

IMAGINATION

GOAL 2

Use imagination to drive CapU's digital transformation.



YEAR 1-3

- Identify and implement groundbreaking uses of existing technological resources across our campuses.
- Use imagination as a key component of the process to develop and implement a University-wide digital transformation plan.
- Identify innovative ways for technology to enhance the digital experience for communities.

YEAR 4-6

- Use existing and new resources to implement the strategies outlined in our digital transformation plan.
- Invest in new resources, systems and processes to allow technology-enabled initiatives and change to evolve seamlessly.

YEAR 7-10

- Deepen actualization of CapU's digital transformation plan according to emergent technologies and trends.



COMMUNITY

Capilano University's local mandate is to serve the North Shore, the Sea-to-Sky corridor and the Sunshine Coast, home of five First Nations traditional and unceded territories. Surrounded and shaped by nature, this region, with its vibrant and growing communities, presents simultaneous opportunities and challenges. In the years to come, we will commit time and resources to gradually reduce the boundaries that have separated the University from the communities it serves, collaboratively closing the space between to improve relationships and service through engagement, relevant programming and effective problem-solving.



COMMUNITY

GOAL 1

Identify and implement novel approaches to build closer connections and engagement with the communities we serve.



YEAR 1-3

- Continue to advance Capilano University’s alumni engagement initiatives.
- Continue to engage communities in agile consultation processes to better understand needs and trends.
- Communicate and explain our values to the communities we serve in order to build awareness and to increase interest in, and financial support of, Capilano University.
- Continue to grow the number of touch points and partnerships with communities.
- As part of the HR People Plan, partner with local communities and organizations to drive positive workforce planning to develop an employee community that enhances the university experience of learners.

YEAR 4-6

- Use innovative processes to identify opportunities to connect and engage with communities in order to become a key problem-solving partner.
- Translate CapU’s engagement with communities into learning and growing opportunities for all.

YEAR 7-10

- Maintain boundless interactions and outreach with communities by sharing talent, knowledge, capabilities and resources.



COMMUNITY

GOAL 2

Imagine and develop sustainable actions to minimize our ecological footprint.

YEAR 1-3

- Continue to advance existing Capilano University's sustainability policies and initiatives.
- Take steps to plan the alignment of our operations using the CleanBC accountability framework along with the Climate Change Accountability Act.
- Become an engaged partner in research questions and projects that tackle local, national and global sustainability issues and initiatives.

YEAR 4-6

- Collaborate with communities in the implementation of regional sustainability initiatives.
- Embed a holistic sustainability framework that looks at all aspects of University governance with a sustainability lens.

YEAR 7-10

- Lead breakthrough discussions and implement initiatives around sustainable actions in our region.



COMMUNITY

GOAL 3

Instil a culture of equity, diversity and inclusion in all our operations and outreach.

YEAR 1-3

- Continue to advance Capilano University's Human Rights, Diversity, Inclusion and Equity policies and initiatives.
- Establish a procedure to permanently update the existing Human Rights, Diversity, Inclusion and Equity policies according to related best practices, new approaches and scholarly activities.
- Embrace the federal government's equity, diversity and inclusion framework for inclusive research through its Dimensions program.
- As part of the HR People Plan, celebrate and enhance equity, diversity and inclusion in ways that support all members of the campus community to feel seen, valued and heard.

YEAR 4-6

- Collaborate with internal and external communities to advance equity, diversity and inclusion initiatives.

YEAR 7-10

- Be recognized as leaders in best practices, policy, research and scholarly activity in equity, diversity and inclusion.



DISTINCT UNIVERSITY EXPERIENCE

An exciting synergy between imaginative approaches to everything we do and deepened engagement with communities will enable Capilano University to deliver a valuable, relevant and distinct university experience. Innovative educational approaches, relevant programming, collaborative community projects and creative physical and virtual spaces will contribute to a culture of health and well-being.



DISTINCT UNIVERSITY EXPERIENCE

GOAL 1

Collaboratively instil a new Capilano University culture around the set of values outlined in the 2020–2030 Plan.



