regarding staffing, students, space requirements, equipment, adjacencies, utilization rates, goals and enrolment projections.
- » In collaboration with student housing services, furnishings for the on-campus student housing development have been planned, which includes spaces catering to various lifestyles while fostering a community atmosphere. Thoughtful planning involves balancing diverse living preferences, fostering a sense of home and ensuring flexibility. By prioritizing these elements, the environment can support students' academic and personal growth, making their housing experience both comfortable and enriching.
- » To foster community among students and employees, informal lounge spaces were enhanced in the Willow and Cedar Buildings, bridging the gap between home and work or study in a versatile and inclusive environment.

DIGITAL TECHNOLOGY SERVICES

- » Digital Technology Services (DTS) welcomed Michelle Armsden who joined the team as the interim manager, digital transformation office on June 2. Michelle will lead the DTO team to provide strategic initiative planning, project management, project support and reporting services for digital transformation projects across the University.
- » The Enterprise Resource Planning (ERP) project is in the design phase, working with the University community to reimagine new ways of working that will be implemented in Workday.
- » The Integration Hub Project is in progress of developing interfaces identified for the Workday solution.
- » As part of improving helpdesk service access, the team is working on enhancing self-help functions.
- » The classroom equipment that needs to be replaced is in progress in readiness for the Fall 2025 term.

PEOPLE, CULTURE & DIVERSITY

EMPLOYEE EXPERIENCE

- » Co-facilitated a joint training session on April 1 with the CFA on the faculty evaluation process.
- » In collaboration with the labour relations team and the CFA, we formed a faculty reduction mitigation working group and developed a reduction mitigation strategy which was rolled out in April.

TALENT ACQUISITION

- » Mimi Buan (*she/her*) joined as the new HR advisor, talent acquisition. Mimi has over eight years of experience in talent acquisition, talent strategy and employer branding. Her strategic initiatives in sourcing, mentoring hiring managers, and optimizing recruitment process will help us to elevate the talent acquisition function at CapU and our candidate to employee experience.
- » Partnered with the dean, Faculty of Business & Professional Studies, and the search committee on the search-hire process for the new associate dean.
- » Facilitated a community consultation meeting for provost & vice-president academic with select group; additional meetings to follow.
- » Onboarded six new managers/search committee chairs, introducing them to the talent acquisition function and services. Established partnerships to support effective team building.

ORGANIZATIONAL DEVELOPMENT

- » The university celebrated its annual employee awards luncheon event on April 24, 2025, recognizing employees with the new Envisioning and Illuminating employee awards and the Long Service Awards. Over 85 employees award recipients attended the event. [PHOTOS](#)
- » Delivered the first DEI employee town hall, sharing progress to building the DEI roadmap with over 200 employees in attendance. Recruitment for the DEI Advisory Council followed, with member interviews set for late June to support DEI governance.
- » In partnership with the CARS team, we were accepted into the federal government's [Dimensions](#) program, which supports DEI in research and aligning directly with *Envisioning 2030* goals.
- » Collaborated with the ERP team to integrate the new self-ID approach into faculty process and data management.
- » Attended the University of Saskatchewan's Indigenous Membership & Citizenship conference to explore how CapU can engage in meaningful dialogue on developing and implementing Indigenous citizenship and membership verification processes in post-secondary education.
- » Participated as a guest panel speaker for CapU's Asian Heritage Month events and continued DEI introduction roadshows with faculty councils and Senate Teaching & Learning committees.

STRATEGIC PLANNING, ASSESSMENT AND INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » The new fillable PDF integrated planning template was distributed on time for Senior Leadership Council (SLC) to start working on this year's planning cycle. In close collaboration with finance, the templates included customized financial information for unit heads to report on them. Also included in the template was a final reflection aimed at identifying progress made to initiatives and actions planned for the fiscal year 2024-2025.

ENVISIONING 2030

- » Plan owners, including *Digital Transformation Plan*, *Campus Master Plan*, *Internationalization Plan*, *People Plan* and *Chénchenstway* presented an update during the SLC Planning Day in April. This activity helped SLC

members to visualize progress toward the implementation of *Envisioning 2030*, as they were allowed to post clarification questions and to better understand how their diverse unit level activities support these plans.

STRATEGY, ANALYTICS & TRANSFORMATION

- » The team was deeply focused on the annual Ministry FTE reporting requirements. The final domestic FTE count for Fiscal Year 2024–2025 is 3774, 67 per cent of the given ministry target. This reflects a six per cent improvement in achieving ministry targets compared to last year. The final domestic FTE count for Fiscal Year 2024–2025 indicated a nine per cent FTE growth (net increase of 301 FTEs) from the previous Fiscal Year. This has been the largest growth in domestic FTEs for CapU over the past 10 years, which can be attributed to the effectiveness of concerted efforts focused on Strategic Enrolment Management (SEM). From a faculty perspective, the Faculty of Arts & Sciences had the largest growth of 16 per cent (net increase of 129 FTEs) while all other Faculties had growth rates of two to seven per cent compared to last year. The final international FTE count for the Fiscal Year 2024–2025 is 3589, a three per cent decrease (net decrease of 113) from the previous Fiscal Year. From a faculty perspective, the Faculty of Education, Health & Human Development had the largest year-over-year growth of 24 per cent (net increase of 44). The Faculties of Business & Professional Studies and Fine & Applied Arts had the largest declines with a 15 per cent (net loss of 231 FTEs) and 14 per cent (net loss of 21 FTEs) change compared to last year respectively.
- » During this period, Institutional Research (IR) completed the majority of the work required to update the Institutional Accountability Plan and Report (IAPR) for the 2024–2025 Fiscal Year. The IAPR is an annual report submitted to the ministry, which details how the University has met the various mandates. This involved gathering the necessary content from University leadership, creating the first draft of the IAPR, and sharing the document with the Senior Leadership Council (SLC) as well as the ministry for review. Specific details about the accountability framework are found [here](#).
- » The team continued to support SEM through several key projects. In support of recruitment efforts, the recruitment tracker dashboard received several important updates and additions. The team developed the first draft of a transfer credit dashboard for review by the registrar's office, and a preliminary dashboard was created to better understand and validate financial aid data—laying the groundwork for the development of a new financial aid dashboard soon. Additionally, the SEM predictive model was updated for May 2025, offering insights into projected domestic and international student enrolments.

INTERNATIONAL

- » International recruitment for all institutions remains challenging due to the impaired reputation of Canada as a learning destination and slow visa processing times and high rejection rates. For fall 2025, we have around 1400 applications which is about half of last year and we have over 400 deposits which is on target with the revised budget. However, study permit approval rates are currently very low (22 per cent for colleges and 32 per cent for universities), which may affect final registration numbers. Visa processing rates outside of the country were very slow but seem to be improving with most major markets being between four to eight weeks.
- » In addition to the conditions mentioned above, the biggest challenge we have for recruiting international students to CapU is the loss of nine two-year programs that are no longer PGWP eligible. It is possible that three more programs will become ineligible due to a provincial recommendation which will be highly impactful. There are however opportunities to regenerate and realign programs from existing curriculum that will be PGWP eligible and attractive to international learners. The School of Tourism Management has proactively addressed this by recrafting the Global Tourism and Hospitality Post Baccalaureate to the Global Leadership in Sustainable Tourism Post Baccalaureate due for launch in the Summer, 2026. This is an excellent example of responding to the need to bring in-demand programming to market quickly and we are already seeing strong interest from our network in this new program in 2026. The international office has consulted extensively in our network and identified several in-demand program opportunities, largely in the post-baccalaureate field, that we could bring to market quickly and effectively. We look forward to supporting departments and the academic process as required.

- » The CapU 2024 Vietnam field school was accepted as a finalist in the [Professional International Educators \(PIE\) awards](#) for the Progressive Education Delivery Award. The PIE award ceremony takes place in Guildhall, London, UK annually and is widely considered the “Oscars of International Education” event. The field school was unique in that it brought together students from 11 programs in the five Faculties to study community-based tourism and documentary film making in the remote and spectacular villages of the Sapa region where Capilano University has been working for over 20 years. This is our second finalist nomination in this category. On a similar theme, a wonderful video of the remarkable [Ghana field school](#) has also been produced by CIE international student ambassador Laura Morales. Please click on the link for an uplifting ten-minute video of this transformative learning experience and the power of music in education.
- » We were honoured to receive a delegation from our partner university, Lyceum University of the Philippines, Batangas on May 13 to sign our second international articulation agreement this year. As reported in the last Presidents report, we signed the first agreement with Universidad de Dagupan in February. Vice-president, Cecilia Pring led the delegation also consisting of Lida Landicho, University Psychologist, and two LPU students, Pierre Cahinihan and Catherine Anne Pring. This agreement has been three years in the making and features the opportunity for students from LPU to transfer two years of study at LPU to our Bachelor of Tourism Management for degree completion. Commonly referred to as a 2+2 agreement we are very pleased to build this formal connection which will result in very attractive and productive pathway opportunities of study for students from the Philippines and academic and administrative opportunities between our institutions. We are very grateful for the hard work of Kash Madhani, convenor of the Bachelor of Tourism Management, the entire School of Tourism Management, and our wonderful partners at LPU including Dr. Pring, Dr. Frederick, Dr. Ryan Mejia, and Dr. Hazel Venus, amongst many others.
- » Two weeks ago, ICEF, Vancouver brought hundreds of international education agents to Vancouver. These are important events that we participate in to meet with many agencies and build our recruitment network. We grasped the opportunity with this event to host over 30 agents from Brazil, India, Nepal, Mexico, China, and Iran to our Squamish campus. Several agents stayed in the campus residences, and all were impressed with the quality of the campus and the opportunity to see first-hand what the exceptional student experience would be like. We received dynamic and fun presentations from the outdoor recreation and Kinesiology departments. A short promotional video of the experience is currently in production.



STUDENT SUCCESS

- » We are excited to welcome Laura Donelan to CapU on June 2 as our new manager, student affairs. Laura has over 25 years of experience in social work and student mental health, with a strong background in trauma-informed care, clinical supervision, and program development. Most recently, she served dual roles on the mental health team at Western University, including as lead of the Counselling Intern Program and mental health counsellor at the Schulich School of Medicine & Dentistry. Her leadership was instrumental in the development of Western's behaviour consultation team and the revision of its Mental Health Strategic Plan. Laura holds a Master of Social Work and a Master of Professional Education with a focus on equity, diversity, and social justice—expertise that deeply informs her approach to student support and inclusion. Her thoughtful, student-centered leadership aligns closely with Capilano University's values.
- » The student affairs department was formally subdivided into two standalone departments: student life and student affairs. The change reflects significant consideration of the types of work the teams do, how they deliver programs and the optimal size for departments.

CAREER DEVELOPMENT CENTRE

- » Our career development advisors conducted 99 one-on-one student appointments with an additional nine workshops, as part of regular CDC programming and in collaboration with faculty from the Faculty of Education, Health & Human Development and Faculty of Business & Professional Studies. In addition, our two advisors delivered a Pathway to Meaningful Employment all-day session to 14 students from the Faculty of Global & Community Studies, in collaboration with Tania Loken (convenor, Diploma in Tour Management International) helping the students develop meaningful career development competencies.
- » On April 10, CDC welcomed to the main campus three members from Liberty Kitchen team, including general manager and head chef. The team hosted a Mini Hiring Fair where they conducted first-round on-the-spot interviews for a brand-new restaurant opening near Phibbs Exchange. 35 students took part.
- » The CDC team and our career ambassador student employee actively participated in CIE Orientation and Welcome Fair Summer 2025 Orientation introducing 118 new students to our services. In addition, one of our career development advisors delivered a Find Your Purpose & Meaningful Work workshop to 26 new students as part of summer orientation programming.



STUDENT LIFE

- » Meg Signorelli joined the student life team on April 28 in the role of well-being facilitator. In this role, she'll be focusing on student education, prevention and awareness in the areas of well-being that include mental health literacy, food security, sexual violence prevention and a culture of consent.
- » CapU welcomed 267 new term. On May 6, they attended kick-off presentation, where campus services, resources and The session was hosted by two featured guest speakers from faculties. Orientation Week with the New Student Welcome attendees, featuring 19 campus sponsors. The week included a online and three in person. To events were held: BlueShore BlockBusters Movie Night and the New Student Mixer, encouraging student connection and engagement.
- » On May 14, as part of the now beloved series by CapU community, Blueshore Blockbuster Movie Nights, we screened Moana 2. The night kickstarted with a fun Moana trivia game, created by a CIE mentee and hosted onstage by our student life orientation leaders. Popcorn was in abundance for attendees, and everyone enjoyed the show.



students for the Summer 2025 the new student orientation they were introduced to key opportunities to get involved. student life assistants and various departments and officially launched on May 12 Fair. The event drew over 55 partners and three community total of four workshops, one wrap up orientation, two social



- » On May 22, we hosted another Open Mic night in the CSU Lounge. All the attendees and participants got a chance to enjoy a variety of snacks, make new friends, and even perform on stage. The event was attended by more than 30 students.
- » As student life completes its transition from a unit within student affairs to a standalone department, the team engaged in a meaningful process of discovery and reflection to define its purpose, values, vision and scope of service. The team also participated in a half-day session facilitated by PCD, to explore and understand everyone's communication and working styles. This foundation establishes the framework for how Student Life supports students in their journey by cultivating inclusive and vibrant experiences that empower students to lead with purpose, support their well-being, and contribute meaningfully to the campus and broader community.



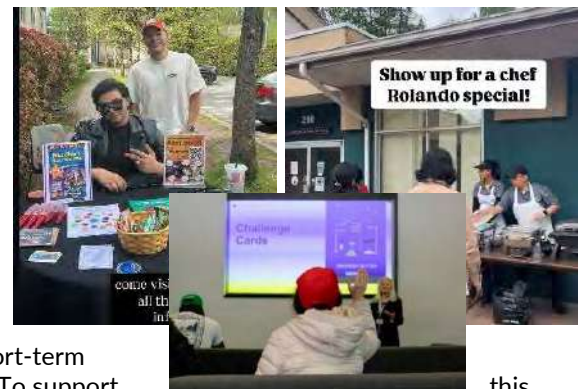
STUDENT HOUSING SERVICES

- » CapU student housing services had a strong and successful start to the Summer 2025 season, with increased occupancy and expanded service offerings at both North Vancouver and Squamish housing.

- » We have significantly increased our external group



bookings from one group last year to four this summer, reflecting the success of our short-term housing strategy. To support



growth, we have hired two student ambassadors to assist with operational needs, including guest services and turnover support.

- » We are also housing 77 CapU students in this summer, with two resident advisors leading community-building efforts and supporting student needs.
- » Our food services partner, Chartwells, is making the most of the sunny weather by hosting bi-weekly BBQs for summer residents—these events have been well received and will continue throughout the summer to foster a fun and inclusive atmosphere.
- » Our Squamish location has welcomed over five external groups so far this summer, with many more expected in the coming months. In an exciting development, we are transitioning The Lodges into a hotel-style offering that will be open to individual bookings, marking a significant evolution in our service model.
- » To support operations and provide experiential learning opportunities, we hired six summer interns from the Tourism and Hospitality program, as part of their co-op placements. These students are gaining hands-on experience in key areas such as front desk and customer service, room flipping, and conference service setup, an excellent integration of academic learning and practical work in the hospitality industry.
- » We received 437 priority applications before the April 10 deadline. An additional 80 late applications have been submitted since then. This brings our total applications for our North Vancouver location to 540, which represents a 2 per cent increase compared to the same time last year. Housing offers for priority applicants will begin in June, and we expect to receive more applications this month.

FOOD SERVICES

- » In conjunction with the launch of our summer conference services and in partnership with our food services provider, we opened Routes Eatery, a new on-campus restaurant. This establishment is designed to support our summer conference operations while also serving the local community.



- » Improving food service variety and quality remains a priority at the main campus. In partnership with Chartwells (our food services provider), we have upgraded key equipment, including dishwashers, line fridges and freezers, drink coolers, and Nescafé machines, and wallpaper/décor updates. We also initiated a partial menu revamp. Chartwells also supported three student events in April/May, strengthening their role as a partner in both operations and campus life.

REGISTRAR'S OFFICE

- » A list of 1,297 eligible graduates passed through the Senate on May 13. This represents a year-over-year increase of 27.04 per cent.
- » As part of the graduation cycle, 468 work permit letters were also issued.

FINANCIAL AID & AWARDS

- » Participated in the Summer Orientation Welcome Fair. Spoke to 50 students about scholarships, loans and bursaries.

RECRUITMENT & ADMISSIONS

- » The recruitment team continues to strengthen our collaboration with program areas. In April, we welcomed 22 students from Summerland for a campus tour focused on our Costuming for Stage and Screen program. Then, on May 29, another group of 25 students from the same city visited the campus to explore our Engineering program. A big thank you to both program areas for organizing such engaging experiential activities—their efforts made the visits more dynamic and inspiring for our prospective students. Recruitment also partnered with the VFX department to participate in the Careers in Media Arts Fair in Richmond and collaborated with the School of Performing Arts to deliver a presentation to Grade 11 students in Langley. *Pictured top: Summerland students took part in an interactive activity with our Costuming for Stage and Screen program. Pictured below: Student Recruitment Advisor Mei Kawasaki and Divisional Supervisor for the School of Performing Arts, Lindsay Warnock, delivered a presentation at U-Connect in Langley for Grade 11 students*



- » In collaboration with selected degree programs and MDX, the recruitment team prepared and mailed personalized welcome letters to newly admitted students for Fall 2025. Each package included a Next Steps checklist card to support students as they begin their academic journey at CapU.
- » We're excited to welcome Hillary Johnston to the team as our new student recruitment advisor! Hillary started on May 5 and is based at the Squamish campus. She will support in-person advising appointments, lead campus tours, and represent CapU at recruitment events throughout the Sea-to-Sky region and

locations across Canada.

- » We're also happy to share that Eduardo Ludovice has joined the domestic recruitment team as our new student recruitment specialist. Eduardo will be responsible for organizing events—including Explore CapU—and will serve as the primary contact for academic areas and departments interested in working collaboratively with recruitment.

SYSTEMS & SCHEDULING

- » Over the past six weeks, scheduling participated in a series of faculty meetings to address potential challenges of shifting to multi-term scheduling. No major issues were raised by any department. The scheduling unit is well positioned to move forward with the implementation of multi-term scheduling for the Fall 2026/Spring 2027 terms.

REGISTRATION & STUDENT INFORMATION SERVICES

- » The SISO team handled over 2,500 calls, 600 emails and 125 Cap Cards during this period.

UNIVERSITY RELATIONS

During this period, university relations led several high-impact events and initiatives in support of the portfolio's focus on building reputation and increasing engagement:

- On April 9, a milestone Chancellor's Dinner event culminated in the University's first endowed \$1-million entrance award.
- CapU hosted an intimate dinner on May 6 to welcome its 2025 honorary degree recipients.

The formal [opening of the Fulmer Family Centre for Childhood Studies](#) was held on April 23 to great success and supported by the full university relations portfolio. The event, emceed by the vice-president, university relations, celebrated and recognized government, donors and other supporters of the project.

- The marketing & digital experience team delivered creative and digital support ahead of the opening event, including a full campaign with video, social, print, web and photography.
- University events coordinated with all university relations units to manage guest logistics, venue layout, catering—including custom-designed “forest floor” cupcakes—and a sequence of speakers and guided tours that showcased the building's vision and purpose.
- The opening resulted in strong media coverage in local, business and industry media, including video coverage from Fairchild TV and a video reel on Minister Bowinn Ma's Instagram account.

As part of the portfolio's ongoing commitment to operational sustainability, university relations developed and launched a series of new planning systems and tools to increase clarity, transparency and alignment in goal setting, integrated planning and activity tracking.

COMMUNICATIONS

- » The communications team continues to support campus priorities, including preparatory work for an integrated emergency communications system, developing budget communications, supporting the opening of The Lodges at CapU Squamish and working with marketing & digital experience to roll-out convocation materials for June.
- » On our digital channels, our employee profiles on LinkedIn included recipients of the long service award and individuals who played a key role in the programming for May's Asian Heritage Month activities. On the CapU website, we added a [collective bargaining](#) page to provide general information about bargaining at CapU.
- » Newsworthy mentions about CapU during this period:

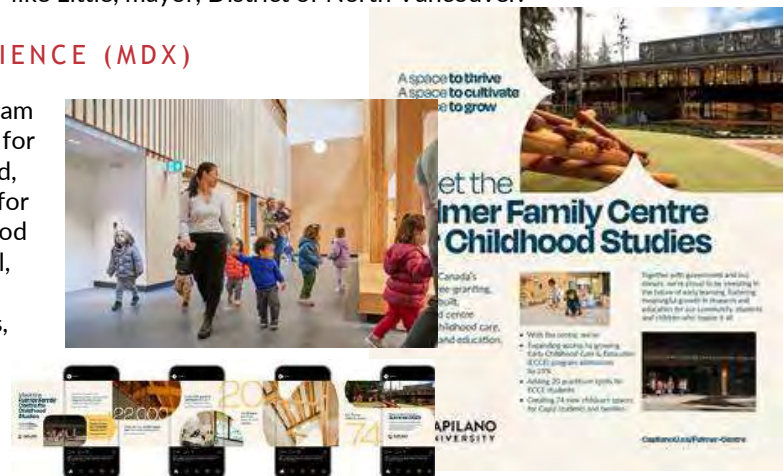
- David Amos, Faculty of Business & Professional Studies instructor, was interviewed by CBC News regarding [Amazon selling products calling Canada the 51st state](#).
- David Matijasevich, political science instructor, was interviewed by the [North Shore News](#) about the First Vote project, a collaboration with North Shore Community Resources and the North Vancouver School District to encourage democratic engagement among high school students.
- Mason Ducharme, recipient of the 2025 Dedicated Alumni Award of Excellence, was profiled in the [Pique News](#) for his commitment to advancing Indigenous governance, education and community well-being.

GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

- » Prior to the federal election, CapU prepared a *2025 Election Advocacy Action Plan*, and for the candidates, a briefing paper on CapU's key priorities in the election. The briefing paper was provided to the majority of the candidates in the ridings where CapU operates. CapU Manager, Public Affairs Linda Munro also met with all the candidates for North Vancouver-Capilano and Burnaby North-Seymour prior to the federal election.
- » The Liberal Ministers of Parliament (MPs) in all three federal ridings where CapU operates were re-elected for another term. The university sent letters of congratulations and meeting invitations to Terry Beech, MP for Burnaby North-Seymour; Jonathan Wilkinson, MP for North Vancouver-Capilano; and Patrick Weiler MP for West Vancouver-Sea to Sky-Sunshine Coast.
- » At the municipal level, CapU Interim President Lauren Styles scheduled meetings with Linda Buchanan, mayor, City of North Vancouver and Mike Little, mayor, District of North Vancouver.

MARKETING & DIGITAL EXPERIENCE (MDX)

- » The marketing & digital experience team delivered creative and digital support for several major events during the period, including full campaign development for the Fulmer Family Centre for Childhood Studies building opening (video, social, print, web and photography), Convocation collateral (social, posters, screens), and refreshed materials for Asian Heritage Month as part of the Change Education Series.
- » The team led content planning and campaign execution for the launch of four new Squamish certificate programs, including dedicated webpages, targeted social creative and paid campaign assets.
- » We provided branding and marketing support for Squamish campus initiatives, including consultation for the new Routes Eatery and digital campaign content for summer housing.
- » The creative team produced key assets across the University, including photography for the IDEA grad show and Motion Picture Arts Grip & Lighting, Teaching Excellence Awards collateral and materials for parents' orientation.
- » We developed advanced operational tools and



processes with the rollout of an Adobe Express pilot project and continued progress on the University's brand refresh, including updated stationery and Word templates.

PHILANTHROPY & ALUMNI RELATIONS

- » On April 9, CapU Chancellor Yuri Fulmer hosted guests at the Polygon Gallery for the Chancellor's Dinner. The evening exceeded expectations with beautiful moments honouring Paul Dangerfield, outgoing president, and raising funds for the President's Entrance Award. The new donor-endowed award surpassed the \$1M mark and will impact students for years to come. Dee Daniels, Paul Larocque—also emcee—and CapU students elicited a few tears with a heartfelt performance and Fred Lee brought the smiles and dollars during the auction and paddle raise.



- » On April 25, the Capilano University Alumni Association hosted a sold-out TEDxCapilanoU event, which welcomed a diverse crowd of alumni and public attendees. The event featured CapU alumna Dianne Whelan—award-winning filmmaker, photographer and author—as the headline speaker. The program also spotlighted inspiring talks from CapU alumni, students and instructors, each sharing personal stories centred on the theme of *Embracing the Unknown*. Proceeds from ticket sales supported the CUAA Excellence Award Bursary, providing financial assistance to students in their final year of study.



- » The incoming 2025 honorary degree recipients were invited to come together with Chancellor Yuri Fulmer, Interim President & vice-chancellor Laureen Styles and university relations leadership on May 6 for a dinner held at The Beach House. We are proud to welcome this phenomenal group to the CapU community and give them an opportunity to connect in advance of convocation. *Photo from left to right: 2025 Honorary Degree Recipients, Garth Richardson and Ken Cretney*



- » On May 25, we joined our alumni affinity partner TD Insurance to deliver a financial education session focused on travel insurance. As part of this collaboration, CapU alumni and employees now receive preferred rates on TD travel insurance products.
- » We are also pleased to welcome Bell Mobility and Northeastern University as new premium partners on the CapU Perks App, expanding the range of exclusive benefits available to alumni and campus community.