YEAR 1–3

- Develop and implement a creative approach to share the new set of values and to strengthen Capilano University's experience for learners, employees and partners.
- Provide strategies and resources to support learners, employees, alumni and communities in the process of making our new values a living reality.
- Strengthen creative activity, research and scholarship initiatives on and off campus.
- Plan and deliver cohesive and meaningful learning and development for all employees that supports the 2030 shared set of values and priorities.
- Move from onboarding to socialization of employees by taking employee engagement to an employee experience second to none.
- Strengthen relationships with partners and external community to further encourage investment.

YEAR 4–6

- Provide learners, employees, alumni and communities with a consistent second-to-none university experience driven by living our values.
- Celebrate the achievement of the new CapU culture.

YEAR 7–10

- Identify and implement strategies to extend our institutional values into the region we serve in order to build stronger connections.



DISTINCT UNIVERSITY EXPERIENCE

GOAL 2

Provide learners with imaginative, unique and life-enhancing learning experiences that give them the opportunity to actualize their passion and potential.



YEAR 1-3

- Develop and implement academic programming systems and processes that enable the use of imagination as a foundational driver for curriculum innovation.
- Achieve membership in Universities Canada.
- Consolidate program review processes.
- Develop and implement strategies to assess the quality and impact of learning experiences on the lives of students and alumni.
- Continue to develop creative and effective learner support models.

YEAR 4-6

- Develop innovative programming to support a smoother transition from K-12 to Capilano University, and to support existing and future required skills and knowledge.
- Develop upgraded approaches that allow Capilano University to offer flexible and portable programming to a wider learner base.
- Increase the number of work-based learning opportunities.

YEAR 7-10

- Create and implement an innovative Subscription University Model (SUM) that enables a diverse population to have access on demand to educational and training resources.



DISTINCT UNIVERSITY EXPERIENCE

GOAL 3

Fulfil Capilano University's health and wellness commitments as outlined in the Okanagan Charter.



YEAR 1-3

- Allocate resources to implement health-promoting initiatives.
- Identify creative approaches and processes to update our Health and Well-Being Plan.
- Plan and deliver increased programming for employees that enriches overall well-being and resilience, both at work and at home.
- Continue to develop creative and effective learner support models.

YEAR 4-6

- Assess tangible progress achieved toward the fulfilment of the requirements outlined in the Okanagan Charter.
- Continue to implement the updated Health and Well-Being Plan.
- Embed health and well-being into the University's governance structure.

YEAR 7-10

- Develop transferable models of health and well-being for communities beyond Capilano University.



DISTINCT UNIVERSITY EXPERIENCE

GOAL 4

Indigenize and decolonize education and campuses, including First Nations language, culture and knowledge.



YEAR 1-3

- Continue to support the recently passed Declaration on the Rights of Indigenous Peoples Act, the Calls to Action of the Truth and Reconciliation Commission and the United Nations Declaration of the Rights of Indigenous Peoples.
- Develop and implement an action plan to integrate and coordinate diverse initiatives and efforts to Indigenize and decolonize education and campuses at Capilano University.
- Deepen relationships to co-develop and implement processes to establish a continuous dialogue with First Nations communities on whose unceded territories the University is located.
- Partner with Indigenous communities to better understand the challenges and opportunities that Indigenous employees face in recruitment and onboarding, and work to remove barriers to entry and increased access to resources.

YEAR 4-6

- Update Capilano University's Indigenization and decolonizing plan by incorporating emergent trends and models, including Indigenous epistemologies and culture.
- Continuously strengthen Capilano University's engagement and connection with First Nations communities to better understand their needs.

YEAR 7-10

- Identify imaginative approaches through creative and scholarly activity and research to further Indigenize and decolonize education.



DISTINCT UNIVERSITY EXPERIENCE

GOAL 5

Develop and implement infrastructure plans to support Envisioning 2030 in accordance with the Campus Master Plan framework and guidelines.



DISTINCT UNIVERSITY EXPERIENCE

GOAL 6

Instil a culture of reflective practice and continuous improvement for learners and employees.



YEAR 1-3

- Promote the concept of continuous improvement as a way to actualize passion and potential.
- Generate and provide new strategies, frameworks and resources to enable reflective practice.
- Enhance the current Performance and Development Program (PDP), employee recognition, and career development opportunities for employees to instil a culture of continuous development and growth through reflective practice.

YEAR 4-6

- Assess the impact of reflective practice on the health and well-being of learners and employees.
- Assess the impact of reflective practice on learner satisfaction rates.
- Assess the impact of reflective practice on operational efficiencies.

YEAR 7-10

- Develop transferable models of reflective practice as it applies to continuous improvement in post-secondary education.



LONG-TERM INSTITUTIONAL KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) are evolving institutional metrics that allow us to monitor progress, learn from decisions and actions, and identify areas of improvement. Specific parameters to be analyzed for each of the KPIs listed will be defined as we gradually move into the achievement of the goals and priorities outlined in the Envisioning 2030 document. We will use the results shown by the KPIs to plan and refine our Envisioning 2030 implementation efforts.



- Student FTE;
- Enrolment;
- Overall Level of Learner Satisfaction;
- Overall Level of Employee Satisfaction;
- Overall Level of Indigenous Partner Satisfaction; and
- Overall level of employer and community satisfaction with graduates' skills and knowledge.





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Capilano Students' Union

Presentation to Capilano University Board of Governors



We are the voice of over 8,000 students studying at the North Vancouver, Squamish and kálax-ay Sunshine Coast campuses of Capilano University.

We exist to represent the rights and interests of our students by advocating for a more accessible, high-quality post-secondary education experience.

Executive Team

Executive Team 2024/25



Angad Brar

President



Sukh Sohal

Vice-President
Finance &
Services



Arpan Randhawa

Vice-President
External



Ekam Sandhu

Vice-President
Student Affairs



Dilkaran Singh

Vice-President
Equity &
Sustainability

Member Services

Student Life



Captivate

Captivate is one of our highlights of the semester so far, and we were excited to have over 500 students join us for our biggest party on campus.

Clubs

We have 38 active clubs carrying on activities across a range of interests and subjects, with club grant funding at the highest level in years.

Overnight trips

To kick off the summer semester, we took 30 students on a Summer Camp trip to Stave Lake, where they had the opportunity to try archery and enjoy the beauty of the natural surroundings. Our next trip is a weekend getaway in Victoria.



Food Security

Community Cupboard

We have doubled funding for resources dedicated to our on-campus food bank to address demand and ensure that more students have access to this service.

Emergency food hampers

We recently reintroduced this service to provide more curated and nutritionally complete food support to students experiencing food insecurity.

Pop-up produce giveaways

In partnership with the Student Affairs department of the university, we give away hundreds of dollars in fresh produce to students every week, supporting over 500 students since September.

Student Rights Office



We provide confidential, non-judgemental support services

The Student Rights Office is the personal advocacy and support service for students who are experiencing a dispute with the university such as with final grades, academic integrity, or a disagreements around student conduct. Our role is to connect students with resources and ensure the university follows its policies and procedures and treats students fairly during investigations.

Huge increase in required to withdrawal (RTW) appeals

This is the fastest growing area of appeals after the university issued 194 RTW notices at the end of the spring 2024 term and another 145 RTW notices following the summer 2024 term.



Health and Wellness

CSU Health and Dental Plan

We have launched several improvements to the health and dental plan provided in partnership with Studentcare, including an improved benefits plan for students, critical illness coverage, and gender-affirming care.

Mental Health Services

Through the CSU, students have access to Empower Me—a 24/7 mental health platform offering students access to support whenever they need it, with experienced consultants, counsellors, and life coaches who are fluent in over 180 languages.



Advocacy Updates



University Relations

Tuition instalment plan

We stand firm in our ask for the university to provide a tuition instalment plan so students can better budget their expenses during the academic year.

24/7 library building access

We continue to ask the university to provide 24/7 library building access during final exams so students can maximise their study time and .

Consultation protocols on student policies

We are starting to work with the university's policy department to develop protocols on how students should be consulted during policy development.

International Student Program



International student tuition increase limits

We stand firm in advocating for the university to commit to international student tuition affordability in upcoming changes to the tuition and other fees policy.

Off-campus working hours

We have been meeting with federal decision-makers about how reintroducing the 20-hour cap on international students' working hours impacts affordability.

Immigration advising for students

We are advocating for a full-time immigration advisor so that students in need of study permit, post-graduate work permit, or work-while-studying advice can access more consistent and timely support.



Government Relations

Victoria provincial lobbying trips

We organize regular opportunities for our student executive team to bring our members' concerns about post-secondary education straight to Victoria, the seat of the provincial government.