- » We've seen strong support from sponsors during this period, particularly around key fundraising and student events. Neptune Terminals generously sponsored the Chancellor's Dinner on April 9, helping us raise funds for the new President's Entrance Award. The event's auction brought in \$17,000, thanks to the contributions of several valued partners, including Best Western Plus Inner Harbour Victoria, Fairmont Chateau Whistler, Helijet International, Mission Hill Family Estate Winery and others. We were also pleased to renew Evo as a premium perks partner, who joined the BC Lions in welcoming new students at summer orientation on May 12. In athletics, TD Insurance—Meloche Monnex sponsored the CapU Blues Athlete of the Year Award, presented to Ahmad Athman (men's basketball) and Mya Fraser (women's soccer) at the April 8 Athletics Banquet. *Pictured from left to right: Shruti Shetty, relationship manager, affinity market group TD Insurance, and athlete of the year, Mya Fraser.*



UNIVERSITY EVENTS & CEREMONIES

- » The university events team played a vital role in producing several high-profile events this spring, each contributing to the University's institutional priorities and community engagement.
- » Hosted at the Polygon Gallery, the 2025 Chancellor's Dinner welcomed its largest audience to date under the stewardship of Chancellor Yuri Fulmer. The event launched the President's Entrance Award in honour of outgoing President Paul Dangerfield. In collaboration with the philanthropy team, we delivered an elegant evening accented by rich golds and deep blues—a modern nod to the brand refresh—ensuring a polished guest experience and impactful tribute to the president's legacy.
- » In partnership with people, culture & diversity, the events team supported a revitalized celebration of employee milestones and the launch of the Envisioning & Illuminating Awards at the Employee Recognition Awards of April 24. The event featured a bright spring aesthetic and a hot lunch service, creating a warm and engaging environment to recognize CapU's dedicated employees.
- » In its third year, TEDxCapilanoU brought inspiring ideas to life at the BlueShore at CapU on April 25. We supported alumni relations with full logistical coordination, including stage management, timing and thematic décor, ensuring a professional and seamless production that reflected CapU's commitment to innovation and thought leadership. This year's TEDxCapilanoU videos (along with previous years) can be found [on YouTube](#).
- » On May 6, in advance of the spring convocation ceremonies, CapU hosted a dinner to welcome this year's [honorary degree recipients](#) into the CapU community. We supported the Philanthropy & Alumni Relations team with event setup and coordination, helping to create a refined and intimate evening hosted by Chancellor Fulmer and attended by Interim President Laureen Styles and members of executive leadership. *Pictured below: Chancellors Dinner Table Décor; Fulmer Family Centre Cupcakes; and Employee Long Service Awards.*





June 10, 2025
Our Ref. 146170

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

Email Address: davidayriss@capilanou.ca

Dear David Ayriss:

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

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for post-secondary education, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.

.../2

- 2 -

In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. The [Office of the Chief Information Officer](#) within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

.../3

- 3 -

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

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Work with the Ministry to explore and implement strategies that support efficiency and service optimization, reduce expenses, generate revenues and help ensure long-term financial sustainability of the sector while enhancing access to high quality learning opportunities.
- The post-secondary education system is critical to supporting a prosperous, diverse and growing economy and a strong, secure British Columbia. I expect that your institution's policies and programs ensure that post-secondary education and training in British Columbia remains relevant and accessible.
- I expect your institution to develop and implement strategies that ensure safety, protection, and fair treatment on campuses for all students, staff, and faculty.
- Underlying our work is a continued commitment to lasting and meaningful Reconciliation with Indigenous partners by supporting opportunities for First Nations self-determination in the post-secondary sector leading to greater access to relevant programs for Indigenous learners.

As Board Chair you are required, upon resolution of your board, to sign this letter to acknowledge this direction from government to your institution. The signed letter is to be posted publicly on your institution's website by June 23, 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



Honourable Anne Kang
Minister of Post-Secondary Education and Future Skills

Distribution list to follow

.../4

- 4 -

pc: Honourable David Eby, K.C.
Premier
Premier@gov.bc.ca

Shannon Salter, Deputy Minister to the Premier, Cabinet Secretary and Head of the BC
Public Service
Office of the Premier
OOP.DMO@gov.bc.ca

Douglas S. Scott, Deputy Minister and Secretary to Treasury Board
Ministry of Finance
Douglas.S.Scott@gov.bc.ca

Elenore Arend, Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance
FINCASDM@gov.bc.ca

Trevor Hughes, Deputy Minister
Ministry of Post-Secondary Education and Future Skills
PSFS.DeputyMinister@gov.bc.ca

Chris Rathbone, Assistant Deputy Minister
Ministry of Post-Secondary Education and Future Skills
PSFS.ADMPost-SecondaryPolicyandPrgms@gov.bc.ca

Dr. Laureen Styles, Interim President and Vice-Chancellor
Capilano University
laureenstyles@capilanou.ca

Tally Bains, Vice President, Finance and Administration (University Secretary)
Capilano University
tallybains@capilanou.ca

David Ayriss
Chair, Capilano University
Date:



BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.1: International Education Update	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: Dr. Chris Bottrill, AVP, International	

PURPOSE

The purpose of this report is to provide an update to the Board of Governors on the International recruitment conditions and related actions and initiatives.

BACKGROUND

International recruitment has been heavily impacted by many factors over the past 18 months. On December 13, 2024, a message was circulated to the university that provided an overview of these changes and the implications to the University community. This pdf message was sent to the Board on the same day. Over the ensuing six months further elements have added to uncertainty in the sector and affected the University's ability to attract applicants to a reduced selection of programs attractive to international students. Despite all of this, there is and will always remain a high demand for quality international education, and Capilano University is well positioned to provide it. The University needs to be agile, determined, and creative as it responds to the changes that we encounter.

The actions of the past 18 months have resulted in many positive elements. The imposition of caps on registration is an acceptable means to monitor the intakes of some institutions that were capitalizing on the demand, but not providing the kinds of support that should be unconditional to incoming students. Improvements to reduce fraudulent applications were also an important and welcome change. At a provincial level, a new Code of Practice requirement for Education Quality Assurance (EQA) approval reflects many of these changes and has improved conditions substantially for all incoming international students to the province. Capilano University was able to work within these new parameters and has met all related requirements.

There are, however, changes that have resulted in severe impacts on the University. Most notably the change that Post-graduate Work Permit (PGWP) eligibility is now aligned with federal field of study priorities in Health, STEM, Agriculture, Education, Trade, and Transportation. Non-baccalaureate programs must align with 989 eligible CIP codes to be PGWP eligible. Capilano University lost 9 programs that were highly attractive to international students because of this change, and, based on a directive issued from the Province of British Columbia on February 27th may lose a further three programs. The loss of PGWP eligibility for these programs effectively evaporated demand overnight. Placed in context, over the past three academic years, 2,223 new international students registered in programs that are no longer PGWP eligible. The further three programs likely to be re-coded to non-PGWP eligibility accounted for a further 1,811 new international students. This represents an average of 744 and 1348 new students per year respectively over the 2022-2025 academic year period. Capilano University currently has 13 non-degree programs that align with federal CIP code eligibility and while all CapU's baccalaureate

degrees are PGWP eligible, only 6 of the 16 degrees align with CIP eligible codes. Additional elements impacting the University's ability to attract international registrations include the negative press associated with international learners over housing and employment, the impaired diplomatic relations of Canada and India, and low study permit approval levels and lengthy processing times that affect all institutions across Canada.

While many of these conditions were difficult to predict, CapU has sought to build a more resilient foundation for recruitment and support for international learners as articulated in the Internationalization Plan approved in 2021. Acknowledging the added disruption of the pandemic, the University has been assertively implementing these strategies over the past two years. Notably, five regional representatives have been contracted in South-East Asia, North Asia, Mainland China, Latin America, and Central and West Africa to help diversify the international registration targeting well-prepared student applications to CapU's baccalaureate programs. Shortly, a further two representatives in India and Nepal will be added. Additionally, as articulated in the International Partnerships Plan (that accompanies the Internationalization Plan), international articulation agreements have been proactively sought with suitable international institutions to build academic relations and registration pathways into the upper-level courses of degrees throughout the university. Two of these agreements have now been signed with Philippine institutions and are being implemented, two are near completion, and six are in process. Additional pathway agreements are also being carefully entered into with locally based international colleges following a rigorous and approved selection and vetting process. Additionally, the enhanced international transition services have now been implemented with the hiring of two of three approved International Student Transition Officer positions. These officers will ensure that all students receive personalized attention and service for safe and supported transition to the university so that they are ready to succeed in their studies and stay for the duration of their credentials.

There are several actions needed to weather the on-going unpredictability of the international marketplace and align the University with federal and provincial priorities. These include generating more product that aligns with CapU's academic values and appeals to international applicants, specifically in two-year programming areas. perspectives and market intelligence has been shared with the academic collective to support this requirement. Capilano University is also seeking to proactively reposition its distinctive character in the marketplace through initiatives in the agency network. A scholarship program for international applicants is being submitted to attract high performing students to our programs from various countries and regions around the world, and to help retain student that are graduating from two-year programs. This is a critical measure to be more competitive in the marketplace. Each of these initiatives should align with the new liberal government's priority to "attract the best talent from around the world to help build Canada's economy", and will benefit the financial and academic conditions and outlook of the institution.

Attachment

#	Name
1	Message to Capilano University Community on International Matters Dec 13



Message to CapU Community on International Matters

Centre for International Experience



It has been a year of change on the international education front and the implications on the post-secondary sector in Canada are substantial. On October 11th, I provided an update related to the notable changes in Post Graduate Work Permit (PGWP) eligibility, and as follow up, a message from VP's Toran Savjord and Tracy Penny Light in November outlined steps being taken with regards to related academic planning and initiatives. There have been additional announcements from IRCC since, and responses from the sector and government, plus there is a changing landscape globally. We therefore felt it would be helpful to provide a review of the year's major themes and changes and then some commentary from an international education perspective on the anticipated effects it may have on us moving into the new year. Here are the major changes of the past year (and a bit).

What has happened so far:

- [Stronger fraud prevention](#). Announced on October 27th and introduced on Dec 1st last year, IRCC introduced new measures to ensure that study permits were issued based on only genuine letters of acceptance. This requires international admissions to verify all study permit applications with IRCC prior to processing.
- [Cap on study permits](#). On January 22nd IRCC announced the placement of a cap to stabilize growth for a period of two years. On September 17th the cap was extended to 437,000 students across Canada for 2025 and 2026. Caps on Masters and PhD's were also added at this announcement. The new cap represented a 10% decrease from 2024 targets. A system of Provincial or Territorial Attestation Letters (PAL's or TAL's) was established to allocate study permits to provinces and institutions. These PAL's need to be issued to every accepted student before they can apply for a study permit. As conveyed in our message to the CapU community on March 19th, CapU received 3,957 PAL's which enabled us to maintain about the same admission rate as 2023 if we wanted to. 2025 PAL allocations are yet to be announced.
- [Study Permit Conditions](#). Several changes to Study permit conditions were announced this year. Of note, open work permits for spouses of international students became restricted to students enrolled in master's longer than 16 months and doctoral programs only. This has had considerable impact on countries that often attract families to study and work such as Vietnam, Philippines, and Brazil. On December 7th, 2023 IRCC also announced an increase this year of the [minimum financial requirement](#) for international students to meet the cost of living in Canada from \$10,000 to \$20,635 for a single applicant.
- [Post Graduate Work Permit \(PGWP\) changes](#): On Sept 18th, 2024, IRCC announced sweeping changes to PGWP conditions which have significant consequences for CapU programming. These included:

- [Eligible fields of Study](#): For all students that apply for a study permit from Nov 1st, 2024, to be eligible for a PGWP, they must either graduate from a university degree program or a program that aligns with federally identified labour market needs. The system adopted to manage this new condition is a list of program CIP codes. Originally 965 codes were identified and as of December 8, 2024, the list has expanded slightly to around 1010.
- [PPP's](#): Programs delivered under licensing agreement between private and public colleges (PPP's) became no longer eligible for PGWP starting May 15th 2024.
- [English language proficiency](#): All university applicants must gain Canadian Language Benchmarks (CLB) 7 in English in all 4 language areas to prove their English proficiency upon graduation.
- [End of Student Direct Stream \(SDS\) and Nigeria Student Express \(NSE\)](#). On November 8th, IRCC announced the immediate end of these programs previously aimed at providing faster processing for eligible post-secondary students. SDS was the primary application stream used by 14 countries including India.
- [International Student Work hours](#): As of November 8th, 2024, the maximum hours per week that an international student is allowed to work off-campus was set at 24 hours during their full-time program of study. During program scheduled breaks, international students have no limit on the number of hours they are allowed to work. Various additional conditions apply, including conditions for students on co-ops and internships.
- [Changing Institutions](#). As of November 8th, 2024, international students must be studying at the DLI noted on their study permit. If, they change schools, they must apply for a new study permit. A small reprieve on this condition until February was granted recently.
- [Distance Learning Limitations](#). During the pandemic IRCC enabled online learning to contribute to PGWP eligibility and the length of PGWP. Since, Sept 1, 2024 at least 50% of a student's program must be completed in class within Canada for the student to be eligible for PGWP, but the time spent studying outside of Canada will be deducted from the length of their PGWP.
- [Recognized Institutions Framework](#). Last year conversation emerged about a trusted institutions framework led by IRCC that would address institutional integrity related to international education recruitment practices, admissions, and student support. This is where the terminology "bad actors" first began and became something of a mantra to increase accountability, especially of private sector operators. This initiative evolved into the Recognized Institutions Framework (RIF) and while various consultations were held across the sector, early announcements on the initiative have been redacted. It is currently unclear if RIF will be pursued in the future or not.

- [EQA](#): Education Quality Assurance is provincially administered licensing for DLI's to enrol and register international students. On July 15th, 2024, the Province of British Columbia announced stricter measures for gaining EQA designation including the implementation of a [code of practice](#). All DLI's must abide by the code of practice by January, 2025. New strengthening measures in the code include clear and accurate marketing and promotional information; accountability for education agents; tuition transparency; and better information about student supports, including academic and housing support, well-being and health. Additional guidelines underlying the code include limiting international enrolment to 30% of an institution's total enrolment; providing tuition-fee transparency to prevent unexpected international student fee increases; and requiring the development of new international education strategic plans, improved student services, housing supports, and standards to ensure Indigenous and domestic students are not displaced. The code is positive step in ensuring all international students are cared for and removing the "bad actors" as characterized in the RIF initiative.

What are the implications?

The implications of these changes on the sector and on CapU are substantial. Some of these include:

- Uncertainty generated by the changes and associated negative commentary have had a significant impact on brand recognition of Canada as an international learning destination. [According to a recent CBC report](#), college applications are down 54% and according to an Applyboard analysis conducted in September 47% fewer international study permits will be awarded in 2024 than in 2023. In fact, these figures are probably an underestimate of the final impacts of the uncertainty that has built in the marketplace. In important source markets such as India, demand has been reduced substantially. For CapU, the impact of this change began to be felt on Spring and Summer 2025 applications which are down significantly. We have invested in a far broader global network over the past two years having hired five regional representatives in South-East Asia, North Asia, Mainland China, Africa, and Latin America. The goal is to diversify our international intake with targeted initiatives for degree enrolment.
- Recognizing the reduced demand and adjustments taking place in the market we have reduced our SEM targets for international admissions by approximately 40% for the next two years.
- We have addressed the implications of reduced demand with Deans and the Academic Leadership and explored a variety of options for re-aligning programs to eligible CIP codes. Deans have consulted with departments and these conversations and explorations will continue in the new year. There are many elements to consider including academic

accountability, alignment with our academic goals, and the resources required to make changes where feasible.

- Many other institutions have made budgetary adjustments resulting from the changes in international student demand. The fact that we had record enrolments over the past two years and had planned for reduced international registration this year, placed us in a positive position to weather the initial storm. Future budget implications and announcements will come through normal CapU Finance channels.
- The sense of security and acceptance of international students in Canada has been negatively affected due to related public attention and blame for the housing crisis and other social conditions. In fact, international students face challenges of safe, affordable, and uncrowded housing, access to social services, fair and safe employment conditions, and they contribute in a multitude of ways to communities and the [Canadian economy](#).
- IRCC imposed limitations on eligible fields of study has had a direct impact on the viability of several program areas in institutions that do not align. Institutions that are perhaps the most heavily impacted by the changes are post-secondary colleges which from January 2020 to June 2024 accounted for nearly [60% of all PGWP approvals](#). For CapU, while all bachelor degrees and five non-degree programs (that are open to international enrolment) are PGWP eligible, demand for our popular international specific Post-Bacc diplomas and several two-year programs in business, tourism, arts, and creative arts fields has declined and in some cases evaporated. Early Childhood Education non-degree programming is not yet eligible, but IRCC has indicated that it will be added soon.
- EQA code of practice conditions aimed to improve the integrity of the recruitment and application process and safeguard the well-being of students is encouraging. CapU meets all required fields, especially with the recent appointment of new International Student Transition Officers that will work with all areas of the university to ensure safe and supported transition of international students to live and learn in Canada.

What comes next?

Canada was regularly ranked as the most attractive international learning destination in recent years. The unregulated approach came with challenges though and so re-alignment was inevitable and necessary. These changes are not unique to Canada alone. International education has become an important policy and political issue in the UK and Australia for example where applications and enrolments have also decreased of late. In January the UK reduced opportunities for students to bring dependents with them and in Australia the government increased student visa application fees and set a new cap on permits for 2025 of 270,000. The reality is that there are cycles of interest in different destinations and Canada remains an attractive study destination due to our quality education and safe and supported learning environment.

The changes this year pose challenges, but they also present opportunities. For CapU, perhaps our single most important attribute is that we are designated a university under the Province of British Columbia Universities Act. This provides us with the significant advantage that our Baccalaureate degrees are all PGWP eligible. It will take time for the market to realign from the strong appetite for two-year programs, but inevitably, it will. There are also many opportunities for partnership with colleague institutions however we must tread carefully in selecting and working with those that are in alignment with our standards and values. There is an international partnership process that we follow administered through CapU International and Academic Leadership so please consult with your dean, the AIP office, or the CIE for related guidance. There are also many programming opportunities at the undergraduate and graduate level that could be pursued that will align with the new conditions. Our acting VP Academic and Provost, Dr. Tracy Penny Light will follow up on these related matters.

While the context for international education was significantly different when the Internationalization Plan was approved in 2020, we are confident that most, if not all, the initiatives and actions identified remain appropriate to help us navigate these somewhat turbulent times. It is a time to grasp opportunities and be a strong colleague to our provincial and global partners and remain focussed on providing a world class educational experience in a world class learning destination.

I hope this summary of the years events is helpful to you and sheds light on any related questions or uncertainties you may have. Please do not hesitate to connect with me for any further questions or suggestions.

Best regards,

Chris Bottrill, PhD
AVP, International



BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.2: Strategic Enrollment Management Update	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: Joyce Ip, AVP Strategy, Analytics and Transformation	

PURPOSE

The purpose of this report is to provide the Board of Governors with an update on Strategic Enrollment Management (SEM) program.

BACKGROUND

In November 2024, SEM program co-leads Aurelea Mahood, Vice-Provost and AVP, Academic and Joyce Ip, AVP Strategy, Analytics and Transformation, were invited to provide an introduction to SEM for Capilano University faculty and staff. In that update, they committed to providing an update in 6 months that included a progress report. The following provides the concrete updates about the in-progress workstreams and highlights a few of the positive outcomes and learnings thus far.

What is SEM?

A toolkit that helps universities strategically manage the student experience throughout their life cycle from recruitment to graduation and beyond. It is a cohesive approach that aligns our efforts in recruitment, retention, academic programs, and student services with our long-term goals. Done right, SEM enables universities to foresee and adapt to large-scale changes – like shifting demographics or policy updates – by integrating these priorities across all functions.

SEM and CapU

The university's journey has evolved over the past few years, from initials "SEM readiness" milestones such as creating the Centre for Teaching Excellence in 2017 and the Indigenous Education and Affairs Office in 2020 to capturing feedback from the university community as detailed in 5 internal and external SEM related reports spanning 2015 to 2023.

Current Focus and Approach

The priority has been on synthesizing the foundational initiatives captured in these reports to make progress on the pre-identified gaps instead of repeating the data collection process. The

first syntheses prioritized university level workstreams with nested action items. This first phase was tasked with designing a program that can leverage as many of our existing governance structures, expertise and roles and responsibilities as possible to maximize impact while minimizing resource strain. The approach is to leverage lean start-up principles to thoughtfully scope, design, resource, pilot, implement and sustain each workstream.

NOTABLE ENROLLMENT MANAGEMENT OPERATIONS (EMO) WORKSTREAM PROGRESS

1. Admissions: Data-informed application processing times
2. Admissions: Financial aid and scholarship key performance indicators and analyses
3. Admissions: English Language Requirements (ELR) for student success
4. Registration: Time ticketing/registration priority
5. Scheduling: Mult-term scheduling
6. Transfer credit: Block transfer credits
7. Domestic recruitment and conversion: Summer and Fall high touch outreach

SUMMARY

Bright spots summary (positive impact and learnings thus far):

- Increased domestic enrollment across registration and retention metrics when comparing 2023/2024 to 2024/2025 academic year.
- More effective and efficient cross team collaboration to capture feedback to inform next steps by being clear on expectations, roles and responsibilities.
- Demonstrated commitment to progress and execution despite limited resources and a challenging landscape by leveraging focused expertise and strategic prioritization.
- Strengthened (and continuously improved) use of data, and rigorous research and analyses for prioritization and solutions design.
- Meaningful reporting out on progress to increase transparency and accountability.

WHAT'S NEXT

Our commitment is to provide another update in the next 6 months (i.e., before the end of the calendar year).





BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.3: Squamish Campus Update	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: Brian Storey, Associate Vice President, Squamish	

PURPOSE

The purpose of this report is to provide the Board of Governors with an update on the Squamish Campus academic programs and initiatives that support its ability to recruit and retain students, foster high quality learning experiences while enabling operational sustainability. Strategic, integrated academic planning focuses on three distinct phases: Launch (2024-2026); Grow (2026-2030); Sustain (2030+)

REPORT

The Squamish campus aspires to become a vibrant 24/7 community, distinguished by place-based experiential learning connected to themes of sustainability, innovation, and Indigenous reconciliation. We will achieve this vision through relevant and attractive programming in Squamish, engaging the local community in campus activities and student learning, and developing ancillary businesses that animate the campus while simultaneously creating work-experience opportunities for students. New initiatives supporting this approach during the initial launch phase include academic programming that highlight the distinctive advantage of the Squamish campus, the launch of ancillary businesses; Routes Eatery, The Lodges at CapU Squamish, and Film at CapU. These ancillary business initiatives support recruitment and retention and high-quality learning experience due to their direct connection to the academic programs offered in Squamish.

RECRUITMENT/RETENTION AND HIGH-QUALITY LEARNING

Initial Squamish programs are intentionally curated to support our retention and recruitment, high-quality learning and operational sustainability in all phases. Inter-Faculty scheduling initiatives led by the Centre for Teaching Excellence maximize course availability across time slots and take advantage of new delivery options, like Hy-Flex learning, which has been successfully piloted. In addition, we are using a credential nesting or stacking approach within the first set of degrees chosen to cross-enroll courses, while also demonstrating to students they have options for program duration and level of commitment (full or part-time). For example, the diploma in Sustainable Economics nests into the courses of the Bachelor of Environment and Society as well as the Bachelor of Interdisciplinary Studies. This allows the diploma to stay on the books as an option without dedicated courses, which

further supports our marketing efforts and strategic enrolment management to meet course capacity targets. As part of the wider university Academic Programming Strategy, currently in development, we will use a set of KPI's as well as employ a new program due diligence approach to decision-making at Squamish (and Cap more broadly) to ensure a pathway for growth and sustainability over the next 5 years.

OPERATIONAL SUSTAINABILITY

A number of initiatives and activities are underway to leverage the wonderful existing infrastructure to ensure a vibrant campus while also contributing to the campus distinctiveness as a destination for place-based learning. For instance, utilization of housing via a Temporary Use Permit to enable short-term rentals which simultaneously supports work-integrated-learning and the opening of Routes eatery for future revenue generation and community connections to the campus. Also being explored with Facilities and Campus Planning are potential extensions of activities underway at the North Vancouver campus like childcare and opportunities for the Squamish campus to serve as an innovation space for operational improvements around space planning and co-use of facilities with community.

Continued monitoring of teaching/learning approaches and operational initiatives is underway to ensure that we are designing and planning programming and respective modes to best support student learning and success in a way that takes advantage of the unique Squamish location and the opportunities for revenue generation.

APPENDIX: ACADEMIC PROGRAM AND REGISTRATIONS

Registered Students (Headcount)

Fall 2024	42
Spring 2025	35
Summer 2025	7
Fall 2025 Projection	75 (new) + 30 (return) = 105
Spring 2026 Projection	20 (new) + 85 (return) = 105

2025/26 program offerings

Bachelor of Arts, Interdisciplinary Studies

- Associate of Arts Degree

Bachelor of Business Administration

- Business Administration Diploma and Certificate

Bachelor of Early Childhood Care & Education

- Diploma in Early Childhood Care and Education

Bachelor of Environment and Society

- Sustainable Economics Certificate

Adult Basic Education - General Upgrading

Outdoor film making certificate

Diploma in Kinesiology



BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.1: Fiscal 2024/25 Draft Audited Financial Statements	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: Narisha Jessani, Director Financial Services	

PURPOSE

The purpose of this report is to provide an overview of the Fiscal 2024/25 draft audited financial statements to the Board of Governors.

This report was reviewed by the Audit and Risk Committee and approved on behalf of the Board of Governors by the Executive and Human Resources Committee in order to comply with submission dates. This report is provided to the Board of Governors for information.