Ottawa federal lobbying trip

We also organize an Ottawa lobbying trip for student executives in the late spring term to bring students' concerns to federal policy-makers.

Local meetings with key decision makers

CSU executives and staff have regular meetings with our local decision-makers from all levels of government. Our annual government luncheon happens every spring.

Public Transportation



Regional transportation funding

We are in regular conversations with the federal, provincial, and local governments and TransLink about the need for investing in North Shore public transit.

Bus connections to and from campus

Staff and executives have been meeting with TransLink to discuss potential solutions to the additional transfer (to/from the 245) at Phibbs Exchange as long line-ups, frequent pass-ups and overcrowding frustrates riders.

U-Pass BC program renewal

We have been working with other student societies to extend this deeply discounted universal transit pass, saving each student up to \$1,800 in a single year.

Provincial General Election

Voter awareness and engagement

We organized a voter awareness campaign to encourage eligible students to participate in the provincial general election that concluded on October 19, 2024.

Candidate meetings on key student issues

We met with a majority of the major candidates in the electoral districts on which Capilano University has campuses to discuss post-secondary funding and transit.

North Vancouver–Seymour debate

We organized a debate for the provincial candidates in North Vancouver–Seymour and saw great attendance with a very engaged crowd of students, staff, faculty, and external community members.



Internal Update



Organizational Development

Strategic Plan

We are coming to the end of our 2020-2025 strategic plan and have begun work on developing our vision for the next five-years of the organization.

Multi-campus operations

We are working on expanding our operations to the university's new Squamish campus and launching a regional Member Services office. Recruitment of a new campus coordinator is underway.

Domestic engagement in board elections

We launched a study into the issue of weakening engagement by domestic students in the CSU's election process after only about 2% of domestic students voted.

Student Union Building



Project finances

At the end of the last fiscal year, the CSU had collected nearly \$6.9 million to fund the construction of the student union building. This represents about 40% of the total funds we expect to need (based on November 2023 estimates) to fund the project. We expect to have a proposal for the membership at the semi-annual general meeting on February 25, 2025, to permit borrowing the funds required to make up the balance of the project.

Next steps toward construction

Discussions with the university administration are underway this month on how the design and construction partnership between the CSU and the university is going to work.



Finance and Operations

Revenues have recovered

After two fiscal years of board-approved deficits to maintain existing service levels for members during a period of depressed revenue, we are pleased to report that revenues have recovered to near pre-pandemic levels, ensuring the ongoing financial stability of the students' union.

Change to the fiscal year

The board has approved a policy change that would transition the students' union to a new fiscal year of September 1 to August 31, which would empower a new student leadership team to make more meaningful decisions about directing the CSU's resources.



Thank you

Questions?

INTEGRATED PLANNING:

Fiscal 2025/26 DRAFT Budget V1.6

Enrollment Assumptions

SEM Model (as of Oct 17 2024)

Headcount - Return Rates w/o grad (University Level - Most Recent As of Jul 17)				
Term	Fall2Spr	Spr2Sum	Spr2Fall	Sum2Fall
Dom New	79.1%	36.6%	48.8%	46.6%
Dom Return	78.4%	32.6%	64.9%	
Dom Stopout				
Int New	89.8%	80.7%	85.8%	91.4%
Int Return	83.6%	58.4%	71.7%	
Int Stopout				

Course Load (Avg/Student/Term) - Lecture Section Rate									
Term	Fall (AY24/25)	Spring (AY23/24)	Summer (AY23/24)	Fall (AY24/25)	Spring (AY23/24)	Summer (AY23/24)	Fall (AY24/25)	Spring (AY23/24)	Summer (AY23/24)
Dom New	3.86	2.53	2.28	0.19	0.07	0.02	0.07	0.00	0.00
Dom Return	3.34	3.42	2.09	0.17	0.18	0.04	0.07	0.08	0.00
Dom Stopout	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Int New	3.61	3.29	3.15	0.15	0.11	0.13	0.00	0.00	0.00
Int Return	3.47	3.46	2.85	0.18	0.15	0.10	0.01	0.01	0.00
Int Stopout	3.00	3.00	2.50	0.00	0.00	0.00	0.00	0.00	0.00

Student Count	Baseline-CapU Analytics			1			2			3			4		
AY	23/24			24/25			25/26			26/27			27/28		
Term	Fall (As of Jul 17)	Spring (As of Jul 17)	Summer (As of Jul 17)	Fall AY24/25 (As of Oct 17)	Spring AY24/25	Summer AY24/25	Fall AY25/26	Spring AY25/26	Summer AY25/26	Fall AY26/27	Spring AY26/27	Summer AY26/27	Fall AY27/28	Spring AY27/28	Summer AY27/28
Dom New	1500	367	221	1621	400	115	1850	400	115	1800	400	115	1900	400	115
Dom Return	2987	3820	1487	3224	3810	1388	2721	3439	1267	2481	3369	1245	2435	3412	1259
Dom Stopout	369	320	155	280	300	100	400	300	100	400	300	100	400	300	100
Total Domestic	4856	4507	1863	5125	4510	1603	4771	4139	1482	4681	4069	1460	4735	4112	1474
Int New	1280	576	363	536	400	100	500	200	100	600	300	200	800	600	200
Int Return	2751	3470	2515	3370	3299	2249	2800	2790	1791	2263	2431	1662	2183	2543	1970
Int Stopout	32	43	70	34	50	45	30	50	45	30	50	45	30	50	45
Total International	4063	4089	2948	3940	3749	2394	3330	3040	1936	2893	2781	1907	3013	3193	2215
Total	8919	8596	4811	9065	8258	3998	8101	7178	3418	7574	6849	3366	7748	7305	3688

Total Seat Count	Baseline-CapU Analytics			1			2			3			4		
AY	23/24			24/25			25/26			26/27			27/28		
Term	Fall (As of Jul 17)	Spring (As of Jul 17)	Summer (As of Jul 17)	Fall AY24/25 (As of Oct 17)	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer
Dom New	5890	945	507	6646	1041	265	6798	1041	265	7416	1041	265	7828	1041	265
Dom Return	12033	15300	3493	12576	14020	2960	9742	12654	2702	8880	12396	2653	8717	12556	2683
Dom Stopout	0	0	0	0	600	200	800	600	200	800	600	200	800	600	200
Total Domestic	17923	16245	4000	19222	15661	3425	17340	14295	3167	17096	14037	3118	17345	14197	3148
Int New	4624	1956	1189	2014	1358	328	1880	679	328	2256	1019	656	3098	2037	656
Int Return	10130	12742	7619	12453	11956	6634	10247	10111	5281	8283	8810	4901	7990	9219	5809
Int Stopout	0	0	0	0	150	113	90	150	113	90	150	113	90	150	113
Total International	14754	14698	8808	14467	13464	7074	12217	10940	5722	10629	9979	5670	11088	11406	6578
Total	32677	30943	12808	33689	29125	10499	29558	25235	8888	27725	24016	8788	28433	25603	9726



SEM Model (as of Oct 17 2024) - Explainer

- 1st multi-term, multi-year university level enrollment model created last year (Oct/Nov 2023)
- Provides university level predictions on # of headcounts (i.e., student count) & course registrations (i.e., seat count)
- Factors in return rates by term and average course load by section type to align with finance budget
 - E.g., of the new domestic students who registered with CapU in the Fall term, 79.1% re-registered in the Spring term
 - E.g., in the Fall term, new domestic students take an average of 3.86 lecture sections, 0.19 lab sections and 0.07 PMI (private music instruction) sections
- Academic Year (AY) 2023/2024 was the baseline year and each year builds on the previous year
- New headcounts are based on planning assumptions, factoring in changing contexts
 - E.g., Next AY (25/26) we expect/are planning for 1650 new domestic students in the Fall, 400 in Spring, 115 in Summer with modest growth in the following years. For international students, we expect/planning for 500 in the Fall, 200 in Spring, 100 in Summer given the recent series of IRCC announcements.
 - It is important to note that we had already planned for a decrease in new international intakes from 1280 in Fall 2023 to 800 in Fall 2024 which mitigated some of the impacts, however these series of announcements required an additional adjustment down from 800 to 500 to reflect the realities of the sector.
- Stopout headcounts for domestic and international are based on historical patterns of the # of students skipping at least one major term but returns to re-register at CapU
- Return headcounts are based on headcounts of the previous term multiplied by return rates (e.g., Fall return = Spring new headcount x Spring new return rate + Spring return headcount + Spring return return rate + Summer new headcount x Summer new return rate)
- Course registrations are based on headcounts multiplied by the average course load by section types