MOTIONS

The following motions were approved on behalf of the Board of Governors by the Executive and Human Resources Committee at its meeting held June 16, 2025:

Motion: *THAT the Executive and Human Resources Committee, on behalf of the Board of Governors, approve the internal restriction of the accumulated surplus in the amount of \$1,187,454 for student success.*

Motion: *THAT the Executive and Human Resources Committee, on behalf of the Board of Governors, approve the Capilano University Consolidated Financial Statements for the Year Ended March 31, 2025.*

1. DRAFT AUDITED FINANCIAL STATEMENTS

The draft audited financial statements are provided as an attachment to this briefing report and show the final year-end operating surplus of \$7.9 million. The final year-end surplus includes a capital restriction from the Ministry operating funding. The capital restriction of \$5.0 million is to be allocated to CapU's digital transformation project. This restriction impacts the financial statements by reducing revenue, and in turn the 2024/25 surplus by \$5.0 million. The other side of the entry is to increase deferred capital contributions on the statement of financial position by \$5.0 million.

The format and presentation of the audited financial statements is consistent with past years.

Debt

The university took on debt this year in the amount of \$38 million dollars which is related to the new student housing building on the North Vancouver campus \$29 million and purchase of the Squamish Student housing \$9 million. Details are shown as note 12 on the financial statements.

Accumulated surplus

The annual surplus is 'deposited' into the accumulated surplus which is shown on the Consolidated Statement of Financial position at \$120.0 million as at March 31, 2025. **Note 19** provides additional insights on how much of the accumulated surplus is unrestricted and thus available to use and how much is already 'committed'.

19. Accumulated operating surplus:

Accumulated operating surplus is comprised of the following:

	2025	2024
Unrestricted	\$ 56,884,661	\$ 58,960,200
Invested in tangible capital assets (a)	44,210,095	35,359,137
Endowments (b)	14,644,045	14,165,218
Internally restricted (c)	4,231,825	3,166,632
	\$ 119,970,626	\$ 111,651,187

Subsequent Event

None.

2. AUDIT FINDINGS REPORT

KPMG presented the audit findings report to the Audit and Risk Committee on June 2, 2025.

3. INDEPENDENCE OF EXTERNAL AUDITOR

During Fiscal 2024/25, in addition to audit services, KPMG LLP was paid \$43 thousand for advisory services related to the PCD Academic Quality Project which was led by Kartik Bharadwa (Vice President People, Culture and Diversity) and Tracy Penny Light (Vice-President Academic & Provost-Interim)

Attachment

#	Name
1	Draft Consolidated Audited Financial Statements for year ended March 31, 2025

Consolidated Financial Statements of

CAPILANO UNIVERSITY

And Independent Auditor's Report thereon

Year ended March 31, 2025

STATEMENT OF MANAGEMENT RESPONSIBILITY

Management is responsible for the preparation of the annual financial statements, and has prepared the accompanying consolidated financial statements for the year ended March 31, 2025 in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which judgment is required.

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

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

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

Laureen Styles, Interim President & Vice-Chancellor

Tally Bains, Vice President, Finance and Administration

June 16, 2025

INDEPENDENT AUDITOR'S REPORT

To the Board of Governors of Capilano University, and

To the Minister of the Ministry of Post-Secondary Education and Future Skills,
Province of British Columbia

Opinion

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

- the consolidated statement of financial position as at March 31, 2025
- the consolidated statement of operations and accumulated operating surplus for the year then ended
- the consolidated statement of changes in net financial assets (debt) for the year then ended
- the consolidated statement of cash flows for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements as at and for the year ended March 31, 2025 of the Entity are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

Basis for Opinion

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

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

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

Emphasis of Matter - Financial Reporting Framework

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

Our opinion is not modified in respect of this matter.

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

We also:

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

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

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

Chartered Professional Accountants

Vancouver, Canada

June __, 2025

CAPILANO UNIVERSITY

Consolidated Statement of Financial Position

March 31, 2025, with comparative information for 2024

	2025	2024
Financial Assets		
Cash	\$ 47,172,937	\$ 71,480,347
Investments (note 4)	89,349,503	73,479,723
Accounts receivable (note 5)	8,298,957	6,283,738
Other receivable (note 6)	4,265,452	4,265,452
Inventories	589,935	812,532
	149,676,784	156,321,792
Liabilities		
Accounts payable and accrued liabilities (note 7)	36,654,845	25,901,268
Employee future benefits (note 8(a))	1,910,400	1,788,800
Asset retirement obligation (note 9)	1,039,461	975,790
Deferred revenue	21,373,236	44,196,083
Deferred contributions (note 10)	20,611,732	18,827,901
Deferred capital contributions (note 11)	174,361,124	129,552,513
Debt (note 12)	38,014,223	-
	293,965,021	221,242,355
Net debt	(144,288,237)	(64,920,563)
Non-Financial Assets		
Endowment investments (note 4)	14,644,045	14,165,218
Tangible capital assets (note 13)	256,585,442	164,911,650
Prepaid expenses	1,907,101	2,654,253
	273,136,588	181,731,121
Accumulated surplus	\$ 128,848,351	\$ 116,810,558
Accumulated surplus is comprised of:		
Accumulated operating surplus (note 19)	\$ 119,970,626	\$ 111,651,187
Accumulated remeasurement gains	8,877,725	5,159,371
	\$ 128,848,351	\$ 116,810,558

Contractual obligations (note 15)

See accompanying notes to consolidated financial statements.

Approved on behalf of the Board:

David Ayriss
Chair, Board of Governors

Amina El mantari
Chair, Audit and Risk Committee

CAPILANO UNIVERSITY

Consolidated Statement of Operations and Accumulated Operating Surplus

Year ended March 31, 2025, with comparative information for 2024

	Budget 2025	2025	2024
	Note 2(k)		
Revenue:			
Province of British Columbia	\$ 61,502,598	\$ 60,420,257	\$ 42,544,785
Tuition fees	95,343,618	102,403,201	97,410,496
Project and other revenue	8,319,980	10,923,274	9,848,970
Amortization of deferred capital contributions (note 11)	4,728,613	5,302,049	3,921,151
Sales of goods	1,281,250	1,196,218	1,190,822
Parking, childcare and theatre	1,071,940	1,292,266	1,225,958
Donations and gifts-in-kind	297,109	747,477	850,731
Investment income	4,849,547	7,619,847	8,209,949
	177,394,655	189,904,589	165,202,862
Expenses (note 16):			
Instruction and student support	106,020,711	109,541,668	96,846,099
Facilities and institutional support	60,518,182	62,778,907	49,530,059
Ancillary	7,749,096	9,719,000	7,197,623
	174,287,989	182,039,575	153,573,781
Annual operating surplus	3,106,666	7,865,014	11,629,081
Endowment contributions	-	454,425	278,288
Annual surplus	3,106,666	8,319,439	11,907,369
Accumulated operating surplus, beginning of year	111,651,187	111,651,187	99,743,818
Accumulated operating surplus, end of year	\$ 114,757,853	\$ 119,970,626	\$ 111,651,187

See accompanying notes to consolidated financial statements.

CAPILANO UNIVERSITY

Consolidated Statement of Changes in Net Financial Assets (Debt)

Year ended March 31, 2025, with comparative information for 2024

	Budget 2025	2025	2024
	Note 2(k)		
Annual surplus	\$ 3,106,665	\$ 8,319,439	\$ 11,907,369
Acquisition of tangible capital assets	(83,839,824)	(101,126,044)	(92,380,106)
Amortization of tangible capital assets	11,548,030	9,452,252	7,931,238
	(72,291,794)	(91,673,792)	(84,448,868)
Acquisition of prepaid expense	-	(3,474,456)	(3,827,105)
Use of prepaid expenses	-	4,221,608	3,453,956
	-	747,152	(373,149)
Net remeasurement gains	-	3,718,354	1,567,879
Change in endowment investments	-	(478,827)	(278,288)
Change in net financial assets (debt)	(69,185,129)	(79,367,674)	(71,625,057)
Net financial assets, beginning of year	(64,920,563)	(64,920,563)	6,704,494
Net Debt, end of year	\$ (134,105,692)	\$(144,288,237)	\$ (64,920,563)

See accompanying notes to consolidated financial statements.

CAPILANO UNIVERSITY

Consolidated Statement of Cash Flows

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 8,319,439	\$ 11,907,369
Items not involving cash:		
Amortization of tangible capital assets	9,452,252	7,931,238
Loss on disposal of tangible capital assets	806,649	891,891
Revenue recognized from deferred capital contributions	(5,302,049)	(3,921,151)
Accretion expense	23,036	34,453
Changes in non-cash operating working capital:		
Accounts receivable	(2,015,219)	710,442
Other receivable	-	(2,265,452)
Prepaid expenses	747,152	(373,149)
Inventories	222,597	(32,913)
Accounts payable and accrued liabilities	10,753,577	3,842,955
Employee future benefits	121,600	108,000
Deferred revenue	(22,822,847)	(12,959,255)
Deferred contributions	1,783,831	8,411,563
	2,090,018	14,285,991
Capital activities:		
Purchase of tangible capital assets	(101,892,058)	(93,271,997)
Financing activities:		
Debt contributions received	38,014,223	-
Deferred capital contributions received	50,110,660	74,764,247
	88,124,883	74,764,247
Investing activities:		
Net disposal (purchase) of investments	(12,630,253)	2,744,577
Decrease in cash	(24,307,410)	(1,477,182)
Cash, beginning of year	71,480,347	72,957,529
Cash, end of year	\$ 47,172,937	\$ 71,480,347

See accompanying notes to consolidated financial statements.

CAPILANO UNIVERSITY

Consolidated Statement of Remeasurement Gains and Losses

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Accumulated remeasurement gains, beginning of year	\$ 5,159,371	\$ 3,591,492
Unrealized gains attributed to fair value of investments	4,171,968	1,774,398
Amounts reclassified to investment income	(453,614)	(206,519)
Net remeasurement gains	3,718,354	1,567,879
Accumulated remeasurement gains, end of year	\$ 8,877,725	\$ 5,159,371

See accompanying notes to consolidated financial statements.

CAPILANO UNIVERSITY

Notes to Consolidated Financial Statements

Year ended March 31, 2025

1. Purpose of the University:

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

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

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

2. Significant accounting policies:

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

(a) Basis of accounting:

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

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

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

2. Significant accounting policies (continued):

(a) Basis of accounting (continued):

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

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

For British Columbia taxpayer supported organizations, these contributions include government transfers and externally restricted contributions.

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

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

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

(b) Cash and cash equivalents:

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

2. Significant accounting policies (continued):

(c) Financial instruments:

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

(i) Fair value category:

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

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

There different levels are defined as follows:

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

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

2. Significant accounting policies (continued):**(c) Financial instruments (continued):****(ii) Amortized cost category:**

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

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

(d) Inventories:

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

(e) Non-financial assets:

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

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

Asset	Rate
Buildings	40 years
Leasehold improvements	Lesser of lease term or 10 years
Computer equipment	4 years
Software	3 years
Office furniture and equipment	5 years
Public works	10 years
Vehicles	10 years

2. Significant accounting policies (continued):

(e) Non-financial assets (continued) :

(i) (continued):

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

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

- (ii) *Leased tangible capital assets*: Leases that transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payments are charged to expenses as incurred. As at March 31, 2025, the University did not have leased tangible capital assets (2024 - nil).

(f) Employee future benefits:

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

The University also has a defined benefit plan for retired employees and employees on long-term disability. The University accrues its obligations under this defined benefit plan as the employees render the services necessary to earn these benefits and as employees on long-term disability become eligible for such benefits. Actuarial gains (losses) incurred are deferred and recognized into the Consolidated Statement of Operations and Accumulated Operating Surplus over the estimated average remaining service life of the employee group. The effective date of the most recent valuation is December 31, 2021 and results have been extrapolated to March 31, 2025.

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

2. Significant accounting policies (continued):

(g) Revenue recognition:

Revenues from transactions with performance obligations are recognized when (at a point in time) or as (over a period of time) the University satisfies the performance obligations, which occurs when control of the benefits associated with the promised goods or services has passed to the payor. Revenues from transactions without performance obligations are recognized at realizable value when the University has the right to claim or retain an inflow of economic resources received or receivable and there is a past transaction or event that gives rise to the economic resources.

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

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

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

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

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

2. Significant accounting policies (continued):

(g) Revenue recognition (continued):

- (iii) Contributions restricted to be retained in perpetuity, allowing only the investment income earned thereon to be spent are recorded as endowment donations received on the Consolidated Statement of Operations and Accumulated Operating Surplus for the portion to be held in perpetuity and as deferred contributions for the investment income earned thereon.

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

(h) Contaminated sites:

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

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

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

(i) Asset retirement obligation:

An asset retirement obligation is recognized when, as at the financial reporting date, all of the following criteria are met:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- A reasonable estimate of the amount can be made.

The liability for the removal of asbestos and other hazardous material in buildings owned by the University has been recognized based on estimated future expenses on retirement of buildings. Under the modified retroactive application, the discount rate and assumptions used on initial recognition are those as of the date of adoption of the standard. Assumptions used in the subsequent calculations are revised yearly.

2. Significant accounting policies (continued):

(i) Asset retirement obligation (continued):

The liability is discounted using a present value calculation and adjusted yearly for accretion expenses. The recognition of a liability resulted in an accompanying increase to the respective tangible capital assets. The buildings capital assets affected by the asbestos and other hazardous materials liability are being amortized with the building following the amortization accounting policies outlined in note 2(e).

(j) Use of estimates:

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

(k) Budget figures:

Budget figures have been provided for comparative purposes and have been derived from the consolidated budget approved by the Board of Governors of the University on February 27, 2024. This budget is reflected in the Consolidated Statement of Operations and Accumulated Operating Surplus and the Consolidated Statement of Changes in Net Financial Assets (Debt).

(l) Foreign currency translation:

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

4. Financial instruments:

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

	2025	2024
Level 1:		
Fixed income investments	\$ 32,554,429	\$ 29,542,677
Canadian equity investments	14,433,664	12,543,905
Foreign equity investments	22,949,531	19,610,591
Guaranteed investment certificate	23,240,995	15,140,039
Real estate investments	414,929	407,729
	93,593,548	77,244,941
Level 3:		
Trans Canada Capital – alternative investments	10,400,000	10,400,000
Donated insurance policy	-	-
	10,400,000	10,400,000
Less: Endowment investments	(14,644,045)	(14,165,218)
Investments	\$ 89,349,503	\$ 73,479,723

As at year-end, a cash balance of nil (2024 - nil) was earmarked for investment purposes, and was therefore included in the investments balance.

5. Accounts receivable:

	2025	2024
Accounts receivable	\$ 10,837,523	\$ 8,123,634
Allowance for doubtful accounts	(2,538,566)	(1,839,896)
	\$ 8,298,957	\$ 6,283,738

6. Other receivable:

	2025	2024
The Loon Foundation (a)	\$ 2,000,000	\$ 2,000,000
District of North Vancouver (b)	2,265,452	2,265,452
Other Receivable	\$ 4,265,452	\$ 4,265,452

6. Other receivable (continued):**(a) The Loon Foundation**

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

In fiscal 2020, the Loon Foundation received a \$2.0 million donation to support educational and research efforts on the Sunshine Coast and donated these funds to the University. The University and the Loon Foundation entered into a partnership to collaborate in the development of PODS to support the University and students to participate in educational and research initiatives on the Sunshine Coast. The University provided an interest free loan of \$2.0 million to the Loon Foundation that is secured by a first mortgage against the Loon Foundation's property. The Loon Foundation commits to providing the University access to facilities, programs, services and recognition that will be used to offset the outstanding loan. The construction of the new PODS facility was to be completed in 2022 and the partnership and loan was anticipated to be fully satisfied in 2037. Construction is now estimated to be completed in 2026 and the loan anticipated to be fully satisfied in 2046.

(b) District of North Vancouver

In fiscal 2024, the University entered into an agreement with the District of North Vancouver ("DNV") for construction related to the Children's Centre and Student Housing Building. The University paid deposits of \$2,265,452 to DNV which are to be returned upon completion of the set conditions.

7. Accounts payable and accrued liabilities:

	2025	2024
Accounts payable and accrued liabilities	\$ 14,896,420	\$ 8,980,189
Salaries and benefits payable	15,205,544	10,932,625
Accrued vacation pay	6,552,881	5,988,454
	\$ 36,654,845	\$ 25,901,268

8. Employee future benefits:

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

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

	2025	2024
Accrued benefit obligation balance, beginning of year	\$ 2,014,000	\$ 1,943,900
Current service cost	24,200	23,300
Interest cost	19,900	18,300
Employee contributions	379,600	365,000
Benefit payments	(410,800)	(395,000)
Immediate recognition of continuation of benefits for disabled employees	84,700	71,000
Actuarial loss (gain)	215,800	(12,500)
Accrued benefit obligation balance, end of year	\$ 2,327,400	\$ 2,014,000
	2025	2024
Accrued benefit obligation	\$ 2,327,400	\$ 2,014,000
Unamortized actuarial loss	(417,000)	(225,200)
Accrued benefit liability	\$ 1,910,400	\$ 1,788,800

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

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

	2025	2024
Obligation discount rate	3.63%	4.11%
Healthcare cost trend rates	5.39%	5.59%
Estimated average remaining service life	9 years	9 years

8. Employee future benefits (Continued):

(b) Provincial pension plans:

The University and its employees contribute to the College Pension Plan and Municipal Pension Plan, jointly trustee pension plans. The Board of Trustees for these Plans represent plan members and employers and are responsible for the management of the pension plan, including investment of the assets and administration of benefits. The pension plans are multi-employer defined benefit pension plans. Basic pension benefits provided are based on a formula. As at August 31, 2023, the College Pension Plan has about 17,200 active members and approximately 10,700 retired members. As at December 31, 2022, the Municipal Pension Plan has about 240,000 active members, including approximately 7,000 from colleges.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent actuarial valuation for the College Pension Plan, as at August 31, 2021, indicated a \$202 million funding surplus for basic pension benefits. The most recent actuarial valuation for the Municipal Pension Plan, as at December 31, 2021, indicated a \$3,761 million funding surplus for basic pension benefits. The next valuation for the College Pension Plan will be as at August 31, 2024 with results available in 2025. The next valuation for the Municipal Pension Plan will be as at December 31, 2024 with results available in 2025.

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

The University records pension expense as cash contributions to the Plans are made. During the year, the University paid \$8,559,198 (2024 - \$7,607,378) for employer contributions to the above plans.

9. Asset retirement obligation:

The University owns and operates buildings that are known to have asbestos and other hazardous materials, which represents a health hazard upon retirement of the building and there is a legal obligation to remove it. The buildings have an average estimated useful life of 21 years. Post-closure care is estimated to extend for up to a year post the closure of the building, while demolition and construction continues. Estimated costs have been discounted at the present value using a discount rate of 3.75% per annum (2024 – 3.66%).

Changes to the asset retirement obligation in the year are as follows:

	2025	2024
Beginning of year	\$ 975,790	\$ 941,337
Addition to asset retirement obligations	40,635	-
Accretion expense	23,036	34,453
	<u>\$ 1,039,461</u>	<u>\$ 975,790</u>

10. Deferred contributions:

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

	2025	2024
Deferred government contributions and project and other revenue (a) and (b)	\$ 9,947,521	\$ 10,398,551
Restricted donations and investment income (c)	10,664,211	8,429,350
	<u>\$ 20,611,732</u>	<u>\$ 18,827,901</u>

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

	2025	2024
Provincial contributions:		
Beginning of year	\$ 9,455,773	\$ 2,799,164
Amounts received during the year	3,791,523	9,339,923
Recognized as revenue	(4,789,875)	(2,683,314)
	<u>\$ 8,457,421</u>	<u>\$ 9,455,773</u>

Operating grants from the Province of British Columbia of \$56,966,228 (2024 - \$39,861,471) were immediately recognized as revenue in the Consolidated Statement of Operations and Accumulated Operating Surplus when received. Amounts recognized as revenue are included in Province of British Columbia revenue in the Consolidated Statement of Operations and Accumulated Operating Surplus.

10. Deferred contributions (continued):

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

	2025	2024
Non-provincial contributions:		
Beginning of year	\$ 942,778	\$ 628,161
Amounts received during the year	3,377,213	1,971,928
Recognized as revenue	(2,829,891)	(1,657,311)
	<u>\$ 1,490,100</u>	<u>\$ 942,778</u>

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

	2025	2024
Beginning of year	\$ 8,429,350	\$ 6,989,013
Amounts received during the year	1,755,142	1,626,979
Recognized as revenue	479,719	(186,642)
	<u>\$ 10,664,211</u>	<u>\$ 8,429,350</u>

11. Deferred capital contributions:

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

	2025	2024
Balance, beginning of year	\$ 129,552,513	\$ 58,709,417
Contributions received during the year	50,110,660	74,764,247
Revenue recognized from deferred capital contributions	(5,302,049)	(3,921,151)
Balance, end of year	<u>\$ 174,361,124</u>	<u>\$ 129,552,513</u>

11. Deferred capital contributions (continued):

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

	2025	2024
Provincial contributions:		
Beginning of year	\$ 114,681,681	\$ 44,438,923
Amounts received during the year	49,540,326	73,742,314
Recognized as revenue	(4,880,454)	(3,499,556)
	\$159,341,553	\$114,681,681

At March 31, 2025, a receivable of \$241,205 (2024 - \$144,372) was due as a provincial contribution for capital expenditures.

	2025	2024
Federal contributions:		
Beginning of year	\$ 11,709,549	\$ 12,131,144
Recognized as revenue	(421,595)	(421,595)
	\$ 11,287,954	\$ 11,709,549

	2025	2024
Other contributions:		
Beginning of year	\$ 3,161,283	\$ 2,139,350
Amounts received during the year	570,334	1,021,933
Recognized as revenue	-	-
	\$ 3,731,617	\$ 3,161,283

Revenue is recognized as amortization of deferred capital contributions on the Consolidated Statement of Operations and Accumulated Operating Surplus. The deferred capital contributions balance at March 31, 2025 includes a \$5,000,000 operating grant restriction for capital projects (2024 - \$11,500,000).

12. Debt

Debt reported on the Consolidated Statement of Financial Position is recorded at amortized cost and is comprised of the following:

	2025	2024
Province of BC – BCCD 44 (a)	\$ 9,061,793	\$ -
Province of BC – BCCD 42 (b)	28,952,430	-
	<u>\$ 38,014,223</u>	<u>\$ -</u>

- (a) On April 26, 2024, the University entered a bond instrument with the Province of BC, Series BCCD-44, with a face value on maturity of \$9,728,000. The University received cash proceeds from the bond of \$9,052,630. This bond has a thirty-year term maturing on December 18, 2053. It carries a coupon rate of 4.25% with interest-only payments of \$206,720 due on June 18th and December 18th of each year. Interest expense of \$378,711 is included in operating expenses. Accretion recognized for the year was \$9,163 and is reflected in interest expense.
- (b) On January 16, 2025, the University entered a bond instrument with the Province of BC, Series BCCD-42, with a face value on maturity of \$40,000,000. The University received discounted cash proceeds from the bond of \$28,904,030. This bond has a thirty-year term maturing on June 18, 2053. It carries a coupon rate of 2.75% with interest-only payments of \$550,000 due on June 18th and December 18th of each year. Interest expense of \$236,002 is included in operating expenses. Accretion recognized for the year was \$48,400 and is reflected in interest expense. The University will contribute an annual payment of \$732,000 to a sinking fund investment beginning in June 2026 and continuing until the maturity date, which will provide for the retirement of the debt at maturity.

13. Tangible capital assets:

Cost	Balance, March 31, 2024	Additions net of Transfers	Disposals	Balance, March 31, 2025
Land	\$ 27,968,044	\$ -	\$ -	\$ 27,968,044
Buildings	176,322,516	48,665,351	-	224,987,867
Leasehold improvements	3,515,511	-	-	3,515,511
Computer equipment	23,188,256	2,374,290	-	25,562,546
Other furniture and equipment	19,285,024	6,211,928	-	25,496,952
Public works	2,182,307	-	-	2,182,307
Software	2,739,592	85,813	-	2,825,405
Vehicles	569,674	-	-	569,674
Assets under construction/renovation	31,741,469	44,595,311	806,649	75,530,131
	\$ 287,512,393	\$101,932,693	\$ 806,649	\$ 388,638,437

Accumulated amortization	Balance, March 31, 2024	Additions	Disposals	Balance, March 31, 2025
Land	\$ -	\$ -	\$ -	\$ -
Buildings	80,048,250	5,088,623	-	85,136,873
Leasehold improvements	1,522,294	351,551	-	1,873,845
Computer equipment	19,621,985	2,060,423	-	21,682,408
Other furniture and equipment	16,634,020	1,536,228	-	18,170,248
Public works	1,749,807	151,077	-	1,900,884
Software	2,595,341	162,192	-	2,757,533
Vehicles	429,046	102,158	-	531,204
	\$ 122,600,743	\$ 9,452,252	\$ -	\$ 132,052,995

Net book value	March 31, 2024	March 31, 2025
Land	\$ 27,968,044	\$ 27,968,044
Buildings	96,274,266	139,850,994
Leasehold improvements	1,993,217	1,641,666
Computer equipment	3,566,271	3,880,138
Other furniture and equipment	2,651,004	7,326,704
Public works	432,500	281,423
Software	144,251	67,872
Vehicles	140,628	38,470
Assets under construction/renovation	31,741,469	75,530,131
Total	\$ 164,911,650	\$ 256,585,442

14. Financial risk management:

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

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

(a) Credit risk:

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

(b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of currency risk, interest rate risk and other price risk.

- Currency risk:

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the foreign exchange rates.

- Interest rate risk:

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

- Other price risk:

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk. The University manages market risk by adoption of an investment policy and adherence to this policy by an investment manager. Investments are in pooled funds and alternative investments in diversified portfolios in accordance with the University's investment policy.

It is management's opinion that the University is exposed to some market risk associated with its investments. The University monitors these investments on a continuous basis and ensures investments are within the parameters of the applicable investment policies.

14. Financial risk management (continued):**(c) Liquidity risk:**

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

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

There has been no change to any of the risk exposure from the prior period.