Fiscal 2025/26 Integrated Planning Timelines, Process and Priorities

Continue improvements to the planning functions:

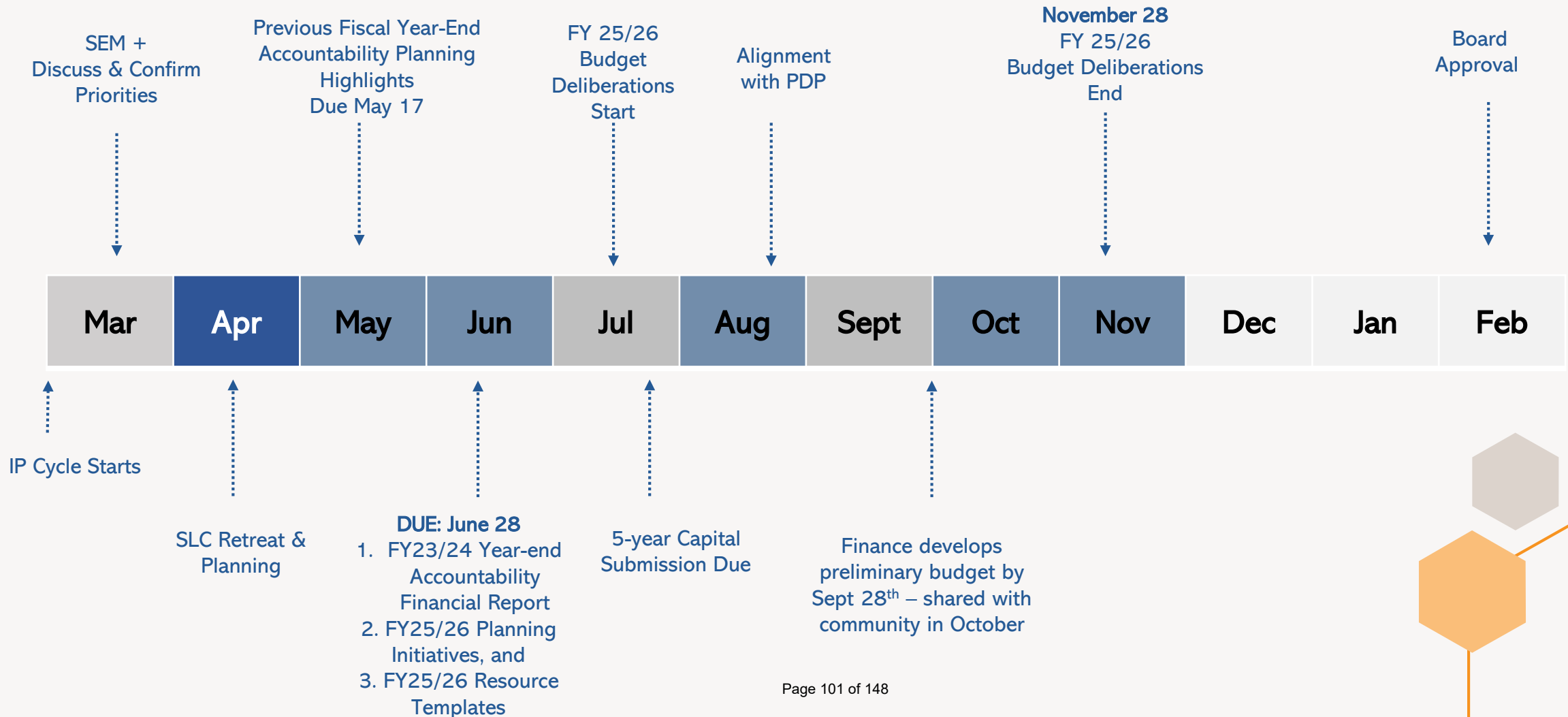
- New timeline – start in March instead of September
- continue shift to plan and budget for a three-year cycle
 - Space allocation process
 - MDX supports
 - Digital asset roadmap
- enhance and refine the planning and resource allocation process: Budget Committee, resource template aligned to priorities, review of fiscal 2023-24 final results and resource allocations received in 2024/25
- **develop surplus budget to ensure the long-term financial stability of the university.**