15. Contractual obligations:

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

2026	\$	9,892,865
2027		4,386,600
2028		3,700,900
2029		2,662,500
2030		717,900
	\$	21,360,765

16. Expenses by object:

The following is a summary of expenses by object:

	2025	2024
Amortization of tangible capital assets	\$ 9,452,252	\$ 7,931,238
Buildings and grounds maintenance	8,716,582	6,092,968
Cost of goods sold	1,056,905	886,101
Other operating expenses	35,883,285	31,687,502
Salaries and benefits	123,846,271	104,858,780
Student support activities	3,084,280	2,117,192
	\$ 182,039,575	\$ 153,573,781

17. Budget figures:

Budget figures have been provided for comparative purposes and have been derived from the consolidated budget approved by the Board of Governors of the University on February 27, 2024. The budget is reflected in the Consolidated Statement of Operations and Accumulated Operating Surplus and the Consolidated Statement of Changes in Net Financial Assets (Debt) and is reconciled to the Consolidated Statement of Operations and Accumulated Operating Surplus as follows:

	Approved Budget	Reallocation	Statement of Operations and Accumulated Surplus
Expenses by object:			
Amortization of tangible capital assets	\$ 11,548,030	\$ (11,548,030)	\$ -
Expenses	43,648,830	(43,648,830)	-
Salaries and benefits	119,091,129	(119,091,129)	-
	174,287,989	(174,287,989)	-
Expenses by function:			
Instruction and student support	-	106,020,711	106,020,711
Facility and institutional support	-	60,518,182	60,518,182
Ancillary	-	7,749,096	7,749,096
		174,287,989	174,287,989
	\$ 174,287,989	-	\$ 174,287,989

18. Related party transactions:

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

19. Accumulated operating surplus:

Accumulated operating surplus is comprised of the following:

	2025	2024
Unrestricted	\$ 56,884,661	\$ 58,960,200
Invested in tangible capital assets (a)	44,210,095	35,359,137
Endowments (b)	14,644,045	14,165,218
Internally restricted (c)	4,231,825	3,166,632
	\$ 119,970,626	\$ 111,651,187

(a) Invested in tangible capital assets:

	2025	2024
Tangible capital assets	\$ 256,585,442	\$ 164,911,650
Amounts financed by deferred capital contributions	(174,361,124)	(129,552,513)
Amounts financed by debt	(38,014,223)	-
	\$ 44,210,095	\$ 35,359,137

(b) Endowment investments:

	2025	2024
Balance beginning of year	\$ 14,165,218	\$ 13,886,930
Contributions received during the year	454,425	278,288
Interfund transfers	24,402	-
	\$ 14,644,045	\$ 14,165,218

(c) Internally restricted:

	2025	2024
Student success support (i)	\$ 4,175,556	\$ 2,988,102
Creative activity, research and scholarship (ii)	56,269	178,530
	\$ 4,231,825	\$ 3,166,632

(i) The student success support fee is a targeted fee that focuses on services in three areas: successful transitions, student development, and student health and well-being.

(ii) The Creative Activity, Research and Scholarship (CARS) restriction are funds set aside to advance and support faculty CARS activity aligned with both the CARS plan/framework and Illuminating 203

20. Comparative information:

Certain comparative information has been reclassified to conform with the consolidated financial statement presentation adopted for the current year. There was no impact on the annual surplus.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.2: Revision of B.511 Discrimination, Bullying & Harassment Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 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 the updated B.511 Discrimination, Bullying & Harassment Policy. The Executive and Human Resources Committee (EHRC) reviewed this report at its meeting held June 16, 2025 and recommends the following motion for approval by the Board of Governors.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the revised B.511 Discrimination, Bullying & Harassment Policy as presented.*

BACKGROUND

Policy Number and Name:	B.511 Discrimination, Bullying & Harassment Policy		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input 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:	July 18, 2018
		Revised Date:	April, 2024
		Next Review Date:	June, 2025
Procedure # and Name:	B.511.1 Discrimination, Bullying & Harassment Procedure		
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 has a more frequent review as WorkSafeBC legislation requires an annual review of Health and Safety policies and procedures. Guidance from WorkSafeBC indicates that the review should consider incidents or complaints in the past year and clarify or amend policy and procedures where necessary.

During the last review, the University committed to a more fulsome review of the procedure to ensure that it aligns with good practice and is easy to follow for those that are engaged in the process.

Context

The Policy and this accompanying procedure outline the expectations for employees and students regarding conduct that would be considered to fall under the umbrella of Harassment, what they can expect and what is expected of them. It is required under legislation.

Issues identified

The People, Culture & Diversity team members identified some issues with the procedure that led to challenges with completing investigations in a timely manner.

Changes

Changes to the policy are minimal:

- Added language referring to racism, antisemitism and hate to the definition of Discrimination-Based Harassment.
- Additional definition (Good Faith);
- Removal of the term “reprisal”. The term “retaliation” may be used interchangeably, and “reprisal” refers to protected disclosures under the Public Interest Disclosure Act;
- Added reference to the Fairness by Design guidance;
- Other minor changes in line with current policy office practice.

Changes to the procedure are more significant and have been approved in principle by the Senior Leadership Council pending approval of the policy by the Board:

Risk, Benefits and Strategy alignment

This policy is a requirement under legislation and more importantly, allows employees to understand the procedure that they will see should they file a complaint, or have a complaint filed against them.

Consultation

Consultation with the People, Culture & Diversity team members that deal with investigations under the Policy and Procedure as well as the Capilano Faculty Association.



Review and approval process timelines

Date	Committee	Purpose
May 1, 2025	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
May 14, 2025	SLC	To review, ask for further amendments if required or approve
June 16, 2025	Executive and HR Committee	Review, request amendments if required or recommend for Board approval
June 24, 2025	Board	Final approval

Plan for associated training or awareness raising

Once the policy and procedure have been approved, information will be circulated through Constant Contact to all employees and students. Training will be provided in alignment with occupational health and safety law and regulations.


Plan for policy monitoring

The policy and procedure will be reviewed annually as this is a requirement for all safety related policies.

Attachment

#	Name
1	B.511 Discrimination, Bullying & Harassment Policy (redlined)



 CAPILANO UNIVERSITY		POLICY	
Policy No.		Officer Responsible	
B.511		Vice-President, People, Culture & Diversity	
Policy Name			
Discrimination, Bullying and Harassment Policy			
Approved by	Replaces		Category
Board	E.501		HR People, Culture and Diversity
			April 2025
Date Issued	Date Revised	Date in effect	Related Policies
June, 2018	April 30, 2024	April 30, 2024	B.401 Sexual Violence and Misconduct Policy B.700 Privacy and Access to Information Policy B.701 Student Code of Conduct Policy B.506 Standards of Conduct Policy B.512 Human Rights, Diversity, Inclusion, and Equity Policy S2003-01 Academic Freedom Policy

1. PURPOSE

University Commitment

- 1.1 Among Capilano University's values are diversity, the individuality of learners, open engagement with ideas and respectful engagement with each other, personal accountability for integrity and success, and transparency and an ethic of fairness. The University is committed to providing a respectful learning and working environment that allows for full and free participation of all members of the University community. Discrimination, Bullying and/or Harassment undermine these objectives and violate the fundamental rights, personal dignity and integrity of individuals or groups of individuals. Discrimination, Bullying and/or Harassment are serious offences and are not tolerated by the University, and may be cause for disciplinary sanctions including, where appropriate, suspension, dismissal or expulsion.
- 1.2 The University abides by the B.C. *Human Rights Code* and the B.C. *Workers Compensation Act*. The Discrimination, Bullying and Harassment Policy (the "policy") is intended to prevent discrimination, bullying and/or harassment and [is supported by the to provide B.511.1 Discrimination, Bullying and Harassment Procedures](#) for reporting, investigating and resolving incidents and complaints where this behaviour occurs, including Discrimination-Based Harassment, Sexual Harassment, and Personal Bullying and Harassment.

Academic Freedom

- 1.3 This policy is not intended to infringe upon the ability of instructors and Students to engage in academic discussion. In exercising academic freedom, in accordance with S2003-01 Academic Freedom Policy, Members of the University Community must conduct their behavior in a responsible manner that respects the rights of other Members of the University Community.

2. DEFINITIONS

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

“Complainant” means the person or persons who has filed a formal complaint under this policy and its associated procedure.

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

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

“Discrimination-Based Harassment” is ~~Personal Harassment and Bullying which is~~Harassment based on a Prohibited Ground, and includes sexual harassment, ~~racism, antisemitism or other expressions of hate directed towards individuals or groups protected against Discrimination by the B.C. Human Rights Code.~~

“Employee” means any person employed by the University.

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

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

- a) “Personal Harassment and Bullying”
- b) “Discrimination-Based Harassment”
- c) “Sexual Harassment”

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

“Personal Harassment and Bullying”. is conduct which the Respondent knew, or reasonably ought to have known, would cause a Member of the University Community to be humiliated or intimidated. Personal harassment and bullying need not be based on one of the B.C. *Human Rights Code’s* prohibited grounds. This conduct usually involves a course of conduct but a single incident may be sufficient to be considered personal harassment and bullying when the conduct is of a very serious nature.

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

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

Personal Harassment and Bullying does not include:

- a) the exercise of appropriate managerial or supervisory direction, including appropriate performance management and the imposition of discipline;
- b) reasonable action taken by an instructor relating to management of the classroom and assignment of course work;
- c) constructive criticism;
- d) reasonable changes to assignments or duties;

- e) correction of inappropriate behaviour;
- f) instructional techniques such as using irony, conjecture, and refutation, or assigning readings or other instructional materials that advocate controversial positions; or
- g) respectful expression of differences of opinion.

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

“Respondent” means a person or persons against whom a complaint of Harassment has been made under this policy and its associated procedure.

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

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

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

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

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

3. SCOPE AND JURISDICTION

- 3.1 This policy applies to all Members of the University Community.
- 3.2 A complaint under this policy may only be brought by a Member of the University Community against another Member of the University Community.
- 3.3 The policy applies to activities and conduct which have a substantial connection to the University, whether these activities or conduct take place on or off campus, online or in-person, including but not limited to:
 - a) participation in University-Related Activities;
 - b) work-related conferences, training sessions, or seminars;
 - c) work-related travel; or
 - d) social functions that the University sponsors or organizes.
- 3.4 In cases involving behaviour that may fall within the definition of “sexual violence and misconduct” in the University’s Sexual Violence and Misconduct Policy (B.401), an individual may choose to proceed under that Policy.

4. ROLES AND RESPONSIBILITIES

Members of the University Community

- 4.1 All Members of the University community All Members of the University Community are integral to creating a respectful and safe environment and are expected to treat each other with dignity and respect, and are prohibited from engaging in Harrassment.
- 4.2 All Members of the University Community have a responsibility to ensure awareness of, and adherence to this policy, all other University policies and procedures, and all applicable laws.
- 4.3 Members of the University Community must participate in any procedures taken under this policy. Failure to comply with the provisions or any resolution agreed upon or imposed as a result of this policy and its associated procedure may result in disciplinary action by the University.

- 4.4 All Members of the University Community, including those in positions of authority, involved in a complaint have the obligation to respect and maintain the confidentiality of information as described in section 8.

Individuals with Supervisory Responsibilities

- 4.5 Supervisors and managers are responsible for fostering and maintaining work and learning environments free from Harassment, and for taking prompt remedial action should Harassment occur.
- 4.6 Supervisors and managers must receive training to recognize the potential for Harassment, and to respond and mediate informally and/or follow the procedure for reporting under this policy.
- 4.7 Supervisors and managers must address complaints promptly, confidentially and fairly, and seek advice from the Associate Vice President, Student Success, the Vice President, People, Culture & Diversity and/or the Conflict Resolution Advisor when appropriate.
- 4.8 Supervisors and managers must implement the recommendations (including disciplinary measures) when required as an outcome of the procedure of this policy.

5. ACCESS TO OTHER PROCEDURES

General

- 5.1 This policy and its associated procedure are separate from any criminal or civil proceedings. The University is not responsible for determining violations of criminal or civil law.
- 5.2 The University will cooperate in any criminal investigation.

Collective Agreements

- 5.3 Both the faculty and staff collective agreements contain harassment provisions. A Complainant may not concurrently pursue a complaint under both this policy and their respective collective agreement.

6. COMPLAINTS

- 6.1 A Member of the University Community who believes that they have a complaint of Harassment is encouraged to make a direct request to the accused that the unwanted behaviour or action(s) cease. If their request is unsuccessful, or if they consider it inappropriate or uncomfortable to make such a request, the individual may seek assistance from their supervisor or manager, Human Resources, the Conflict Resolution Advisor or union representative.

- 6.2 The filing of a complaint under this policy and associated procedure in Good Faith is the right of every Member of the University Community and may be exercised without fear of ~~reprisal or~~ retaliation.
- 6.3 The University will exercise care to protect and respect the rights of both the Complainant and the Respondent. The University will seek to achieve procedural fairness in accordance with relevant regulations in dealing with all complaints under this Policy, including the following:
- a) Any Complainant who wishes the University to conduct a formal investigation must be prepared to be identified to the respondent. The principles of confidentiality, as outlined in section 8, will be followed.
 - b) Respondents must be informed of a complaint made against them under this policy. Complainants and Respondents must be given the opportunity to present evidence in support of their positions.
 - c) Those responsible for interpreting, administering and applying this policy will apply this policy in an unbiased, non-arbitrary manner.
 - d) Complaints made in good faith will be addressed in a timely manner ~~without reprisal~~.
- 6.4 If the matter becomes the subject of any other problem resolution procedure, including the subject of a charge laid pursuant to the *Criminal Code of Canada*, the University may elect not to take any further action until the other process has been concluded and further action is requested by the Complainant.
- 6.5 If an individual, in good faith, makes a complaint but is not able to satisfy the Balance of Probabilities, the complaint may be dismissed. However, the Complainant may still access support services including but not limited to Counselling and Learning Support, the Employee and Family Assistance Plan or the Conflict Resolution Advisor.

7. INTERIM MEASURES

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

8. CONFIDENTIALITY AND PRIVACY

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

- 8.2 All individuals involved in the Complaint investigation and resolution process must not disclose any Confidential Information received about the Complaint, except as expressly set out in this Policy, or as required by law.
- 8.3 Where reasonably necessary, Confidential Information may be disclosed to the appropriate individuals in line with B.700 Privacy and Access to Information Policy in order to:
- a) protect health and safety;
 - b) ensure a full and fair investigation into the complaint;
 - c) implement corrective measures;
 - d) obtain legal advice; or
 - e) inform law enforcement of reasonably suspected criminal activity or serious risk of bodily harm to an individual in keeping with privacy legislation.

9. TIME LIMITATION

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

10. RETALIATION

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

11. FRIVOLOUS OR VEXATIOUS COMPLAINTS

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

11.2 A frivolous or vexatious complaint is one which:

- a) is based on facts that, even if true, would not suggest a potential breach of this policy;
- b) is filed in bad faith or for the purpose of harassing or annoying the Respondent or another Member of the University Community; or
- c) has previously been decided pursuant to this policy, or another administrative or judicial process.

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

12. RECORDS

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

13. DESIGNATED OFFICER

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

14. REVIEW AND AMENDMENT

- 14.1 This policy and associated procedure will be reviewed annually, as per occupational health and safety law and regulation.
- 14.2 Substantive revisions will not be made to this policy without consultation with the University administration, Capilano Faculty Association, MoveUP and the Capilano Students' Union.

15. RELATED POLICIES AND GUIDANCE

B.511.1 Discrimination, Bullying and Harassment Procedure

B.401 Sexual Violence and Misconduct Policy

B.506 Standards of Conduct Policy

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

B.700 Privacy and Access to Information Policy

B.701 Student Code of Conduct Policy

S2003-01 Academic Freedom Policy

16. REFERENCES

B.C. Human Rights Code

B.C. Workers Compensation Act

Criminal Code of Canada

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



BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.1: Final Fiscal 2024/25 Financial Results	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: Narisha Jessani, Director Financial Services	

PURPOSE

The purpose of this report is to provide the final Fiscal 2024/25 financial results to the Board of Governors.

FINANCIAL RESULTS

1. Fiscal 2024/25 High Level Overview

The final year-end operating surplus is \$7.87 million, which is a \$4.76 million favorable variance from the budgeted surplus of \$3.1 million. The internal Statement of Operations is included in this report as **Attachment 1** and is summarized in the table below. This internal statement shows additional information not included in the audited financial statement format, including all the forecasts developed during the fiscal year and the variance from the final actual results in comparison to the last forecast, the Board approved budget, and the prior year actuals.

Table 1: Financial Overview

	Actual vs January Forecast				Actual vs Budget			
	2024/25 Actual	January Forecast	Variance (\$) Fav/(Unfav)	Variance (%) Fav/(Unfav)	2024/25 Actual	Board Budget	Variance (\$) Fav/(Unfav)	Variance (%) Fav/(Unfav)
Revenue	189,904,590	184,734,102	5,170,488	2.8%	189,904,590	177,394,655	12,509,935	6.6%
Salaries and Benefits	123,846,271	120,889,754	(2,956,517)	-2.4%	123,846,271	119,119,130	(4,727,141)	-3.8%
Operating Expenses	58,193,303	57,151,833	(1,041,470)	-1.8%	58,193,303	55,168,860	(3,024,443)	-5.2%
Operating Surplus/(deficit)	7,865,015	6,692,515	1,172,501	17.5%	7,865,015	3,106,664	4,758,351	60.5%

The final year-end surplus of \$7.87 million includes restriction of the Ministry operating grant of \$5 million for to be allocated to the Workday ERP project. The impact of this restriction on the financial statements is that provincial grant revenue is reduced by \$5 million resulting in a corresponding decrease in the surplus. The other side of the entry is reflected on the statement of financial position with a \$5 million increase to deferred capital contributions for the capital restriction.

The total surplus of \$7.87 million includes \$1.19 million that will be set aside in the accumulated surplus as an internal restriction for Student Success Support fee, this is a targeted fee that focuses on services in three areas successful transitions, student development, and student health and well-being.

The 2024/25 accumulated surplus as at March 31, 2025 is \$119.97 million and is detailed in the table below, with prior year's balance for comparative purposes.

Table 1.4: Accumulated Surplus

	Actuals		
	2024/25	2023/24	Change
Unrestricted	56,884,661	58,960,200	(2,075,539)
Invested in Capital Assets	44,210,095	35,359,137	8,850,958
Endowments	14,644,045	14,165,218	478,827
Internally Restricted	4,231,825	3,166,632	1,065,193
Accumulated Surplus	119,970,626	111,651,187	8,319,439

2. Fiscal 2024/25 Actuals Compared to Budget

The table below provides a summary of the variances by category groupings adopted by the Finance department. Please see **Attachment 2**, which provides insights to the budget development methodology by category.

Table 2: Actuals Summary

	Fiscal 2024/25 Actual							Fiscal 2024/25 Budget	Variance Favourable/ (Unfavourable)
	Category 1 Enrollment	Category 2 Staffing	Category 3 Ancillary Operations	Category 4 Fund 20	Category 5 Other	Category 6 Capital Assets (Operating Impact)	TOTAL		
Revenue	99,243,081	-	8,986,569	9,446,092	66,926,798	5,302,049	189,904,590	177,394,655	12,509,935
Salaries and Benefits	49,487,075	66,404,489	3,614,737	4,339,970	-	377,170	124,223,441	119,119,130	(5,104,311)
Operating Expenses	5,874,902	-	6,223,116	4,519,915	32,100,083	9,098,118	57,816,133	55,168,860	(2,647,273)
Operating Surplus/(deficit)	43,881,105	(66,404,489)	(851,284)	586,208	34,826,715	(4,173,238)	7,865,015	3,106,664	4,758,351
Budget Surplus/(deficit)	39,558,744	(65,373,363)	(736,982)	(4,732)	36,518,128	(6,855,131)	3,106,664		
Variance Favourable/ (Unfavourable)	4,322,360	(1,031,126)	(114,302)	590,939	(1,691,413)	2,681,893	4,758,351		
Variance Breakdown:									
Revenue	6,428,218	-	1,037,567	2,815,694	1,655,018	573,437	12,509,934		
Salaries and Benefits	(3,380,957)	(1,031,126)	365,552	(680,611)	-	-	(4,727,142)		
Operating Expenses	1,275,098	-	(1,517,422)	(1,544,145)	(3,346,431)	2,108,456	(3,024,444)		
Total variance favorable/(unfavorable)	4,322,359	(1,031,126)	(114,303)	590,938	(1,691,413)	2,681,893	4,758,348		

Table 2.1: Summary of Variance Explanation Actuals to Budget

Enrollment	<ul style="list-style-type: none">Both Domestic and International tuition revenue were higher than budget for FY 2024/25.International tuition revenue was \$1.64 million higher than budget mainly because of the high level of international student intake for the Summer 2024 and Fall 2024 term. Overall international enrollment was 4% higher than budget.Domestic tuition revenue was \$5.41 million higher than budget mainly due to higher domestic student intake for Fall 2024 and Spring 2025 terms. Overall domestic enrollment was 25% higher than budget.Salaries and benefits for teaching sections, lab hours and PMI were higher than budget by \$3.3million due to the large increase in enrollment. <table><tr><th></th><th colspan="4">Course Registrations</th></tr><tr><th></th><th>Actual</th><th>Budget</th><th>Variance</th><th>Variance %</th></tr><tr><td>Domestic</td><td>40,443</td><td>32,288</td><td>8,155</td><td>25%</td></tr><tr><td>International</td><td>36,497</td><td>35,079</td><td>1,418</td><td>4%</td></tr><tr><td>Total</td><td>76,940</td><td>67,367</td><td>9,573</td><td>14%</td></tr></table>		Course Registrations					Actual	Budget	Variance	Variance %	Domestic	40,443	32,288	8,155	25%	International	36,497	35,079	1,418	4%	Total	76,940	67,367	9,573	14%
	Course Registrations																									
	Actual	Budget	Variance	Variance %																						
Domestic	40,443	32,288	8,155	25%																						
International	36,497	35,079	1,418	4%																						
Total	76,940	67,367	9,573	14%																						
Staffing	<p>The unfavorable variance of \$1.1 million is mainly due to:</p> <ul style="list-style-type: none">\$3.51 million favorable variance in Admin, Exempt and Staff employee categories due to unfilled vacancies from recruitment challenges, the organizational restructuring of Digital Technology Services and delayed hiring for the Squamish campus.\$3.63 million unfavorable in Faculty category mainly due transitioning the academic year from an August start to September start.																									

	<ul style="list-style-type: none"> \$903K unfavorable variance in benefits is mainly due to Non-teaching salaries and the higher than budgeted benefits. We applied a 24.5% rate to budgeted salaries, whereas the actual benefits rate is approximately 26.8%.
Ancillary Operations	<p>The unfavorable variance of \$114k is mainly due to:</p> <ul style="list-style-type: none"> Squamish Student Housing - \$634k unfavorable variance. Squamish Student Housing was not included in the Budget for FY 2024/25. Bookstore - \$147k unfavorable variance due to lower physical textbook sales than budget and a lower margin on those sales due to a higher cost of goods sold. Performing Arts Theatre - \$97k unfavorable variance due to an increase in artist expense, travel costs, and staffing costs relative to budget. Facility and Land Rental - \$57k unfavorable variance due to a lower number of monthly rentals in FY 2024/25. Children's Centre - \$30k unfavorable variance due to purchase of supplies for New Children's Centre before the end of FY 2024/25 as well as higher than budgeted salaries. Student Housing - \$7k Unfavorable variance due to recognition of interest payments on the loan for the new student housing beginning in January 2025, which was mostly offset by an increase in student meal plan and housing fee revenue. Capilano Catalyst - \$435k favorable variance due to the temporary pause of the Capilano Catalyst program. Food Services - \$215k favorable variance due to higher revenue than budget and a property tax rebate from the District of North Vancouver. Parking - \$200k favorable variance due to the increase in enrollment and number of students on campus. FAA Studio and Equipment Revenue - \$10k favorable variance due to one-time studio and equipment rental revenue for filming from TNG Television Productions.
Restricted Funds	<p>The favorable variance of \$591k is mainly due to the Student Success Fee surplus, which will be internally restricted.</p>
Capital Operating Impact	<p>The favorable variance of \$2.6M is mainly due to:</p> <ul style="list-style-type: none"> \$1.54M favorable variance corresponds to a favorable variance in capital. The budget assumed entire annual capital budget will be spent but actuals came in lower than anticipated, hence it impacted both DCC amortization and capital asset amortization. \$783k favorable impact as the 2024/25 budget included amortization for the New Children Centre and the New Student Housing buildings. However, because these projects were delayed, no amortization was charged in the fiscal year 2024/25. \$200k favorable impact due to Squamish Student Housing purchase was not included in the 2024/25 budget, it affected both DCC amortization and capital asset amortization.
Other	<p>The unfavorable variance of \$1.7 million is mainly related to:</p> <ul style="list-style-type: none"> \$2.7 million favorable investment income due to two factors: 1) a favorable CAD/USD FX rate that resulted in an increased FMV of one of our investments, and 2) a higher principal balance was reinvested in one of our primary investments. \$750k favorable project and other revenue, mainly related to higher non-tuition related student fees from the increased enrollment. \$450k favorable due to a higher amount of donations \$3.3 million unfavorable other operating expenses mainly due to inflation increases for service contracts such as janitorial and security, higher cost of software licenses, and an increase in travel and student recruitment expenses. \$2.3 million unfavorable from the Province of British Columbia related to the new \$5M operating grant restriction for capital purposes, offset by \$1.2 million additional funding for collective wage increases and \$1.5 million recognition of revenue for the previous year's operating grant restriction for operating purposes.

3. Fiscal 2024/25 Actuals compared to Forecasts

Capilano University uses a conservative approach to developing budgets to ensure the continued financial health and sustainability of the university. The quarterly forecast process allows adjustments

to be made during the year as we respond to updated enrollment information, revenue projections, cost pressures and external factors such as the economic environment.

The Quarter 2 and Quarter 3 forecast was developed by Finance in partnership with budget owners. The final 'January' forecast was developed internally by Finance to update revenues based on the Spring term actual enrollment results and update expenditures based on a very high level to determine if the expenditures was reasonable for the next 3 months by comparing the Q3 Forecast to December YTD. The table below shows a small percentage variance from actual to January forecast for revenue, salaries and benefits and operating expenses.

Table 3: Forecasts Summary

	Actual vs January Forecast				2024/25 - FORECAST			
	2024/25 Actual	January Forecast	Variance (\$) Fav / (Unfav)	Variance % Fav / (Unfav)	Q1	Q2	Q3	January Forecast
Revenue	189,904,590	184,734,102	5,170,488	-2.80%	186,173,641	188,265,923	185,341,282	184,734,102
Salaries and Benefits	123,846,271	120,889,754	(2,956,517)	-2.45%	117,889,691	121,813,401	120,808,926	120,889,754
Operating Expenses	58,193,303	57,151,833	(1,041,470)	-1.82%	57,722,246	57,131,922	58,318,730	57,151,833
Operating Surplus/(deficit)	7,865,015	6,692,515	1,172,501		10,561,705	9,320,599	6,213,626	6,692,515

4. Capital Overview

Table 4.1 below summarizes the capital asset additions made in fiscal year 2024/25, categorized by major projects in progress and the capital budget. The unfavorable variance of \$18.52 million primarily results from the purchase of the new Squamish Student Housing, which cost \$47 million. This variance is somewhat offset by major Campus Master Plan projects that are progressing more slowly than budgeted due to contractor delays and supply chain issues. Key projects affected include the Student Housing Building Project and the electrical infrastructure upgrades. These projects are expected to continue into the fiscal year 2025/26. For more details, please refer to Appendix 1: Category E.

Table 4.1: Capital Summary

Capital	2024/25 Actual			2024/25 Budget			Variance Fav/(Unfav)
	Internally Funded	Externally Funded	Total	Internally Funded	Externally Funded	Total	
Major Projects in Flight	50,205,210	44,827,916	95,033,126	50,786,165	19,218,919	70,005,084	(25,028,042)
Capital Budget	2,351,236	97,629	2,448,865	8,952,040	-	8,952,040	6,503,175
Total	52,556,447	44,925,544	97,481,991	59,738,205	19,218,919	78,957,124	(18,524,867)

Table 4.2 below summarizes the Major projects in flight during the year. The Total Project Costs represent the project budget approved by the board, while the 2024/25 Budget indicates the expected spending for the fiscal year. Actual spending patterns may vary due to contractor delays and supply chain issues.

In fiscal year 2024/25, the Children's Centre received a total of \$2.2 million in external funding, which includes \$0.74 million from the Ministry of Education and Child Care, \$1.46 million from the Ministry of Post-Secondary Education and Future Skills (PSFS), and \$12.89 million funded internally.

For the Student Housing Building, the University opted to utilize an approved loan of \$29 million from the province. The significant unfavorable variance primarily occurred due to the purchase of the Squamish Student Housing, which was not included in the 2024/25 Budget, resulting in a variance of \$46.9 million. However, the University received \$38.8 million in funding from the Ministry of Post-Secondary Education and Future Skills (PSFS) for this purchase and secured a loan of \$9.2 million.

Table 4.2: Major Projects in Flight

Major Projects in Flight	2024/25 Actual			2024/25 Budget			Variance Fav/(Unfav)	Total Project Costs		
	Internally Funded	Externally Funded	Total	Internally Funded	Externally Funded	Total		Internally Funded	Externally Funded	Total
Children's Centre	12,889,452	2,204,850	15,094,301	7,626,444	8,118,827	15,745,271	650,970	8,074,806	17,125,194	25,200,000
Student Housing Building	21,477,141	-	21,477,141	32,390,591	-	32,390,591	10,913,450	16,678,000	41,534,000	58,212,000
Electrical Infrastructure Upgrades	796,649	2,200,000	2,996,649	4,802,857	10,100,092	14,902,949	11,906,300	21,703,915	22,434,151	44,138,066
Mass Communication System	172,787	-	172,787	600,000	-	600,000	427,213	700,000	-	700,000
Squamish Student Housing (Building and FFE)	9,158,223	38,800,000	47,958,223	-	1,000,000	1,000,000	(46,958,223)	16,200,000	38,800,000	55,000,000
Facilities - Deferred Maintenance Projects (Funded by Capital Restriction grant)	1,578,617	-	1,578,617	-	-	-	(1,578,617)	340,457	5,000,000	5,340,457
Carbon Neutral	2,533	123,066	125,599	-	-	-	(125,599)	-	-	-
Routine Capital Projects	163,968	1,500,000	1,663,968	-	-	-	(1,663,968)	-	-	-
Skw'chays Home	1,642	-	1,642	1,000,000	-	1,000,000	998,358	4,000,000	-	4,000,000
Student Housing Phase 2 Business Case	-	-	-	400,000	-	400,000	400,000	2,300,000	-	2,300,000
Facilities Major Projects in Implementation:	46,241,013	44,827,916	91,068,928	46,819,892	19,218,919	66,038,811	(25,030,117)	69,997,178	124,893,345	194,890,523
ERP Project	3,480,015	-	3,480,015	3,966,273	-	3,966,273	486,258	2,646,802	10,000,000	12,646,802
Integration Hub	460,168	-	460,168	-	-	-	(460,168)	-	-	-
Curriculum Management System	24,015	-	24,015	-	-	-	(24,015)	501,338	-	501,338
Digital Technology Services Major Projects in build:	3,964,198	-	3,964,198	3,966,273	-	3,966,273	2,075	3,148,140	10,000,000	13,148,140
Total Major Projects	50,205,210	44,827,916	95,033,126	50,786,165	19,218,919	70,005,084	(25,028,042)	73,145,318	134,893,345	208,038,663

Table 4.3 outlines the capital budget for routine purchases. The unfavorable variance from major projects in flight was offset partially by the capital contingency budget of \$5 million that was not fully utilized. The Squamish campus expenditure was \$1.38 million below budget, and Digital Transformation Services spent \$1.7 million less than planned. This reduction in Digital Transformation Services spending reflects the evolving priorities of the University in its investments in IT infrastructure and lifecycle equipment.

Table 4.3: Capital Budget

Capital Budget	2024/25 Actual			2024/25 Budget			Variance Fav/(Unfav)
	Internally Funded	Externally Funded	Total	Internally Funded	Externally Funded	Total	
Squamish Campus:							
Squamish Campus (Deferred Maintenance)	3,501,380	-	3,501,380	1,882,700	-	1,882,700	(1,618,680)
IT Infrastructure	-	-	-	768,000	-	768,000	768,000
Cameras/locksmithing Upgrade	-	-	-	280,000	-	280,000	280,000
Vehicles and Tools	-	-	-	122,000	-	122,000	122,000
Classroom FFE and IT	-	-	-	300,000	-	300,000	300,000
Kitchen FFE	-	-	-	200,000	-	200,000	200,000
Signage and Wayfinding	-	-	-	50,000	-	50,000	50,000
Artificial Fields	-	-	-	700,000	-	700,000	700,000
Finishings	-	-	-	-	-	-	-
Squamish Capital Contingency	-	-	-	580,000	-	580,000	580,000
Total Squamish Campus	3,501,380	-	3,501,380	4,882,700	-	4,882,700	1,381,320
Facilities and Campus Planning:							
Deferred Maintenance Miscellaneous	115,591	-	115,591	200,000	-	200,000	84,409
Capital Contingency	64,102	-	64,102	5,000,000	-	5,000,000	4,935,898
University Furnishings	307,356	-	307,356	300,000	-	300,000	(7,356)
Campus Planning iCAP	127,527	-	127,527	150,000	-	150,000	22,473
Facilities and Campus Planning	614,576	-	614,576	5,650,000	-	5,650,000	5,035,424
Strategic Projects	-	-	-	385,000	-	385,000	385,000
Employee Computer Lifecycle	790,356	-	790,356	825,000	-	825,000	34,644
IT Infrastructure	295,916	-	295,916	665,000	-	665,000	369,084
Cybersecurity	-	-	-	135,000	-	135,000	135,000
Classroom Tech Lifestyle	247,701	-	247,701	-	-	-	(247,701)
General Lifecycle	-	-	-	1,135,000	-	1,135,000	1,135,000
IXD Program	-	97,629	97,629	-	-	-	(97,629)
Digital Transformation Services	1,333,972	97,629	1,431,601	3,145,000	-	3,145,000	1,713,399
Faculty of Arts and Sciences	60,429	-	60,429	-	-	-	(60,429)
Faculty of GCS	148,527	-	148,527	42,540	-	42,540	(105,987)
Faculty of Applied Arts	193,732	-	193,732	114,500	-	114,500	(79,232)
Total Capital	2,351,236	97,629	2,448,865	8,952,040	-	8,952,040	6,503,175

Attachments:

#	Name
1	Consolidated Statement of Operations and Accumulated Surplus
2	Fiscal 2024/25 Budget Assumptions
3	Enrollment and Tuition Revenue Summary
4	Faculty Teaching Summary
5	Faculty Non-Teaching Summary
6	Dashboard

Appendix 1: Fiscal 2024/25 Year in Review by Category

Appendix 1: Fiscal 2024/25 Year in Review by Category

This section provides the actual results for the year in categories of enrollment, staffing, ancillary operations, restricted funds, capital and 'other'.

The Financial Statement Category View is shown in the table below starting with the actual results, followed by the budget and the variance that occurred in each of these categories.

Table 6: Financial Statement by Category View

	Fiscal 2024/25 - Actuals							Fiscal 2024/25 Budget	Variance Favourable/(Unfavourable)
	Category 1 Enrollment	Category 2 Staffing	Category 3 Ancillary Operations	Category 4 Restricted Funds	Category 5 Other	Category 6 Capital Assets (Operating Impact)	TOTAL		
Revenue:									
Province of British Columbia	-	-	2,032,675	2,973,610	55,413,972	-	60,420,257	61,502,597	(1,082,341)
Tuition fees - Domestic	25,344,701	-	(873)	1,773,628	-	-	27,117,455	21,703,966	5,413,489
Tuition fees - International	73,898,381	-	-	1,387,366	-	-	75,285,746	73,639,652	1,646,094
Project and other revenue	-	-	4,546,580	3,234,685	3,142,010	-	10,923,274	8,319,980	2,603,294
Amortization of deferred capital contributions	-	-	-	-	-	5,302,049	5,302,049	4,728,613	573,437
Sales of goods	-	-	1,196,218	-	-	-	1,196,218	1,281,250	(85,032)
Parking, childcare and theatre	-	-	1,211,969	76,804	3,493	-	1,292,266	1,071,940	220,326
Donations and gifts in-kind	-	-	-	-	747,477	-	747,477	297,109	450,368
Investment income	-	-	-	-	7,619,847	-	7,619,847	4,849,547	2,770,300
TOTAL Revenue	99,243,081	-	8,986,569	9,446,092	66,926,798	5,302,049	189,904,590	177,394,655	12,509,935
Expenses:									
Salaries and benefits:									
Faculty - Teaching	39,779,304	-	-	1,374,445	-	-	41,153,749	37,637,850	3,515,899
Faculty - Non-Teaching	-	15,675,087	3,598	700,980	-	-	16,379,665	12,472,871	3,906,794
Staff	-	20,599,806	2,328,794	668,183	-	-	23,596,784	26,426,197	(2,829,413)
Exempt	-	2,943,046	70,455	439,452	-	-	3,452,953	3,859,423	(406,470)
Administrative	-	13,169,666	506,873	353,544	-	-	14,030,084	14,668,597	(638,513)
Benefits	9,707,771	14,016,883	705,017	803,365	-	-	25,233,036	23,528,191	1,704,845
TOTAL Salaries and Benefits	49,487,075	66,404,489	3,614,737	4,339,970	-	-	123,846,271	119,119,130	4,727,141
Other Expenses:									
Other operating expenses	5,874,902	-	6,223,116	4,519,915	32,100,083	23,035	48,741,051	43,620,830	5,120,221
Amortization of Capital Assets	-	-	-	-	-	9,452,253	9,452,253	11,548,030	(2,095,778)
TOTAL Other Expenses	5,874,902	-	6,223,116	4,519,915	32,100,083	9,475,288	58,193,303	55,168,860	3,024,443
TOTAL Operating Expenses	5,874,902	-	6,223,116	4,519,915	32,100,083	9,475,288	58,193,303	55,168,860	3,024,443
Operating Surplus/(deficit)	43,881,105	(66,404,489)	(851,284)	586,208	34,826,715	(4,173,238)	7,865,015	3,106,664	4,758,351
Budget 2024/25	39,558,744	(65,373,363)	(736,982)	(4,732)	36,518,128	(6,855,131)	3,106,664		
Variance Favorable/(Unfavorable)	4,322,360	(1,031,126)	(114,302)	590,939	(1,691,413)	2,681,893	4,758,351		
Variance Breakdown:									
Revenue	6,428,218	-	1,037,567	2,815,694	1,655,018	573,437	12,509,935		
Salaries and Benefits	(3,380,957)	(1,031,126)	365,552	(680,611)	-	0	(4,727,141)		
Operating Expenses	1,275,098	-	(1,517,422)	(1,544,145)	(3,346,431)	2,108,456	(3,024,443)		
Total Variance Favorable/(Unfavorable)	4,322,360	(1,031,126)	(114,302)	590,939	(1,691,413)	2,681,893	4,758,351		

CATEGORY 1: ENROLLMENT

The enrollment category includes tuition revenue, faculty teaching costs and international agent commission fees. Please note, the table below includes faculty teaching related to enrollment category only and does not include restricted fund and ancillary. The tuition fees in the table below includes additional revenues collected from student consumables fees, student success fees, service and tech fees, and continuing studies. Additionally, the faculty teaching salaries below exclude restricted funds and include centralized illness costs that are not tied to units (unallocated faculty costs).

Table 7: Enrollment Category Overview

	Fiscal 2024/25 Actual		Fiscal 2024/25 Budget		Variance		
	Enrollment/ Sections	\$	Enrollment/ Sections	\$	Enrollment/ Sections	\$	%
Revenue:							
Tuition fees - Domestic	40,443	25,344,701	32,288	20,435,379	8,155	4,909,322	24.0%
Tuition fees - International	36,497	73,898,381	35,079	72,379,484	1,418	1,518,897	2.1%
TOTAL Revenue	76,940	99,243,081	67,367	92,814,863	9,573	6,428,218	6.9%
Salaries and Benefits:							
Faculty - Teaching	20,012	39,779,304	19,101	37,136,537	911	2,642,767	7.1%
Benefits		9,707,771	-	8,969,582	-	738,190	8.2%
TOTAL Salaries and Benefits	20,012	49,487,075	19,101	46,106,119	911	3,380,957	7.3%
Other Expenses:							
Other Operating Expenses	-	5,874,902	-	7,150,000	-	(1,275,098)	-17.8%
TOTAL Other Expenses	-	5,874,902	-	7,150,000	-	(1,275,098)	-17.8%
TOTAL Operating Expenses		55,361,977		53,256,119	-	2,105,858	4.0%
Operating Surplus/(Deficit)		43,881,105		39,558,744	-	4,322,360	10.9%

Enrollment Units (Course Registrations)

The table below shows the enrollment for all the terms. See **Attachment 3** for information by Faculty.

Table 7.1: Enrollment & Tuition Revenue

Enrollment	Domestic					International				
	Spring (1/4)	Summer	Fall	Spring (3/4)	Total	Spring (1/4)	Summer	Fall	Spring (3/4)	Total
2024/25 Actuals	4,033	3,954	19,380	13,076	40,443	3,674	8,824	14,474	9,525	36,497
2024/25 Budget	3,686	2,880	15,922	9,800	32,288	3,667	6,939	14,013	10,460	35,079
Variance	347	1,074	3,458	3,276	8,155	7	1,885	461	(935)	1,417
Variance (%)	9.4%	37.3%	21.7%	33.4%	25.3%	0.2%	27.2%	3.3%	-8.9%	4.0%

Table 7.2: Explanation of Variance in Enrollment

The table below explains the variance in enrollment tuition revenue due to the rate and due to the enrollment change. This table explains the variance in base enrollment revenues without additional fees, whereas the tuition revenue in table 7 includes additional fees. The budget applied a 2% tuition fee increase on all course fees.

	2024/25 - Budget to Actuals Variance		
	Due to units favourable / (unfavourable)	Due to rate increase / (decrease)	Total Variance
Domestic	5,097,355	(98,476)	4,998,880
International	2,996,881	(923,443)	2,073,438
Total	8,094,237	(1,021,919)	7,072,318

Salaries: Faculty Teaching

The table below shows Faculty teaching costs that were incurred in each category. This table shows the sections, lab hours and PMI including restricted funds, whereas the faculty teaching cost in table 7 excludes restricted funds. See **Attachment 4** for additional faculty teaching cost information by Faculty.

Table 8: Sections, Lab Hours & Private Music Instruction

	2024/25 - Actuals		2024/25 - Budget		Variance	
	Units	\$	Units	\$	Units	\$
Sections	2,995.07	39,488,790	2,734.54	36,518,698	(260.54)	(2,970,092)
Lab Hours	9,685.10	567,227	9,592.80	576,149	(92.30)	8,922
PMI	7,331.75	598,190	6,774.11	543,003	(557.64)	(55,187)
Total	20,011.92	40,654,206	19,101.44	37,637,850	(910.47)	(3,016,356)
Central Illness		60,658		126,000	-	65,342
Paid Education Leave		438,884		400,000	-	(38,884)
Total University/Faculty	20,011.92	41,153,748	19,101.44	38,163,850	(910.47)	(2,989,898)

Table 8.1: Explanation of Variance in Sections, Lab Hours & Private Music Instruction

	2024/25 - Budget to Actuals Variance		
	Due to rate increase/(decrease)	Due to units favorable/(unfavorable)	Total Variance
Sections	464,962	(3,435,054)	(2,970,092)
Lab Hours	14,328	(5,406)	8,922
PMI	(9,690)	(45,497)	(55,187)
Total	469,600	(3,485,956)	(3,016,356)

- **Units:** 24/25 section budget was prepared by taking actual enrollment units for 23/24 for each term on a school level and dividing those by total actuals sections by respective term for each school to get an average per school. This calculated average rate was applied to the enrollment to produce the budget for sections by school. Actual sections were higher than budgeted sections resulting in an unfavorable variance of \$3.01 million. As the table above shows, this is mainly due to an increase in enrollment.
- **Rate:** 24/25 Budget used Step 2 rates effective April 1, 2024. Faculty members are paid at different levels depending on their experience and employment contracts. Although more sections were recorded in fiscal 24/25, the actual cost of these sections was less than budgeted.
- The graph below provides a visual of the enrollment actuals for the past three years, the budget for Fiscal 2024/25, and the January forecast done during fiscal 2024/25. Tuition revenue consists of regular tuition fees as well as additional fees, restricted funds, and ancillary revenues from continuing

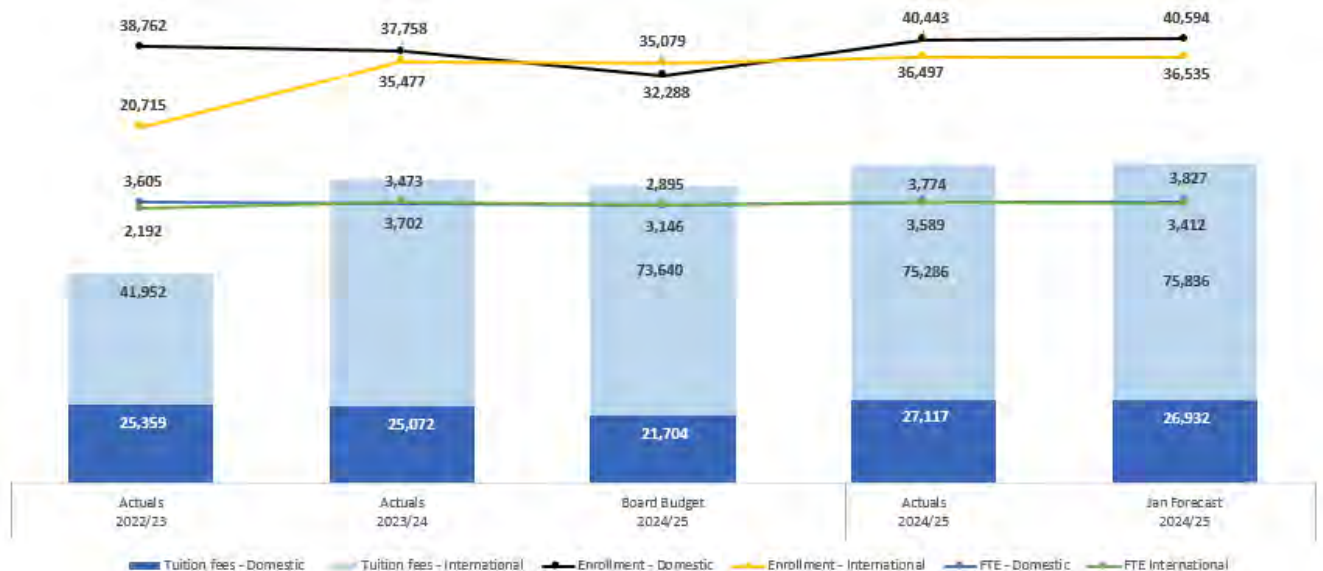
studies. Faculty Teaching costs below excludes central illness and paid education leave. Tuition revenue and faculty teaching costs in the graph below are in thousands.

ENROLLMENT: TUITION REVENUE, FACULTY TEACHING, FTE



The graph below provides the domestic and international breakdown of enrollment, FTE and tuition revenue (including additional fees), in thousands.

TUITION REVENUE - ENROLLMENT AND FTE



CATEGORY 2: STAFFING

The staffing category includes salaries for faculty non-teaching and employees that are in the administration, exempt and staff (MoveUP) employee groups, plus the related benefits. Staffing costs are split into three categories – staffing, ancillary operations, and restricted funds. There was an overall \$0.99 million unfavorable variance in the staffing category, as shown in the table below.

Table 9: Staffing Category Overview

	Staffing			Ancillary			Restricted Funds			Total		
	Fiscal 2024/25 Actual	Fiscal 2024/25 Budget	Variance Favourable/ (Unfavourable)	Fiscal 2024/25 Actual	Fiscal 2024/25 Budget	Variance Favourable/ (Unfavourable)	Fiscal 2024/25 Actual	Fiscal 2024/25 Budget	Variance Favourable/ (Unfavourable)	Fiscal 2024/25 Actual	Fiscal 2024/25 Budget	Variance Favourable/ (Unfavourable)
Salaries and benefits:												
Faculty - Non-Teaching	15,675	12,040	(3,635)	4	110	107	701	322	(379)	16,380	12,473	(3,907)
TOTAL Non-Teaching Salaries	15,675	12,040	(3,635)	4	110	107	701	322	(379)	16,380	12,473	(3,907)
Administrative	13,170	13,666	496	507	674	167	354	329	(24)	14,030	14,669	639
Exempt	2,943	3,431	488	70	74	3	439	355	(85)	3,453	3,859	406
Staff	20,600	23,122	2,522	2,329	2,340	11	668	964	296	23,597	26,426	2,829
Total Salaries - A, E, S	36,713	40,219	3,507	2,906	3,087	181	1,461	1,648	187	41,080	44,954	3,874
Benefits	14,017	13,114	(903)	705	783	78	551	410	(141)	15,273	14,308	(965)
Total Salaries and Benefits	66,404	65,373	(1,031)	3,615	3,980	366	2,713	2,380	(333)	72,732	71,735	(997)

The table above shows a favorable variance of \$3.9 million for the Administration, Exempt, and MoveUP staff employee groups. This variance is mainly due to unfilled vacancies resulting from recruitment challenges, the organizational restructuring of Digital Technology Services, delayed hiring for the Squamish campus, and the discontinuation of the Continuing Studies portfolio during the year. As detailed in Table 11, there were 67.18 FTEs budgeted but vacant as of March 31, 2025. The budget for these vacancies totaled \$9.7 million annually. However, 8 new FTEs were approved during the year but were not included in the budget. Salaries paid to these unbudgeted positions in fiscal 2024/25 totaled \$0.4 million.

Salaries: Faculty Non-Teaching

Faculty non-teaching budget was developed with the Deans based on the previous fiscal year's budget plus any new sections provided during the Integrated Planning process. The breakdown of these costs by units and dollars and an explanation of the variance is shown in the table below; see **Attachment 5** for additional faculty non-teaching cost information by Faculty.