Focus for integrated planning and resource allocation priorities:

- Squamish Campus full launch
- 24/7 campus operations (Student housing phase 1)
- Graduate studies/school
- New Childcare Centre
- Implementation of foundational plans: PeoplePlan, Digital Transformation, Chéńchenstway



Integrated Planning Timeline



Fiscal 2025/26 Budget Version 1.6

Budget Development Process

Step 1: Calculate Preliminary Budget prior to new investments– **new timeline for 2025-26 will be completed by September 30, 2024**

Category View					
Enrollment <ul style="list-style-type: none"> Tuition revenue Faculty Teaching costs International agent fees 	Staffing <ul style="list-style-type: none"> Faculty Non-teaching costs Administration, exempt and staff costs 	Ancillary Operations <ul style="list-style-type: none"> Children’s Centre Theatre Bookstore Parking Facility Rentals Student Housing Continuing Studies 	Restricted Funds <ul style="list-style-type: none"> Internally restricted (Student Success Fee) Externally restricted 	Other <ul style="list-style-type: none"> Province grant revenue Investment income Foundation (revenue recognized equal to expenses) Operating expenses 	Capital Assets (operating impact) <ul style="list-style-type: none"> Deferred Capital Contributions Amortization Amortization Expense <i>* Bottom line (deficit) is equal to impact of unfunded capital asset purchases</i>
<ul style="list-style-type: none"> Estimate enrollment to calculate tuition revenue, teaching costs and international agent fee Determine tuition fees increases New programming 	<ul style="list-style-type: none"> Annualize wage increases Calculate estimated wage increases for next fiscal year Update units for any changes made during fiscal year 	<ul style="list-style-type: none"> In partnership with budget owners estimate revenue/expenses based on historical trends and anticipated changes 	<ul style="list-style-type: none"> In partnership with budget owners estimate revenue/expenses based on historical trends and anticipated changes 	<ul style="list-style-type: none"> Update provincial grant revenue based on confirmed increases Estimate investment revenue based on interest rate projections Use Foundation historical expenses to calculate revenue and expense budget Review Inflation impacts Operating expenses are left status quo (new investments process) 	<ul style="list-style-type: none"> Calculate DCC and Amortization expense for current assets and committed projects Calculate DCC and amortization for new capital additions approved.



Step 2: Review Budget requests received using our resource allocation principles – **new timeline for 2025-26 will commence from July through to November; with final deadline of November 28, 2024**

1. We will support the long-term financial sustainability of the university.

We must ensure that the rate of future cost growth is in line with the rate of revenue growth. Opportunities that are effective and increase efficiency while maintaining quality will be given priority.

2. We will promote relevance and high quality in academic and service planning.

Programs and support services will reflect our commitment to exceptional learning experiences and success for all learners.

3. We will align resources with our strategic goals.

Budget allocations will be aligned with university strategic goals and related supporting plans. We will selectively invest in those areas that are strategically important to the university.

4. We will be transparent and accountable in our decision making.

Budget decisions will be evidence informed and will be guided by a consultative process.

5. We will place university priorities over unit priorities.

Decisions made at all levels must be in the best interest of the University as a whole as opposed to a specific unit. Decisions that affect other units must be brought forward prior to inclusion.

6. We will strive above all to give priority to the University's vision and purpose.

We will give priority to instructional and related activities.

7. We accept that the University cannot be all things to all people. We will prioritize allocation of resources based on alignment with the academic plan, enrolment patterns, and improvements to course accessibility.

All departments and programs, continued and proposed, must have appropriate and sustained funding to support their contribution to the university vision and purpose, and provide a solid foundation for maintenance of quality teaching and research. Teaching loads must be equitable and aligned across programs and Faculties in support of student demand.