Table 10: Salaries Faculty Non-Teaching

	2024/25 - Actuals		2024/25 - Budget		Variance	
	Units	\$	Units	\$	Units	\$
Sections	1,070	14,620,849	818	10,923,494	(252)	(3,697,355)
Lab Hours	30,137	1,725,443	25,292	1,519,076	(4,844)	(206,367)
PMI	375	33,372	378	30,300	3	(3,072)
Total	31,582	16,379,665	26,488	12,472,870	(5,094)	(3,906,795)

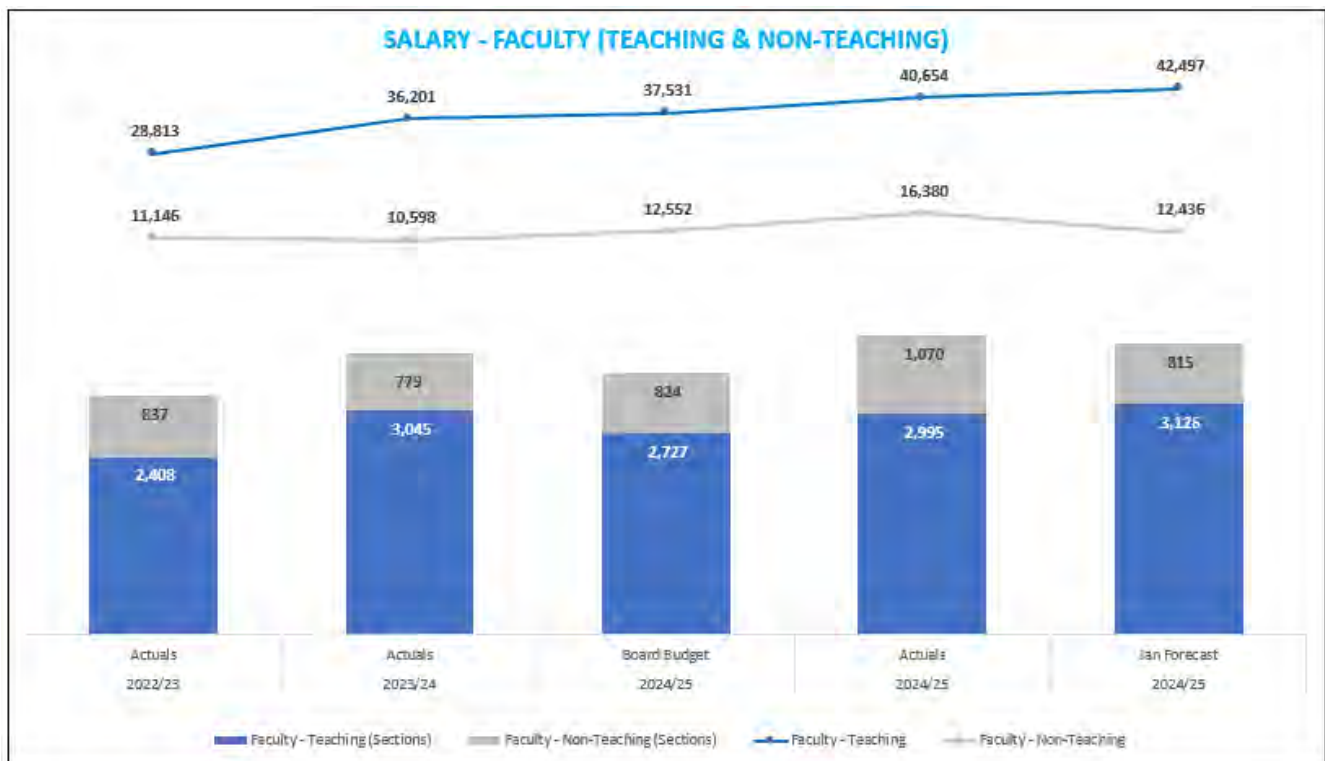
The unfavorable variance in all 3 categories (Sections, Lab Hours, PMI) is attributable to the transitioning of the academic year from an August start to September start. This one-time adjustment resulted in an unpaid month for all Faculty which the University agreed to provide extra professional development to minimize the impact to regular faculty pay.

Table 10.1: Salaries Faculty Non-Teaching – Variance due to Rate Change vs. Unit Change

	2023/24 - Budget to Actuals Variance		
	Due to units favorable / (unfavorable)	Due to Rate increase / (decrease)	Total Variance
Sections	(249,576)	(3,447,779)	(3,697,355)
Lab Hours	70,992	(277,359)	(206,367)
PMI	(3,330)	257	(3,072)
Total	(181,914)	(3,724,880)	(3,906,795)

- **Units:** Budget used Spring ¼ and Summer actual units from Paylive; Fall and Spring ¾ based on forecasted units and adjustments from budget owners. The actual units were higher than budgeted for sections and higher than budget for lab hours and PMI, resulting in a \$181K favorable variance related to units.
- **Rate:** Step 2 rates effective April 1, 2024 (sections: \$13,355; lab hours \$60.06; PMI \$80.16) were used in the budget.

The graph below provides a visual of the FTE and salary dollars (in thousands) for teaching and non-teaching. The past three fiscal years' actuals, fiscal 2024/25 budget and January forecast done during Fiscal 2024/25 are shown below.



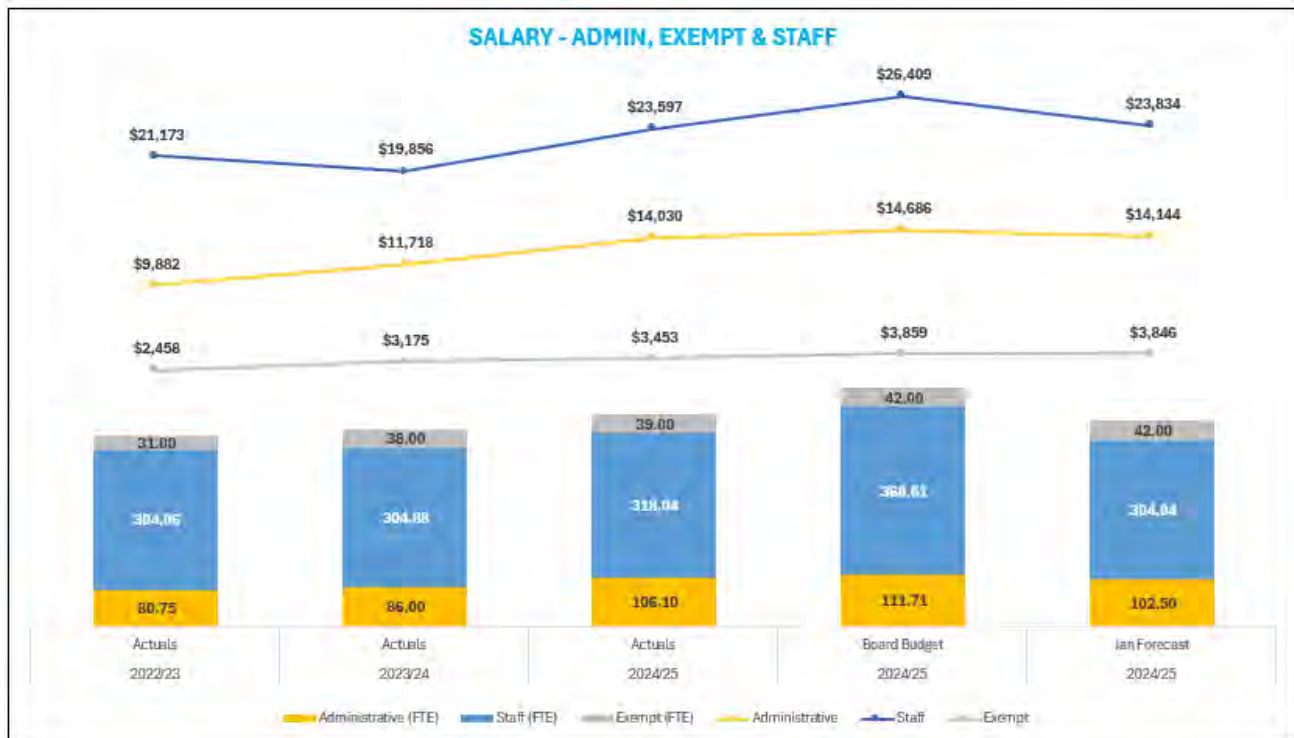
The following table shows all the changes in 2024/25 that impacted the actual salaries for Administrative, Exempt, and Staff.

Table 11: Administration, Exempt, and Staff

2024/25 Salary Budget	FTE (unit)				Salaries (\$)			
	Administrative	Exempt	Staff	Total	Administrative	Exempt	Staff	Total
2024/25 Budget	111.71	42.00	368.61	522.32	14,685,824	3,859,423	26,408,970	44,954,217
Budget reallocation between cost centres	-	-	-	-	(17,227)	-	17,227	-
2024/25 Budget	111.71	42.00	368.61	522.32	14,668,597	3,859,423	26,426,197	44,954,217
Fiscal 2024/25 changes								
New positions added during the year	3.50	1.00	3.50	8.00	(251,294)	(16,900)	(140,500)	(408,694)
Savings due to vacancies during the year	(9.11)	(4.00)	(54.07)	(67.18)	1,921,670	401,793	7,398,781	9,722,244
Variance between Actual and Budgeted Salaries	-	-	-	-	(1,007,421)	(171,137)	(4,475,385)	(5,653,942)
Pool Budget	-	-	-	-	-	277,428	(250,272)	27,156
Restricted Fund	-	-	-	-	(24,441)	(84,715)	296,788	187,632
Total Fiscal 2024/25 Changes	(5.61)	(3.00)	(50.57)	(59.18)	638,513	406,470	2,829,413	3,874,397
2024/25 Total Salary Actuals	106.10	39.00	318.04	463.14	14,030,084	3,452,953	23,596,784	41,079,821

Please note: Salaries for New positions added during the year is an estimate based on the start date of each position.

The graph below provides a visual of the FTE and salary dollars (in thousands) for this group. The past three fiscal years' actuals, fiscal 2024/25 budget and January forecast done during Fiscal 2024/25 are shown below.



A. CATEGORY 3: ANCILLARY OPERATIONS

There were many changes to the Ancillary Operations at Capilano University this year, with the major differences being the opening of the New Children's Centre and the Squamish Student Housing which have impacted the 2024/25 Financial Report as highlighted in **Table 12.1**.

The final Fiscal 2024/25 actuals landed at a deficit of \$0.85 million compared to a budgeted deficit of \$0.73 million.

Table 12: Statement of Operations – Ancillary Operations Category

	Fiscal 2024/25 Actual	Fiscal 2024/25 Budget	Variance	
			\$	%
Revenue:				
Province of British Columbia	2,032,675	1,821,001	211,674	11.62%
Tuition fees - Domestic	(873)	-	(873)	0.00%
Project and other revenue	4,546,580	3,795,810	750,770	19.78%
Sales of goods	1,196,218	1,281,250	(85,032)	-6.64%
Parking, childcare and theatre	1,211,969	1,050,940	161,029	15.32%
TOTAL Revenue	8,986,569	7,949,001	1,037,567	13.05%
Expenses:				
Salaries and Benefits:				
Faculty - Teaching	-	-	-	0.00%
Faculty - Non-Teaching	3,598	110,176	106,578	96.73%
Administrative	506,873	673,517	166,643	24.74%
Exempt	70,455	73,542	3,087	4.20%
Staff	2,328,794	2,339,784	10,990	0.47%
Benefits	705,017	783,270	78,253	9.99%
TOTAL Salaries and Benefits	3,614,737	3,980,289	365,552	9.18%
Other Expenses:				
Other operating expenses	6,223,116	4,705,694	(1,517,422)	-32.25%
TOTAL Other Expenses	6,223,116	4,705,694	(1,517,422)	-32.25%
TOTAL Operating Expenses	9,837,853	8,685,984	(1,151,870)	-13.26%
Operating Surplus/(Deficit)	(851,284)	(736,982)	(114,302)	15.51%

Table 12.1: Statement of Operations – Ancillary Operations Category - Explanations

Ancillary Operations:	Fiscal 2024/25 Actual	Fiscal 2024/25 Budget	Variance Favorable/ (Unfavorable)	Explanation of Variance
Children's Centre	(424,129)	(393,611)	(30,518)	Unfavorable variance due to purchase of supplies for New Children's Centre before the end of FY 2024/25 as well as higher than budgeted salaries.
Performing Arts Theatre	(46,928)	50,873	(97,801)	Unfavorable variance due to an increase in artist expense, travel costs, and staffing costs relative to budget.
Bookstore	(339,747)	(191,766)	(147,981)	Unfavorable variance due to lower physical textbook sales than budget and a lower margin on those sales due to a higher cost of goods sold.
Parking	661,558	460,800	200,758	Favorable variance in parking due to the increase in enrollment and number of students on campus.
Food Services	318,719	103,699	215,020	Favorable variance due to higher revenue than budget and a property tax rebate from the District of North Vancouver.
Facility and Land Rental	143,860	201,528	(57,668)	Unfavorable variance due to a lower number of monthly rentals in FY 2024/25 than was anticipated.
Student Housing	(195,023)	(187,363)	(7,660)	Unfavorable variance due to recognition of interest payments on the loan for the new student housing beginning in January 2025, which was mostly offset by an increase in student meal plan and housing fee revenue.
Capilano Catalyst	(345,857)	(781,141)	435,284	Favorable variance due to the temporary pause of Capilano Catalyst Portfolio.
FAA Studio and Equipment Revenue	10,464	-	10,464	Favorable variance due to one-time studio and equipment rental revenue for filming.
Squamish	(634,200)	-	(634,200)	Squamish Student Housing was not included in the Budget for FY 2024/25. Squamish student housing and rentals deficit due to higher operating costs than revenue generated including bad debt expense related to the write-off of outstanding receivables from Phoenix Magnet Academy.
Operating Surplus/(Deficit)	(851,284)	(736,982)	(114,302)	

B. CATEGORY 4: RESTRICTED FUNDS

Restricted Funds include externally restricted contracts and funding agreements with third parties and internally restricted funds such as the student success fee. For externally restricted funds, the budgeted revenues and expenses are equal when the contract or agreement does not require a contribution from the university. In most cases, any unspent funds must be returned at the end of the agreement. Capilano University uses the deferred revenue method of recognizing contributions: all contributions received are recorded as deferred contributions on the balance sheet and revenue is recognized equal to the expenses incurred during the fiscal year.

Table 13.1: Statement of Operations – Restricted Funds & Fund Balances

Restricted Funds	Fiscal 2024/25 Actual	Fiscal 2024/25 Budget	Variance Favourable/ (Unfavourable)
Revenue:			
Province of British Columbia	2,973,610	1,954,329	1,019,281
Tuition fees - Domestic	1,773,628	1,268,587	505,040
Tuition fees - International	1,387,366	1,260,168	127,198
Project and other revenue	3,234,685	2,126,313	1,108,371
Parking, childcare and theatre	76,804	21,000	55,804
TOTAL Revenue	9,446,092	6,630,398	2,815,694
Expenses:			-
Salaries and Benefits:			-
Faculty - Teaching	1,374,445	1,027,314	(347,131)
Faculty - Non-Teaching	700,980	322,430	(378,550)
Administrative	353,544	329,103	(24,441)
Exempt	439,452	354,737	(84,715)
Staff	668,183	964,202	296,019
Benefits	803,365	661,573	(141,792)
TOTAL Salaries and Benefits	4,339,970	3,659,360	(680,611)
Other Expenses:			-
Other Operating Expenses	4,519,915	2,975,770	(1,544,145)
TOTAL Other Expenses	4,519,915	2,975,770	(1,544,145)
TOTAL Operating expenses	8,859,885	6,635,130	(2,224,755)
Operating Surplus/(Deficit)	586,208	(4,732)	590,939

Table 13.2: Statement of Operations – Restricted Funds & Fund Balances – Breakdown by Category

Category	Fund	Fiscal 2024/25 Actual			Fiscal 2024/25 Budget	Variance Favourable/ (Unfavourable)	Explanation of Variance
		Revenue	Expenses	Operating Surplus/(Deficit)			
Uncategorized	20	(48,499)	77,143	(28,644)	-	(28,644)	Athletics and Recreation Team funds. Surplus in prior years offsets deficit in current year.
External Grants	21	(212,675)	211,976	699	(0)	699	In the previous year, expenses were posted after revenue was recognized; as the grant is multi-year, revenue was recognized in the current year.
Field Schools & Consumables	22	(836,715)	1,000,775	(164,060)	-	(164,060)	Budget for consumables is calculated based on the actual equipment cost from the prior year, inflated by 2% and multiplied by estimated enrollment. Consumables revenue is based on the same enrollment numbers used, variance due to lower actual enrollment and higher equipment cost.
Unified Grants (Internal)	23	-	(36)	36	0	36	Correction made to move the expenses to Fund 21 as the expenses were related to an external grant.
Ministry Targeted Funds	24	(2,148,911)	2,136,706	12,204	0	12,204	In the previous year, expenses were posted after revenue was recognized; as the program is multi-year, revenue was recognized in the current year.
Restricted Funds - Contracts	25	(1,810,651)	2,474,012	(663,360)	(82,502)	(580,858)	Deficit resulting from costs shared by other funders for the Indigenous Digital Accelerator program. The funding from these other sources is currently held by the foundation. Additionally, late Salaries posted for Mt Currie Student Serv Courses but as its a multi-year contract, revenue will be recognized in April.
Restricted Funds - CALP	26	(1,734,659)	1,370,246	364,414	77,770	286,644	Surplus in CALP Fund mainly due to collection of administration fees.
Clearing	27	-	274	(274)	-	(274)	
Internally Restricted	28	(2,653,983)	1,588,789	1,065,193	(0)	1,065,193	Surplus due to Student Success Fee. Unspent portion of SSF will be internally restricted for use in the subsequent year.
Operating Surplus/(Deficit)		(9,446,092)	8,859,885	586,208	(4,732)	590,939	

Internally Restricted (Fund 28) includes revenues and expenses related to the Student Success Fee. At the end of this fiscal, \$1.2 million was unspent and will be added to the Internally restricted balance resulting in a total end of year balance of \$4.17 million as shown in Table 14 below.

Table 14: Statement of Operations – Student Success Fees

	Fiscal 2023/24		Fiscal 2024/25	
	Budget	Actual	Budget	Actuals
Student Success Fee Revenue	2,750,818	2,485,577	2,213,815	2,653,983
Salary and Benefits	720,817	713,734	990,110	1,075,029
Operating expenses	2,030,001	479,203	1,223,705	391,499
Total Expenses	2,750,818	1,192,937	2,213,815	1,466,528
Annual Surplus/ (Deficit)	-	1,292,639	-	1,187,454
Internally restricted, beginning of year	1,695,462	1,695,462	2,988,101	2,988,101
Internally restricted, end of year	1,695,462	2,988,101	2,988,101	4,175,556

C. CATEGORY 5: CAPITAL

The capital category contains the operating impact of the amortization of deferred capital revenue, amortization of capital assets, and the impacts of asset retirement obligations and accretion expense accounting standards that were implemented as of April 1, 2022. **Table 15.1** below provides a summary of the capital asset additions made in fiscal 2024/25 in categories of major projects in flight and capital budget.

Table 15.1: Capital Summary

Capital	2024/25 Actual			2024/25 Budget			Variance Fav/(Unfav)
	Internally Funded	Externally Funded	Total	Internally Funded	Externally Funded	Total	
Major Projects in Flight	50,205,210	44,827,916	95,033,126	50,786,165	19,218,919	70,005,084	(25,028,042)
Capital Budget	2,351,236	97,629	2,448,865	8,952,040	-	8,952,040	6,503,175
Total	52,556,447	44,925,544	97,481,991	59,738,205	19,218,919	78,957,124	(18,524,867)

Table 15.2 below summarizes the Major projects in flight during the year. The Total Project Costs represent the project budget approved by the board, while the 2024/25 Budget indicates the expected spending for the fiscal year. Actual spending patterns may vary due to contractor delays and supply chain issues.

In fiscal year 2024/25, the Children's Centre received a total of \$2.2 million in external funding, which includes \$0.74 million from the Ministry of Education and Child Care, \$1.46 million from the Ministry of Post-Secondary Education and Future Skills (PSFS), and \$12.89 million funded internally.

For the Student Housing Building, the University opted to utilize an approved loan of \$29 million from the province. The significant unfavorable variance primarily occurred due to the purchase of the Squamish Student Housing, which was not included in the 2024/25 Budget, resulting in a variance of \$46.9 million. However, the University received \$38.8 million in funding from the Ministry of Post-Secondary Education and Future Skills (PSFS) for this purchase and secured a loan of \$9.2 million.

Table 15.2: Major Projects in Flight

Major Projects in Flight	2024/25 Actual			2024/25 Budget			Variance Fav/(Unfav)	Total Project Costs		
	Internally Funded	Externally Funded	Total	Internally Funded	Externally Funded	Total		Internally Funded	Externally Funded	Total
Children's Centre	12,889,452	2,204,850	15,094,301	7,626,444	8,118,827	15,745,271	650,970	8,074,806	17,125,194	25,200,000
Student Housing Building	21,477,141	-	21,477,141	32,390,591	-	32,390,591	10,913,450	16,678,000	41,534,000	58,212,000
Electrical Infrastructure Upgrades	796,649	2,200,000	2,996,649	4,802,857	10,100,092	14,902,949	11,906,300	21,703,915	22,434,151	44,138,066
Mass Communication System	172,787	-	172,787	600,000	-	600,000	427,213	700,000	-	700,000
Squamish Student Housing (Building and FFE)	9,158,223	38,800,000	47,958,223	-	1,000,000	1,000,000	(46,958,223)	16,200,000	38,800,000	55,000,000
Facilities - Deferred Maintenance Projects (Funded by Capital Restriction grant)	1,578,617	-	1,578,617	-	-	-	(1,578,617)	340,457	5,000,000	5,340,457
Carbon Neutral	2,533	123,066	125,599	-	-	-	(125,599)	-	-	-
Routine Capital Projects	163,968	1,500,000	1,663,968	-	-	-	(1,663,968)	-	-	-
Skw'chays Home	1,642	-	1,642	1,000,000	-	1,000,000	998,358	4,000,000	-	4,000,000
Student Housing Phase 2 Business Case	-	-	-	400,000	-	400,000	400,000	2,300,000	-	2,300,000
Facilities Major Projects in Implementation:	46,241,013	44,827,916	91,068,928	46,819,892	19,218,919	66,038,811	(25,030,117)	69,997,178	124,893,345	194,890,523
ERP Project	3,480,015	-	3,480,015	3,966,273	-	3,966,273	486,258	2,646,802	10,000,000	12,646,802
Integration Hub	460,168	-	460,168	-	-	-	(460,168)	-	-	-
Curriculum Management System	24,015	-	24,015	-	-	-	(24,015)	501,338	-	501,338
Digital Technology Services Major Projects in build:	3,964,198	-	3,964,198	3,966,273	-	3,966,273	2,075	3,148,140	10,000,000	13,148,140
Total Major Projects	50,205,210	44,827,916	95,033,126	50,786,165	19,218,919	70,005,084	(25,028,042)	73,145,318	134,893,345	208,038,663

Table 15.3 outlines the capital budget for routine purchases. The unfavorable variance from major projects in flight was offset partially by the capital contingency budget of \$5 million that was not fully utilized. The Squamish campus expenditure was \$1.38 million below budget, and Digital Transformation Services spent \$1.7 million less than planned. This reduction in Digital Transformation Services spending reflects the evolving priorities of the University in its investments in IT infrastructure and lifecycle equipment.

Table 15.3: Capital Budget

Capital Budget	2024/25 Actual			2024/25 Budget			Variance Fav/(Unfav)
	Internally Funded	Externally Funded	Total	Internally Funded	Externally Funded	Total	
Squamish Campus:							
Squamish Campus (Deferred Maintenance)	3,501,380	-	3,501,380	1,882,700	-	1,882,700	(1,618,680)
IT Infrastructure		-	-	768,000	-	768,000	768,000
Cameras/locksmithing Upgrade		-	-	280,000	-	280,000	280,000
Vehicles and Tools		-	-	122,000	-	122,000	122,000
Classroom FFE and IT		-	-	300,000	-	300,000	300,000
Kitchen FFE		-	-	200,000	-	200,000	200,000
Signage and Wayfinding		-	-	50,000	-	50,000	50,000
Artificial Fields		-	-	700,000	-	700,000	700,000
Finishings		-	-	-	-	-	-
Squamish Capital Contingency		-	-	580,000	-	580,000	580,000
Total Squamish Campus	3,501,380	-	3,501,380	4,882,700	-	4,882,700	1,381,320
Facilities and Campus Planning:							
Deferred Maintenance Miscellaneous	115,591	-	115,591	200,000	-	200,000	84,409
Capital Contingency	64,102	-	64,102	5,000,000	-	5,000,000	4,935,898
University Furnishings	307,356	-	307,356	300,000	-	300,000	(7,356)
Campus Planning iCAP	127,527	-	127,527	150,000	-	150,000	22,473
Facilities and Campus Planning	614,576	-	614,576	5,650,000	-	5,650,000	5,035,424
Strategic Projects	-	-	-	385,000	-	385,000	385,000
Employee Computer Lifecycle	790,356	-	790,356	825,000	-	825,000	34,644
IT Infrastructure	295,916	-	295,916	665,000	-	665,000	369,084
Cybersecurity	-	-	-	135,000	-	135,000	135,000
Classroom Tech Lifestyle	247,701	-	247,701	-	-	-	(247,701)
General Lifecycle	-	-	-	1,135,000	-	1,135,000	1,135,000
IXD Program	-	97,629	97,629	-	-	-	(97,629)
Digital Transformation Services	1,333,972	97,629	1,431,601	3,145,000	-	3,145,000	1,713,399
Faculty of Arts and Sciences	60,429	-	60,429	-	-	-	(60,429)
Faculty of GCS	148,527	-	148,527	42,540	-	42,540	(105,987)
Faculty of Applied Arts	193,732	-	193,732	114,500	-	114,500	(79,232)
Total Capital	2,351,236	97,629	2,448,865	8,952,040	-	8,952,040	6,503,175

Table 15.4 below shows the operating statement impact on capital; the total of \$4.1 million is the impact of unfunded capital asset purchases. This annual impact will grow considerably when the major capital construction projects are completed, and amortization commences. The budget included the amortization of tangible capital assets for the new Children's Centre and the new Student Housing; however, construction was postponed, so the buildings were not amortized. This resulted in a favorable variance.

Additionally, the favorable variance is also attributed to the DCC amortization of a \$38.8 million capital contribution from the Ministry of Post-Secondary Education and Future Skills (PSFS) for the new Squamish Student Housing. This amount is offset by the amortization expense related to the housing buildings.

Table 15.4: Capital Operating Impact

Capital Operating Impact	Fiscal 2024/25		Variance Fav/(Unfav)
	Actual	Budget	
Amortization of deferred capital contributions	5,302,049	4,728,613	573,437
Amortization of Tangible Capital Assets	9,445,029	11,542,097	2,097,068
Asset Retirement Obligation	7,224	5,933	(1,291)
Operating Surplus/ (Deficit)	(4,150,203)	(6,819,417)	2,669,214
Accretion Expense	23,035	35,714	12,679
Total Operating Surplus/ (Deficit)	(4,173,238)	(6,855,131)	2,681,893

Table 15.5: Capital Operating Impact - Explanation of Variance

Explanation of Changes	2024/25 Actuals	2024/25 Budget	Variance Fav/(Unfav)	Total Project
Amortization of deferred capital contributions:				
Squamish Campus	1,600,000	1,600,000	-	48,000,000
Student Housing	-	182,788	182,788	12,534,000
Centre for Childhood Studies	-	249,742	249,742	17,125,194
Squamish Student Housing Building (Including FFE)	830,000	-	(830,000)	38,800,000
Amortization of other routine capital funding less contributions fully amortized in prior year	2,872,049	2,696,083	(175,967)	-
Total Annual Amortization of DCC	5,302,049	4,728,613	(573,437)	
Amortization of Tangible capital assets:				
Squamish Campus	1,698,899	1,819,122	(120,223)	64,206,577
Student Housing	-	848,925	(848,925)	58,212,000
Centre for Childhood Studies	-	367,500	(367,500)	25,200,000
Squamish Capital		647,068	(647,068)	-
Squamish Student Housing Building (Including FFE)	823,768	200,000	623,768	55,000,000
Other: Amortization of 24/25 capital budget additions (facilities, IT, and faculties).	6,922,362	7,659,482	(737,120)	-
Total Annual Amortization of TCA	9,445,029	11,542,097	(2,097,068)	
Asset Retirement Obligation:				
Asset Retirement Obligation	7,224	5,933	1,291	
	(4,150,203)	(6,819,417)	2,669,214	
Accretion Expenses	23,035	35,714	12,679	
Total Operating Surplus/ (Deficit)	(4,173,238)	(6,855,131)	2,681,892	

CATEGORY 6: OTHER

The table below shows the breakdown of the 'Other' category and explains the budget to actual variance for fiscal 2024/25.

Table 16: Statement of Operations – Other Category and Explanation of Variance

	Fiscal 2024/25 Actual	Fiscal 2024/25 Budget	Variance Favourable/ (Unfavourable)	Explanation of Variance
Revenue:				
Province of British Columbia	55,413,972	57,727,267	(2,313,295)	\$2.3 million unfavourable from the Province of British Columbia related to the \$5M operating grant restriction, offset by \$2.7 million in additional operating grant funding.
Project and other revenue	3,142,010	2,397,857	744,153	higher non-tuition related student fees from the increased enrollment.
Parking, childcare and theatre	3,493	-	3,493	
Donations and gifts in-kind	747,477	297,109	450,368	
Investment income	7,619,847	4,849,547	2,770,300	\$2.7 million favourable investment income due to two factors: 1) a favourable CAD/USD FX rate that resulted in an increased FMV of one of our investments, and 2) a higher principal balance was reinvested in one of our primary investments.
TOTAL Revenue	66,926,798	65,271,779	1,655,018	
Other Expenses:				
Other Operating Expenses	32,100,083	28,753,652	(3,346,431)	\$3.3 million unfavourable other operating expenses mainly due to inflation increases for service contracts such as janitorial and security, higher cost of software licenses, and an increase in travel and student recruitment expenses.
TOTAL Operating Expenses	32,100,083	28,753,652	(3,346,431)	
Operating Surplus/(Deficit)	34,826,715	36,518,128	(1,691,413)	

Capilano University

Consolidated Statement of Operations and Accumulated Surplus
as at March 31, 2025, with comparative information for 2024

Attachment 1

Year to Date						Forecast vs Budget				Forecasts				Prior Year Comparison		
						2024										
2025		Actuals % of		Variance \$	Variance %	January	Board	Variance \$	Variance %	Q1	Q2	Q3	January	2024 Actuals	Change \$	Change %
Actuals	Forecast	Forecast														
				fav/(unfav)	fav/(unfav)	Forecast	Budget	fav/(unfav)	fav/(unfav)	Forecast	Forecast	Forecast	Forecast		inc/(dec)	inc/(dec)
Revenue:																
Province of British Columbia	\$ 60,420,257	\$ 59,156,063	102.1%	\$ 1,264,194	2.1%	\$ 59,156,063	\$ 61,502,598	\$ (2,346,535)	-3.8%	\$ 64,446,578	\$ 65,247,983	59,156,063	\$ 59,156,063	\$ 42,544,785	\$ 17,875,472	42.0%
Tuition fees - Domestic	27,117,455	26,932,274	100.7%	185,181	0.7%	26,932,274	21,703,966	5,228,308	24.1%	23,542,142	25,169,888	25,844,107	26,932,274	25,071,863	2,045,592	8.2%
Tuition fees - International	75,285,746	75,836,336	99.3%	(550,590)	-0.7%	75,836,336	73,639,652	2,196,684	3.0%	77,027,841	76,501,077	77,829,935	75,836,336	72,338,633	2,947,113	4.1%
Project and other revenue	10,923,274	8,418,685	129.8%	2,504,589	29.8%	8,418,685	8,319,980	98,705	1.2%	8,928,622	8,335,230	8,418,685	8,418,685	9,848,970	1,074,304	10.9%
Amortization of deferred capital contributions	5,302,049	5,516,397	96.1%	(214,348)	-3.9%	5,516,397	4,728,613	787,784	16.7%	4,728,613	4,758,890	5,516,397	5,516,397	3,921,151	1,380,898	35.2%
Sales of goods	1,196,218	1,281,250	93.4%	(85,032)	-6.6%	1,281,250	1,281,250	-	0.0%	1,281,250	1,281,250	1,281,250	1,281,250	1,190,822	5,396	0.5%
Parking, childcare and theatre	1,292,266	1,078,448	119.8%	213,818	19.8%	1,078,448	1,071,940	6,508	0.6%	1,071,940	1,080,940	1,078,448	1,078,448	1,225,958	66,308	5.4%
Donations and gifts-in-kind	747,477	439,753	170.0%	307,724	70.0%	439,753	297,109	142,644	48.0%	297,109	297,109	297,109	439,753	826,325	(78,848)	-9.5%
Investment income	7,619,847	6,074,896	125.4%	1,544,951	25.4%	6,074,896	4,849,547	1,225,349	25.3%	4,849,547	5,593,557	5,919,289	6,074,896	8,209,949	(590,102)	-7.2%
	189,904,589	184,734,102	102.8%	5,170,487	2.8%	184,734,102	177,394,655	7,339,447	4.1%	186,173,641	188,265,923	185,341,282	184,734,102	165,178,456	24,726,133	15.0%
Expenses:																
Salaries and benefits	123,846,271	120,889,754	102.4%	2,956,517	2.4%	120,889,754	119,091,130	1,798,624	1.5%	117,889,691	121,813,401	120,808,926	120,889,754	104,858,780	18,987,491	18.11%
Cost of goods sold	1,056,905	986,563	107.1%	70,343	7.1%	986,563	986,563	(1)	0.0%	986,563	986,563	986,563	986,563	886,101	170,804	19.28%
Buildings and grounds	8,716,582	9,898,227	88.1%	(1,181,645)	-11.9%	9,898,227	7,906,562	1,991,665	25.2%	8,969,485	11,664,515	11,308,045	9,898,227	6,092,968	2,623,614	43.06%
Student support	3,084,279	2,921,604	105.6%	162,675	5.6%	2,921,604	2,325,027	596,577	25.7%	2,449,269	2,468,215	2,581,492	2,921,604	2,117,192	967,087	45.68%
Operating expenses	35,883,285	33,861,866	106.0%	2,021,419	6.0%	33,861,866	32,430,678	1,431,188	4.4%	33,768,899	33,731,950	33,959,057	33,861,866	31,687,503	4,195,782	13.24%
Amortization of capital assets	9,452,253	9,483,574	99.7%	(31,321)	-0.3%	9,483,574	11,548,030	(2,064,456)	-17.9%	11,548,030	8,280,679	9,483,574	9,483,574	7,931,238	1,521,015	19.18%
	182,039,575	178,041,587	102.2%	3,997,988	2.2%	178,041,587	174,287,990	3,753,597	2.2%	175,611,936	178,945,324	179,127,656	178,041,587	153,573,782	28,465,793	18.54%
Annual operating surplus/(deficit)	7,865,014	6,692,515	117.5%	1,172,499	17.5%	6,692,515	3,106,665	3,585,850	115.4%	10,561,705	9,320,599	6,213,626	6,692,515	11,604,674	(3,739,660)	-32.2%
Net restricted endowment contributions	454,425	377,436	120.4%	76,989	20.4%	377,436	-	377,436		-	15,662	27,437	377,436	302,693	21,396	7.1%
Annual surplus/(deficit)	8,319,439	7,069,951	117.7%	1,249,488	17.7%	7,069,951	3,106,665	3,963,286	127.6%	10,561,705	9,336,261	6,241,063	7,069,951	11,907,367	(3,718,264)	-31.2%
Accumulated surplus, beginning of year	111,651,187	111,651,187		-	0.0%	111,651,187	111,651,187	-	0.0%	111,651,187	111,651,187	111,651,187	111,651,187	99,743,818	11,907,369	11.9%
Accumulated surplus, end of year	\$ 119,970,626	\$ 118,721,138		\$ 1,249,488		\$ 118,721,138	\$ 114,757,852	\$ 3,963,286		122,212,892	120,987,448	117,892,250	118,721,138	\$ 111,651,187	\$ 8,319,439	7.5%

Capilano University

Fiscal 2024/25 Budget Assumptions

Attachment 2

Category	Fiscal 2024/25 Budget
Enrollment: Units	<ul style="list-style-type: none"> The Strategic Enrollment Management team has developed preliminary modelling to project enrollment units which has been used to develop the budget for Fiscal 2024/25. Student headcount is based on current units, historical retention rates and estimated new students, returning students, and stop outs. Domestic new student and stopouts students are fixed numbers still to be developed. International new student headcount: Fall 800, Spring 600, Summer 200 for Fiscal 2024/25 Domestic and international returning student headcount – historical return rates for each term (fall to spring, spring to summer, spring to fall, summer to fall) by previous terms new student headcount. Course registrations units calculated: student headcount multiplied by last year's average courses taken by students. Finance used total course registrations for the university to develop faculty level course registrations using Fiscal 2022/23 course registration information.
Enrollment: Tuition Revenue	<ul style="list-style-type: none"> A 2% fee increase for Domestic and International applied. Exemption of 2% increase included for 3 programs (2D, 3D and VFX). The enrollment units (course registrations) are multiplied by average rates per term, per faculty, which have been calculated using the average actuals of the most recent term, for tuition dollars per unit.
Enrollment: Faculty Teaching	<ul style="list-style-type: none"> Units are calculated based on enrollment units; used most recent faculty average from 2023/24 to calculate enrollment revenue. Rate used to calculate faculty teaching costs is reflective of the new ratified collective agreement Step 2 rate effective April 1, 2024 (sections: \$13,354.63; lab hours \$60.06; PMI \$80.16).
Admin, Exempt, MoveUp FTE's and Faculty Non-Teaching Units	<ul style="list-style-type: none"> FTE's equal to Fiscal 2023/24 Budget used as a starting point plus new positions added and adjustments that occurred during the year. MoveUp – rates used in the current salary have been adjusted for the rate increases for 2022 and 2023. For 24/25, we have estimated 3% increase. Faculty non-teaching used step rates effective April 1, 2024: 2024 (sections: \$13,354.63; lab hours \$60.06; PMI \$80.16).
Ancillary Operations	<ul style="list-style-type: none"> Budgets developed with input from budget holders.

Capilano University

Fiscal Year 2024/25
Enrollment and Tuition Revenue Summary

Attachment 3

1. Summary Statement

	Actuals - 2024/25		Budget - 2024/25		Variances - 24/25 Budget x 24/25 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Enrollment	\$	Enrollment	\$	Enrollment	\$
Domestic	40,443	23,747,329	31,712	18,748,449.7	8,731.25	4,998,880
International	36,497	72,881,955	34,936	70,808,516.8	1,560.68	2,073,438
TOTAL TUITION	76,940	96,629,284	66,648	89,556,966	10,292	7,072,318
Student Success Fee		2,653,982		2,213,815	-	440,167
Service and Technology Fee		2,179,632		1,810,784	-	368,848
Continuing Studies		-		-	-	-
New Program Costing		-	104	621,006	(104.00)	(621,006)
Squamish (Actuals included in row 13 & 14)	-	-	720	542,919	(719.81)	(542,919)
Additional adjustments (actuals)		345,442		(2)	-	345,444
Student Consumables		594,861		598,130	-	(3,268)
Total		102,403,202		95,343,618	-	7,059,584
Board approved Final/Master		102,403,202		95,343,618	-	7,059,584
Difference		0		-		

2. Enrollment (Units and \$)

	Actuals - 2024/25		Budget - 2024/25		Variances - 24/25 Budget x 24/25 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Enrollment	\$	Enrollment	\$	Enrollment	\$
Faculty of Arts and Sciences	27,729	38,041,233	21,060	28,457,638	6,668	9,583,595
Domestic	10,210	4,605,042	7,845	3,568,637	2,365	1,036,405
International	17,519	33,436,191	13,216	24,889,001	4,303	8,547,190
Business and Professional Studies Faculty	22,051	30,092,815	21,182	31,902,702	869	(1,809,887)
Domestic	9,275	4,545,340	7,249	3,543,422	2,026	1,001,918
International	12,776	25,547,475	13,933	28,359,280	(1,157)	(2,811,805)
Education, Health and Human Development Faculty	8,516	6,513,908	7,157	6,004,449	1,359	509,459
Domestic	6,464	2,118,955	5,128	1,646,722	1,335	472,233
International	2,053	4,394,953	2,029	4,357,727	24	37,226
Fine and Applied Arts Faculty	12,293	14,299,268	10,863	14,054,487	1,430	244,780
Domestic	10,830	10,506,313	8,573	8,401,545	2,256	2,104,769
International	1,464	3,792,954	2,290	5,652,943	(826)	(1,859,988)
Global and Community Studies Faculty	6,351	7,682,060	6,386	9,137,690	(35)	(1,455,630)
Domestic	3,665	1,971,679	2,916	1,588,124	748	383,555
International	2,686	5,710,381	3,469	7,549,566	(783)	(1,839,185)
TOTAL	76,940	96,629,284	66,648	89,556,966	10,292	7,072,318
Domestic	40,443	23,747,329	31,712	18,748,450	8,731	4,998,880
International	36,497	72,881,955	34,936	70,808,517	1,561	2,073,438
Other Fees	-	5,773,918	824	5,786,652	(824)	(12,734)
Domestic	-	2,418,044	660	2,357,385	(660)	60,659
International	-	2,761,012	164	2,831,137	(164)	(70,125)

Capilano University

Fiscal Year 2024/25
Faculty Teaching Summary

Attachment 4

1. Summary Statement

	Actuals - 2024/25		Budget - 2024/25		Variances - 24/25 Budget x 24/25 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Units	\$	Units	\$	Units	\$
Section	2,995.07	39,488,399	2,734.54	36,518,698	260.53	2,969,701
Lab Hours	9,683.38	567,124	9,592.80	576,149	90.58	(9,025)
PMI	7,337.93	598,685	6,774.11	543,003	563.82	55,682
Total	20,016.371	40,654,207	19,101.44	37,637,850	914.93	3,016,357

2. Section (Units and \$)

	Actuals - 2024/25		Budget - 2024/25		Variances - 24/25 Budget x 24/25 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Units	\$	Units	\$	Units	\$
2.1.1 CTE	-	-	8.00	106,837	(8.00)	(106,837)
2.1.4 Indigenous Student Services	0.25	2,286	3.85	51,425	(3.60)	(49,139)
2.2 FAS	929.73	11,942,694	846.04	11,298,558	83.69	644,136
2.3 BPS	608.40	8,301,850	592.84	7,917,125	15.56	384,725
2.4 EHHD	584.70	7,632,531	499.33	6,668,428	85.36	964,103
2.5 Fine and Applied Art Faculty	585.54	7,830,297	508.70	6,793,468	76.84	1,036,829
2.6 GCS	269.48	3,636,372	258.00	3,445,514	11.48	190,858
2.7 Sechelt	-	-	4.61	61,571	(4.61)	(61,571)
4.4.1 Central CapU	-	-	0.42	5,648	(0.42)	(5,648)
5.3 CIE	6.44	81,849	-	-	6.44	81,849
6.1.1 Central HR	10.53	60,519	12.74	170,124	(2.21)	(109,605)
TOTAL	2,995.07	39,488,399	2,734.54	36,518,698	260.53	2,969,701

3. Lab Hours (Units and \$)

	Actuals - 2024/25		Budget - 2024/25		Variances - 24/25 Budget x 24/25 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Units	\$	Units	\$	Units	\$
2.2 FAS	9,213.38	539,981	9,236.76	554,765	(23.38)	(14,784)
2.5 Fine and Applied Art Faculty	378.00	23,427	318.42	19,125	59.58	4,302
6.1.1 Central HR	92.00	3,716	37.62	2,259	54.38	1,457
TOTAL	9,683.38	567,124	9,592.80	576,149	90.58	(9,025)

4. PMI (Units and \$)

	Actuals - 2024/25		Budget - 2024/25		Variances - 24/25 Budget x 24/25 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Units	\$	Units	\$	Units	\$
2.5 Fine and Applied Art Faculty	7,337.93	598,685	6,774.11	543,003	563.82	55,682
TOTAL	7,337.93	598,685	6,774.11	543,003	563.82	55,682

Capilano University

Fiscal Year 2024/25

Faculty Non-Teaching Summary

Attachment 5

1. Summary Statement

	2024/25 - Actuals		2024/25 - Budget		Variances - 24/25 Budget x 24/25 Actuals									
	YEAR	YEAR	YEAR	YEAR	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$
Section	1,070.36	14,620,849	817.96	10,923,494	16.29	205,018	180.10	2,537,809	(36.12)	(4,608,520)	92.13	913,681	252.40	3,697,355
Lab Hours	30,136.75	1,725,443	25,292.38	1,519,076	(139.26)	(31,952)	1,927.90	101,662	288.89	(579,573)	2,766.85	136,492	4,844.38	206,367
PMI	375.11	33,372	378.00	30,300	22.67	1,852	149.52	17,279	(187.05)	(17,406)	11.97	(2,420)	(2.89)	3,072
Total	31,582.22	16,379,665	26,488.33	12,472,870	(100.30)	174,918	2,257,511	2,656,749	65.718	(5,205,498)	2,871	1,047,752	5,094	3,906,795

2. Section (Units and \$)

	2024/25 - Actuals		2024/25 - Budget		Variances - 24/25 Budget x 24/25 Actuals									
	YEAR	YEAR	YEAR	YEAR	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$
1.1 President	6.00	86,032	7.00	93,449	0.31	4,636	-	-	0.50	9,786	(1.81)	(21,840)	(1.00)	(7,417)
2.1 Academic program VP	8.98	126,014	27.09	361,793	(0.67)	(8,675)	0.55	3,215	(13.48)	(165,555)	(4.50)	(64,764)	(18.11)	(235,779)
2.1.1 CTE	44.57	609,542	39.55	528,215	0.21	5,236	(1.50)	(17,958)	0.79	29,916	5.51	64,132	5.01	81,327
2.1.2 CARS	20.62	297,595	19.32	257,972	1.06	14,903	0.73	9,167	(6.27)	(74,872)	5.78	90,424	1.30	39,623
2.1.3 Academic Initiatives and Planning	10.25	142,973	25.15	335,893	(3.33)	(45,976)	0.10	1,644	(3.00)	(36,371)	(8.67)	(112,217)	(14.90)	(192,920)
2.1.4 Indigenous Student Services	-	-	9.59	128,125	(1.75)	(23,371)	-	-	(0.70)	(9,402)	(7.14)	(95,352)	(9.59)	(128,125)
2.2 FAS	120.20	1,659,374	104.71	1,398,423	1.13	23,740	4.62	55,028	(2.61)	3,833	12.33	178,353	15.48	260,951
2.3 BPS	95.88	1,254,733	97.18	1,297,781	2.25	33,910	0.38	2,884	(26.95)	(315,093)	23.03	235,251	(1.30)	(43,048)
2.4 EHHD	151.44	2,070,314	124.33	1,660,349	7.20	95,189	14.67	178,940	(1.92)	44,101	7.16	91,738	27.11	409,965
2.5 Fine and Applied Art Faculty	107.28	1,378,955	110.26	1,472,531	(0.68)	(7,930)	(2.05)	(34,690)	(12.25)	(140,234)	11.99	89,276	(2.99)	(93,576)
2.5.1 Performing Arts Theatre	0.25	3,598	0.25	3,339	-	-	-	259	-	-	-	-	-	259
2.6 GCS	44.44	631,855	51.71	690,616	0.19	2,664	0.79	11,837	(4.72)	(41,775)	(3.53)	(31,486)	(7.27)	(58,761)
2.7 Sechelt	0.73	7,353	13.96	186,381	(1.05)	(14,787)	(0.10)	(2,900)	(8.08)	(107,923)	(4.00)	(53,419)	(13.23)	(179,028)
2.8 Library	68.28	924,887	65.00	868,052	1.97	21,264	(4.35)	(59,732)	(1.17)	(8,289)	6.83	103,592	3.28	56,835
4.1 Fin&Admin VP	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4.4.1 Central CapU	12.38	23,834	-	-	2.88	16,279	12.39	167,063	(12.39)	(165,525)	9.50	6,017	12.38	23,834
5.1 SPVP	8.00	114,709	8.00	106,837	-	617	-	-	-	4,146	-	3,109	-	7,872
5.2 AVPSS	72.70	1,018,999	66.35	886,079	0.16	2,807	(2.45)	(32,583)	2.20	56,468	6.45	106,227	6.35	132,920
5.3 CIE	4.44	63,624	4.50	60,096	(0.31)	(3,826)	-	-	(1.00)	(12,836)	1.25	20,191	(0.06)	3,528
5.4 Continuing Studies	-	-	8.00	106,837	(1.67)	(22,255)	-	-	-	-	(6.33)	(84,582)	(8.00)	(106,837)
6.1 HR	0.25	3,493	3.75	50,080	0.25	3,493	(2.00)	(26,709)	(1.00)	(13,355)	(0.75)	(10,016)	(3.50)	(46,587)
6.1.1 Central HR	285.76	4,093,752	21.19	283,000	8.16	107,098	158.33	2,282,342	62.24	1,068,138	35.84	353,174	264.56	3,810,752
7.1 Squamish	7.93	109,213	11.06	147,646	-	-	-	-	(6.31)	(84,304)	3.19	45,871	(3.12)	(38,433)
TOTAL	1,070.36	14,620,848.97	817.96	10,923,494	16.29	205,018	180.10	2,537,809	(36.12)	40,852	92.13	913,681	252.40	3,697,355

3. Lab Hours (Units and \$)

	2024/25 - Actuals		2024/25 - Budget		Variances - 24/25 Budget x 24/25 Actuals									
	YEAR	YEAR	YEAR	YEAR	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$
2.2 FAS	5,923.49	348,696	4,245.70	255,000	(95.01)	(5,398)	(232.51)	(13,920)	1,141.62	64,454	863.69	48,560	1,677.79	93,696
2.3 BPS	1,155.33	56,709	1,144.88	68,762	(52.88)	(3,887)	70.00	128	60.00	(2,052)	(66.67)	(6,241)	10.46	(12,053)
2.4 EHHD	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2.5 Fine and Applied Art Faculty	20,896.28	1,206,996	19,901.81	1,195,314	8.62	(23,796)	575.05	20,597	(1,559.04)	(79,292)	1,969.84	94,173	994.47	11,682
4.4.1 Central CapU	-	1,129	-	-	-	1,129	(12.39)	(744)	12.39	744	-	-	-	1,129
6.1.1 Central HR	2,161.66	111,913	-	-	-	-	1,527.75	95,602	633.91	16,312	-	(0)	2,161.66	111,913
TOTAL	30,136.75	1,725,443	25,292.38	1,519,076	(139.26)	(31,952)	1,927.90	101,662	288.89	165	2,766.85	136,492	4,844.38	206,367

4. PMI (Units and \$)

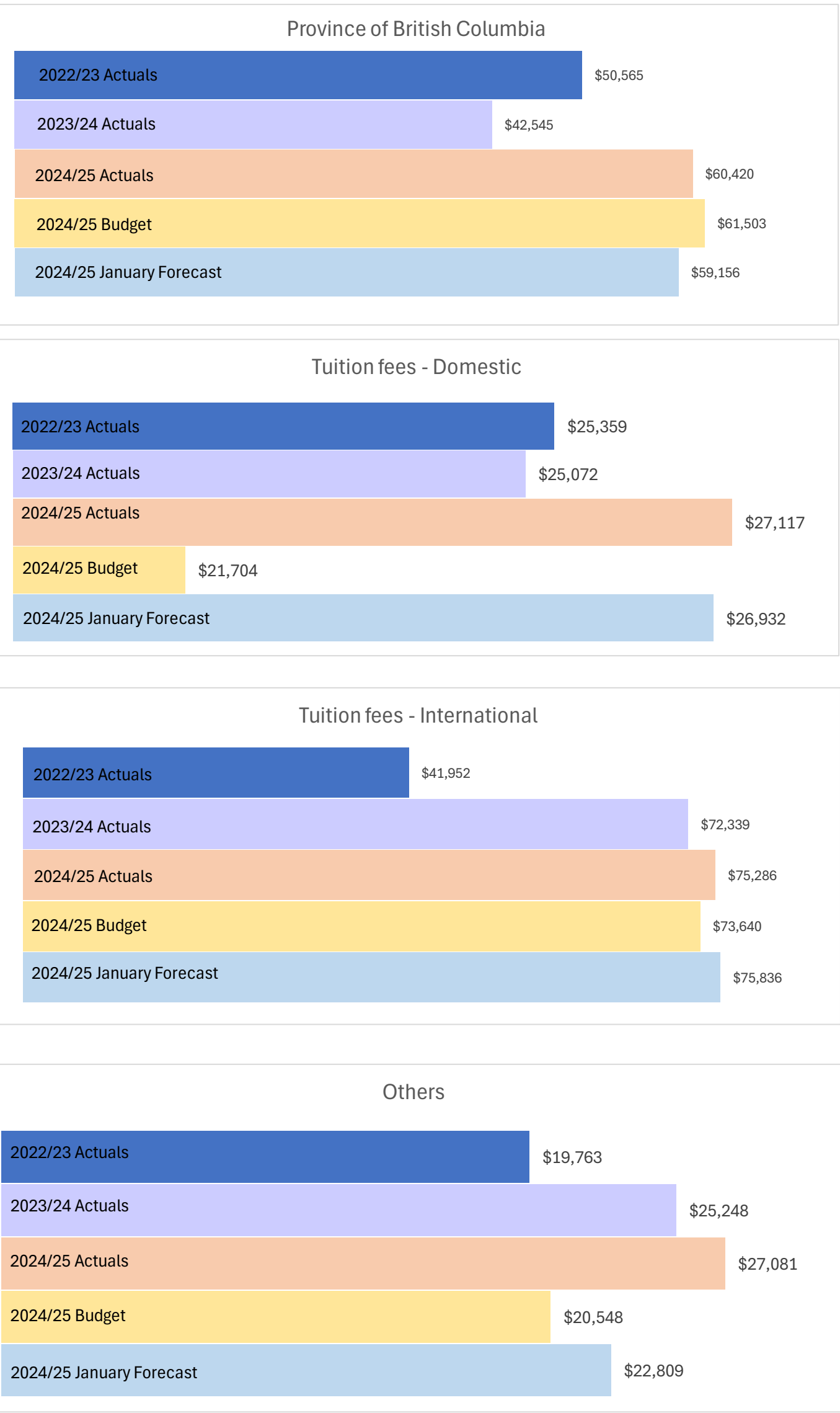
	2024/25 - Actuals		2024/25 - Budget		Variances - 24/25 Budget x 24/25 Actuals									
	YEAR	YEAR	YEAR	YEAR	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$
2.4 EHHD	0.03	-	-	-	-	-	-	-	0.03	-	-	-	0.03	-
2.5 Fine and Applied Art Faculty	178.58	13,124	378.00	30,300	22.67	1,843	(33.82)	1,556	(200.25)	(18,156)	11.97	(2,420)	(199.42)	(17,176)
4.4.1 Central CapU	-	9	-	-	-	9	-	-	-	-	-	-	-	9
6.1.1 Central HR	196.50	20,239	-	-	-	-	183.33	15,723	13.17	4,517	-	-	196.50	20,239
TOTAL	375.11	33,372	378.00	30,300	22.67	1,852	149.52	17,279	(187.05)	(13,639)	11.97	(2,420)	(2.89)	3,072

Capilano University

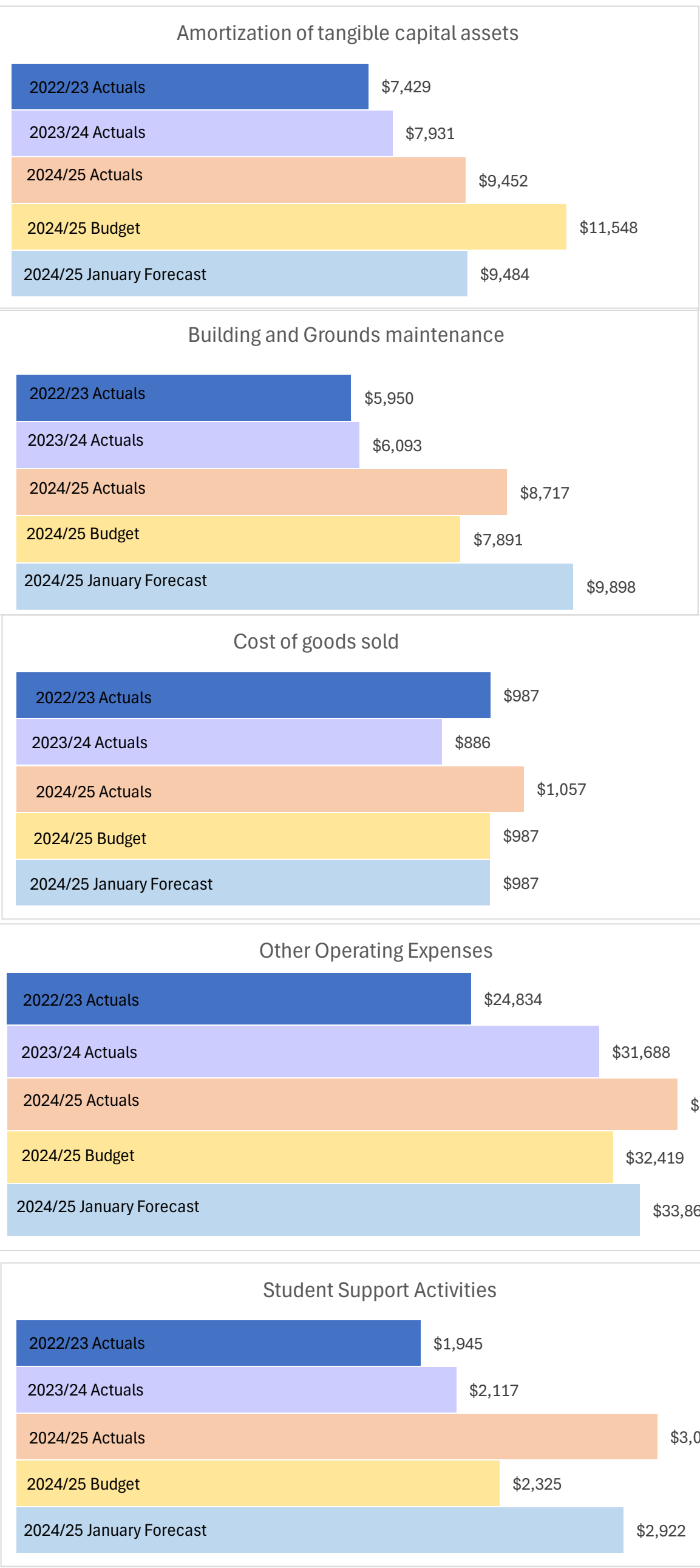
Fiscal Year 2024/25
Dashboard

Attachment 6

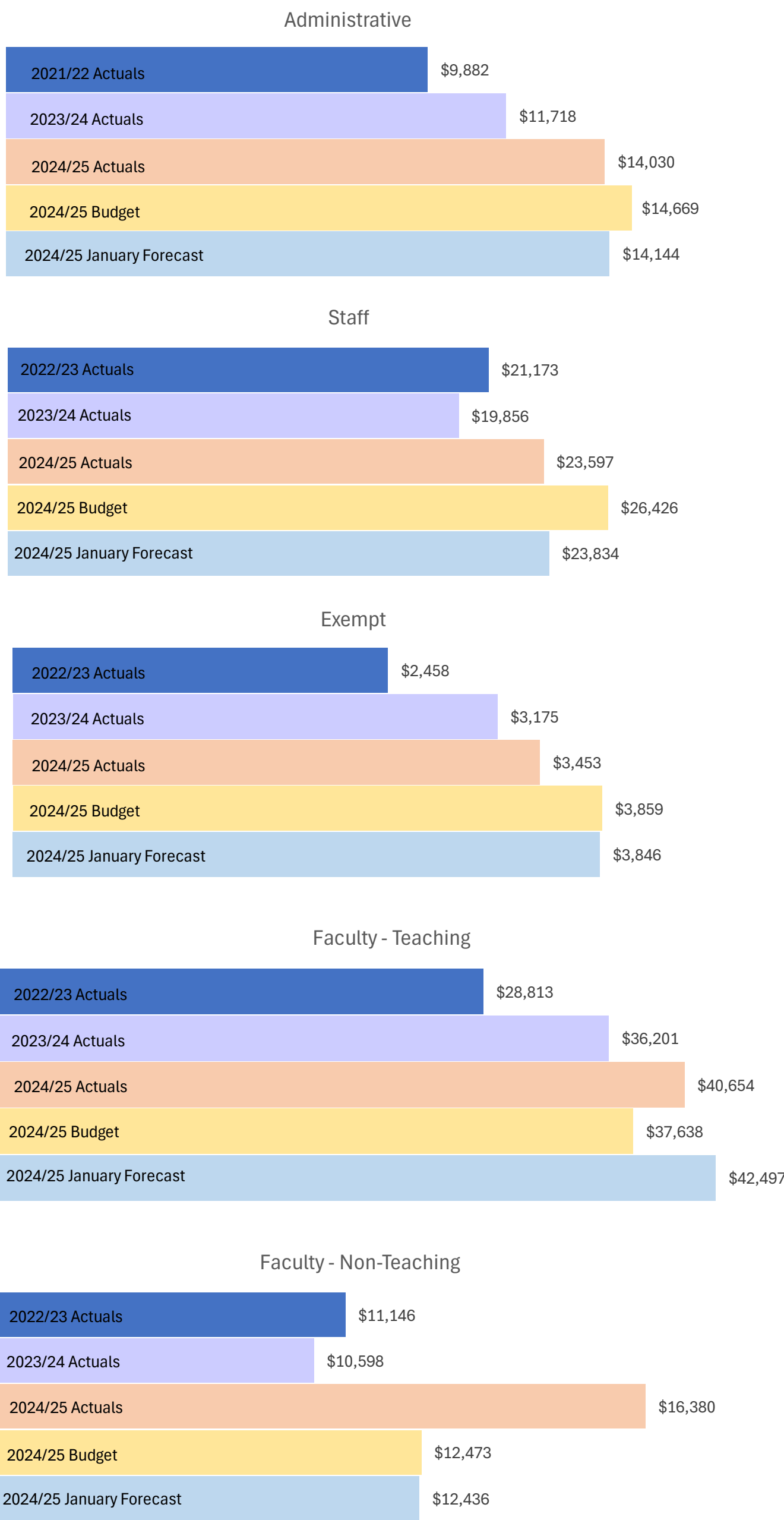
REVENUE BY CATEGORY



EXPENSES BY CATEGORY



SALARIES BY CATEGORY





BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.2: Executive Compensation Disclosure Report for Fiscal 2024-25	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 24, 2025	
PRESENTER: Kartik Bharadwa, Vice President, People, Culture and Diversity	

PURPOSE

To provide the Executive Compensation Disclosure Report to the Board of Governors for approval in accordance with the requirements set out by the Public Sector Employers' Council Secretariat (PSEC). This report was reviewed by the Finance Committee at their meeting held June 2, 2025 and is recommended for approval.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the Executive Compensation Disclosure Report for Fiscal Year 2024-25.*

BACKGROUND

Organizations in British Columbia defined by the Public Sector Employers Act are statutorily required to disclose all compensation that is paid to the Chief Executive Officer and the next four highest-ranking or highest-paid executives with decision-making authority earning an annualized base salary of \$125,000 or more during the fiscal year. The compensation disclosure must be accompanied by an attestation letter from the Board Chair confirming accuracy of the disclosed information plus a copy of the relevant Board policy.

Finance has prepared the attached compensation disclosure in accordance with the guidelines provided by PSEC.

Attachments

#	Name
1	Attestation Letter from CapU Board Chair to PSEC
2	2024-25 CapU Executive Compensation Disclosure Report



June 24, 2025

John Davison,
President & CEO
Public Sector Employers' Council
Secretariat Suite 210, 880 Douglas Street
Victoria, B.C. V8W 2B7

Dear Mr. Davison,

Re: Attestation for the Fiscal 2024-25 Executive Compensation Report


As part of the required documentation associated with the Executive Compensation Disclosure reporting, I provide the following attestation with respect to Capilano University's submission:

- The Board of Governors is aware of the executive compensation paid in the 2024-25 fiscal year.
- The disclosed information is accurate and includes all compensation paid by Capilano University.
- Compensation provided was within the approved compensation plans and complies with PSEC guidelines.

Sincerely,

David Aryriss
Chair of the Board, Capilano University

Enc.

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.516	Vice-President People, Culture & Diversity		
Policy Name			
Excluded Employee Compensation			
Approved by	Replaces	Category	Next Review
Board	B.509 Administrator Compensation	Human Resources	September 2026
Date Issued	Date Revised	Related Policies, Reference	
26 September 2023		B.515 Excluded Employee Leaves	

1. PURPOSE

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

2. SCOPE

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

3. DEFINITIONS

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

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

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

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

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

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

4. COMPENSATION PHILOSOPHY

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

Performance

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

Differentiation

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

Accountability

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

Transparency

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

5. POLICY OBJECTIVES

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

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

6. COMPENSATION

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

6.1 Sectoral Grid

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

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

6.2 Compensation Benchmarking

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

6.3 Merit Matrix

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

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

6.4 Extra Responsibilities Compensation

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

6.5 Internal Equity

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

7. BENEFITS AND PERQUISITES

7.1 Health and Welfare Benefits

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

7.1.2 Permanent Excluded employees are covered by a Disability Plan. The University shall pay all premiums for this coverage.

7.1.3 Excluded employees who are part-time or on a term-defined contract, qualify for the Extended Health Care Plan and Dental Care Plan only.

7.2 Pension & Group Registered Retirement Savings Plan

7.2.2 Membership of the College Pension Plan is a condition of employment, as per the prevailing regulations of the *Public Sector Pensions Plan Act*. The pension is a defined benefit plan overseen by PensionsBC. Both the employee and University will make monthly contributions to the plan.

7.2.3 We offer a voluntary group RRSP plan through Canada Life, to ensure employees have access to an RRSP offering planning tools and support.

7.3 Capilano University Courses

7.3.1 Credit Courses

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

7.3.2 Continuing Education Courses

Any Excluded employee and their current spouse and children may register for three (3) Capilano University run continuing education courses (credit free) in any calendar year without tuition fees. In the case of continuing education courses (credit free) they shall be entitled to the waiver only after the minimum enrolment has been met by fee payers.

There shall be no waiver for non-tuition costs such as travel costs for field trips, excursions, and tours. Executive Education courses and courses run by external or third parties, are not eligible for fee-waiver.

7.3.4 Cost Recoverable/Non-base Funded Courses

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

7.3.5 Commencement and Completion of all Courses

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

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

8. REIMBURSEMENTS

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

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

9. AMENDMENT

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

10. DESIGNATED OFFICER

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

EXECUTIVE COMPENSATION DISCLOSURE

Capilano University

Summary Compensation Table at 2025

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2024/2025 Total Compensation	Previous Two Years Totals Total Compensation	
							2023/2024	2022/2023
Paul Dangerfield, President	\$ 255,283	-	\$ 17,870	\$ 26,396	\$ 6,000	\$ 305,549	\$ 286,105	\$ 268,339
Tally Bains, Vice President, Finance & Administration	\$ 199,059	-	\$ 13,928	\$ 20,583	-	\$ 233,570	\$ 215,658	\$ 152,697
Kartik Bharadwa, Vice-President, People, Culture & Diversity	\$ 195,440	-	\$ 13,675	\$ 20,208	-	\$ 229,323	\$ 214,038	
Tracy Penny Light, Interim VP, Academic & Provost	\$ 205,000	-	\$ 14,344	\$ 21,197	-	\$ 240,541		
Toran Savjord, VP, Strategic Planning	\$ 208,569	-	\$ 14,593	\$ 21,566	-	\$ 244,728	\$ 231,538	\$ 220,353
Laureen Styles, VP, Academic & Provost	\$ 227,339	-	\$ 15,914	\$ 23,507	-	\$ 266,760	\$ 249,654	\$ 234,229

Summary Other Compensation Table at 2025

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Paul Dangerfield, President	\$ 6,000	-	-	-	\$ 6,000	-	-
Tally Bains, Vice President, Finance & Administration	-	-	-	-	-	-	-
Kartik Bharadwa, Vice-President, People, Culture & Diversity	-	-	-	-	-	-	-
Tracy Penny Light, Interim VP, Academic & Provost	-	-	-	-	-	-	-
Toran Savjord, VP, Strategic Planning	-	-	-	-	-	-	-
Laureen Styles, VP, Academic & Provost	-	-	-	-	-	-	-

Notes

Paul Dangerfield, President	
Tally Bains, Vice President, Finance & Administration	General Note: Tally Bains received a 10.0% performance-based increase effective April 1, 2024.
Kartik Bharadwa, Vice-President, People, Culture & Diversity	General Note: Kartik Bharadwa received an 8.0% performance-based increase effective April 1, 2024.
Tracy Penny Light, Interim VP, Academic & Provost	General Note: Tracy Penny Light was promoted into the interim VP, Academic and Provost position on August 5, 2024 for a duration of one year or until such time that a permanent VP, Academic and Provost is appointed. Tracy Penny Light was in the Dean position from February 1, 2023 until August 4, 2024. From September 1, 2023 to August 4, 2024, she earned a base salary of \$162,793.75.
Toran Savjord, VP, Strategic Planning	General Note: Toran Savjord received a 7.0% performance-based increase effective April 1, 2024.
Laureen Styles, VP, Academic & Provost	General Note: Laureen Styles was in the VP, Academic & Provost position until August 4, 2024. Effective August 5, 2024, she was appointed to the position of Special Advisor to the President.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.3: Five-Year Capital Plan 2026/27 – 2030/31

PURPOSE:

<input checked="" type="checkbox"/>	Approval
<input type="checkbox"/>	Information
<input type="checkbox"/>	Discussion

MEETING DATE: June 24, 2025

PRESENTER: Ryan Blades, AVP, Facilities and Campus Planning

PURPOSE

The Ministry of Post-Secondary Education and Future Skills (Ministry) requires all post-secondary institutions in BC to submit a Board of Governor's approved Five-year Capital Plan on an annual basis. The Finance Committee reviewed this plan at their meeting on June 2, 2025 and passed a motion to recommend that the Board approve it.

MOTION

THAT the Board of Governors approve the Five-Year Capital Plan 2026/27 – 2030/31.

BACKGROUND

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

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

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

Projects in the Plan are categorized as follows:

- New Priority
- Whole Asset Replacement
- Student Housing
- Routine Capital
- Carbon Neutral
- Linear Infrastructure

KEY CHANGES BETWEEN THE 2025/26 – 2029/30 AND 2026/27 – 2030/31 PLANS

The Canoe Home project has been removed as the scope of the project has been reduced and the budget is no longer above the threshold for this submission. The kálah-ay Campus Renewal project has been removed pending further investigation into the future requirements of the

campus. The Student Housing Phase 2 project has been added back into the plan as it did not receive funding following the submission of the business case.

FIVE-YEAR CAPITAL PLAN PROJECTS

The following table summarizes two previous years (funded projects are highlighted in yellow) as well as our current plan and budget asks highlighted in Green. A more detailed summary of each project in **APPENDIX A**.

Priority	2024/25 – 2028/29	2025/26 – 2029/30	2026/27 – 2030/31	PSFS Ask
1	Student Housing Phase 2	Student Housing Building 4 Acquisition – Squamish	Student Housing Building 4 Acquisition – Squamish	CapU \$1M PSFS \$23M
2	Student Housing Acquisition - Squamish	Canoe Home for Indigenous Education and Affairs – North Van	Student Housing Phase 2	CapU \$5M PSFS \$55M
3	Childcare Facility - Squamish	ká lax-ay Campus Renewal - Sechelt	Fir Building Revitalization of Envelope and Mechanical/Electrical Systems – North Van	CapU \$1.5M PSFS \$13.5M
4	New STEAM Facility	Fir Building Revitalization of Envelope and Mechanical/Electrical Systems – North Van	Campus Accessibility – North Van	CapU \$1M PSFS \$7M
5	Centre for Indigenous Education and Affairs	Campus Accessibility – North Van	Mechanical Systems Renewal – North Van	CapU \$1M PSFS \$9M
6	Campus Accessibility	Mechanical Systems Renewal – North Van	STEAM Facility – North Van	CapU \$4M PSFS \$54M
7	Mechanical Systems Renewal	STEAM Facility – North Van	Centre for Sport and Wellness Expansion – North Van	CapU \$2M PSFS \$18M
8	ká lax-ay Campus Renewal and Expansion	Centre for Sport and Wellness Expansion – North Van	Centre for Visual and Performing Arts – North Van	CapU \$2M PSFS \$18M
9	Centre for Sport and Wellness Expansion	Centre for Visual and Performing Arts – North Van	Parking Facility – North Van	CapU \$1M PSFS \$9M
10	Centre for Visual and Performing Arts	Parking Facility – North Van		
11	Fir Building Revitalization			
12	Parking Facility			



APPENDIX A: SUMMARY OF PROJECTS

1. Student Housing Building 4 Acquisition – Squamish

The Ministry supported CapU in the acquisition of the first three buildings adjacent to our campus in Squamish, BC. This 5-year Capital Plan submission seeks support to exercise the option (with a five-year term) to acquire the fourth existing student housing facility adjacent to the campus for an acquisition price of \$23M.

2. Student Housing Phase 2

The Student Housing Phase 2 project is planned to deliver a new facility providing 144 beds of student accommodation for occupancy by the fall of 2029. The Project is the second phase of an approximately 500 bed development of an existing parking lot at the northern end of our main North Vancouver campus in the area designated as the “Student Life” precinct in our 2018 Campus Master Plan.

3. Fir Building Revitalization of Envelope and Mechanical/Electrical Systems

The Fir Building is home to music studios, state of the art computer labs, science labs, and the school of communications. The building systems including the mechanical and electrical and building envelope are at the end of their useful life. An upgrade to the building will provide a sound infrastructure for one of CapU's most utilized and strategically located buildings. Once the building systems are upgraded, CapU intends to upgrade the aging classrooms to flexible, adaptable spaces to enable a variety of courses to be offered within the building.

4. Campus Accessibility

The project will address and rectify barriers to education and services with respect to physical accessibility and mobility. CapU is located on the slope of a mountain with academic buildings extending from the lower part of campus to the upper part of campus, which entails an elevation change of over 40 meters. A central part of CapU's Campus Master Plan is to animate the north end of campus, which is being achieved by the addition of Student Housing, the Centre for Childhood Studies and an increase in academic programming in the north. To make these new facilities and resources accessible to all, routes of access addressing the elevation changes must be addressed. A wayfinding plan and physical signage which directs differently abled pedestrians to the most accessible routes using a combination of interior elevators, accessible paths, ramps, and roadways. In 2019, CapU engaged a consultant to perform an accessibility assessment using the Rick Hanson Foundation's principles at CapU and provided a report outlining recommendations to address deficiencies in the following categories: vehicular access, exterior approach/entrance, interior circulation, internal services, sanitary facilities, wayfinding/signage/information, emergency systems, and additional uses. The Campus Accessibility project will rectify the deficiencies outlined in the report, as well as address mobility issues related to the physical challenges related to occupying land which exists on terrain with changes in elevation.

5. Mechanical Systems Renewal

CapU's mechanical building systems are repaired and maintained as systems and components near end of life. Historically, budgets to plan and replace systems holistically and in pursuit of innovative solutions have not been available. Deferred maintenance relating to our mechanical systems has continued to increase throughout the years and should be addressed with innovative systems that reduce GHG emissions and to align with our CleanBC targets. This project will address holistic replacement and upgrades of



mechanical systems throughout the campus to increase efficiency and energy savings. Project will reduce deferred maintenance items.

6. STEAM Facility

CapU is in the process of adding new degree programs and expanding existing program offerings to increase domestic enrolments, retain students in upper years, and create a distinct university experience inspired by imagination where graduates are well-prepared to contribute to social, cultural, and economic issues and solutions. Planned growth with new programming as well as continuing to offer university education that is reflective of current and emergent trends will require purpose-built space to grow our vision for STEAM. Evolving technology is central to these disciplines, and the current spaces are not reconfigurable or adaptable to such technological advancements. As well, the current space does not afford the animation space for highly applied, interdisciplinary, and community-connected pedagogies that are in place in the Faculty of Arts and Sciences and will continue to develop over the coming years.

7. Centre for Sport and Wellness Revitalization

Built in 1991, the Centre for Sport and Wellness (CSW) is an aging facility. The building is not sized appropriately to meet the needs of the student body as domestic enrolments have increased. The campus will shift to a 24/7 operation with the addition of student housing which will increase building usage significantly. Outdoor Recreation and Kinesiology are programs that require new academic spaces. A Bachelor of Kinesiology program was launched in 2021-22 Academic Year and the enrolment has increased by 81%. Continued growth is expected for this program and purpose-built lab space will be required to allow for quality program delivery.

8. Centre for Visual and Performing Arts

The project intends to consolidate all Visual and Performing Arts programs into the Birch and Arbutus Buildings. Additional components of the project include updating the main entrance to the campus, providing more student study, cafeteria, and event space, relocating the bookstore to a more prominent location, removing the commercial kitchen and moving food preparation to the new student housing kitchen in the north end of the campus, and revitalizing the aging BlueShore Theater.

9. Parking Facility

CapU promotes sustainable modes of transportation including biking and public transportation. On-campus student housing should further reduce the number of vehicles travelling to campus. However, with CapU's anticipated growth soon, the anticipated growth of commuters with vehicles surpasses the reduction. The objective is to construct a parking facility to replenish the parking stalls removed because of two new developments (Student Housing, Centre for Childhood Studies) on CapU's North Vancouver Campus. Parking Lot 2 (P2) comprises of 350 parking stalls. Student Housing Phase 1 is under construction which reduces more than half the available stalls in P2. Student Housing Phase 2 is currently planned to be constructed in P2 which further eliminates most of the parking stalls in P2. Parking variances for were sought for the Student Housing and Centre for Childhood Studies buildings. Future developments would require further parking variances with the DNV.