Budget 25/26 vs Budget 24/25						
	Budget V1.6 25/26	Budget V1.5 25/26	Budget V1 25/26	2024-25 Board Budget	V1.6 Budget Vs V1.5 Budget	V1.6 Budget Vs 24/25 Board Budget
Revenue	175,719,836	173,776,408	173,944,760	177,394,655	1,943,428	(1,674,819)
Salaries and benefits	122,779,782	122,779,782	122,553,119	119,091,130	-	(3,688,652)
Operating expenses	53,251,648	53,215,907	53,185,939	55,196,860	35,741	1,945,211
Operating surplus/(deficit)	(311,595)	(2,219,282)	(1,794,299)	3,106,664	1,907,687	(3,418,259)
Committed Priorities						
Squamish Campus	(2,703,173)	<i>(Included in Budget V1 - \$2,592,302)</i>				
Squamish Student Housing	(432,292)	<i>(Included in Budget V1 - \$244,377)</i>				
New Children's center	(979,369)					
Student Housing Phase 1	(780,573)					
Updated Operating surplus/(deficit)	(5,207,002)					
Total Additional Resource Request	(8,291,372)					
Total Operating Surplus/(Deficit)	(13,498,374)					

Budget Versions	
Budget V1	Jul 17/24 SEM
Budget V1.5	Oct 15 SEM- Updated for International climate change
Budget V1.6	Updated to reflect 5% increase for International

Budget V1.6 - 2025/26									
	Enrollment	Staffing	Ancillary Operations	Restricted Funds	Capital Operating Impact	Other	Budget V1.6 25/26	2024-25 Board Budget	Change increase/ (decrease)
TOTAL Revenue	89,956,093	-	7,859,825	4,931,340	6,758,474	66,214,103	175,719,836	177,394,655	(1,674,819)
TOTAL Salaries and benefits	47,439,886	68,573,041	3,599,420	3,167,435	-	-	122,779,782	119,091,130	3,688,652
TOTAL Operating Expenses	4,766,750	-	4,712,986	3,824,292	12,017,848	27,929,773	53,251,648	55,196,860	(1,945,211)
Operating Surplus/(deficit)	37,749,457	(68,573,041)	(452,580)	(2,060,386)	(5,259,374)	38,284,330	(311,595)	3,106,664	(3,418,259)
Budget 24/25	39,558,744	(65,373,363)	(736,982)	(4,732)	(6,855,131)	36,518,128	3,106,664		
Change increase/(decrease)	(1,809,287)	(3,199,679)	284,402	(2,055,654)	1,595,758	1,766,202	(3,418,259)		

Change Breakdown:							
Revenue	(2,858,770)	-	(89,176)	(1,699,058)	2,029,862	942,323	(1,674,819)
Salaries and Benefits	1,333,767	3,199,679	(380,869)	(491,925)	-	-	3,660,652
Operating Expenses	(2,383,250)	-	7,292	848,521	434,104	(823,879)	(1,917,211)
Total change	(1,809,287)	(3,199,679)	284,402	(2,055,654)	1,595,758	1,766,202	(3,418,259)

Note: This table does not include committed priorities



Headcount to Course Registrations Budget 25/26	Headcount to Course Registrations Budget 25/26 V 1.5					Headcount to Course Registrations Budget 24/25					Change in Headcount & Course Registrations				
	Spring (1/4)	Summer	Fall	Spring (3/4)	Total	Spring (1/4)	Summer	Fall	Spring (3/4)	Total	Spring (1/4)	Summer	Fall	Spring (3/4)	Total
Total New Domestic student headcount from SEM model (pro-rated Spring)	100	115	1,650	300	2,165	88	100	1,569	380	2,137	13	15	81	(80)	28
Total Returning Domestic student headcount from SEM model (pro-rated Spring)	952	1,388	2,721	2,579	7,641	942	1,255	2,592	2,383	7,172	11	133	130	196	470
Total Stopout Domestic student headcount from SEM model (pro-rated Spring)	75	100	400	225	800	50	35	300	150	535	25	65	100	75	265
Total Domestic Headcount	1,127	1,603	4,771	3,104	10,606	1,079	1,390	4,461	2,913	9,843	48	213	311	191	763
<i>New Domestic student avg course reg per headcount</i>	2.60	2.30	4.12	2.60		2.70	2.44	3.88	2.70		(0.10)	(0.14)	0.24	(0.10)	-
<i>Returning Domestic student avg course reg per headcount</i>	3.68	2.13	3.58	3.68		3.56	2.04	3.51	3.56		0.12	0.09	0.07	0.12	-
<i>Stopout Domestic student avg course reg per headcount</i>	2.00	2.00	2.00	2.00		2.00	2.00	2.50	2.00		0.00	0.00	(0.50)	0.00	-
Total Domestic course reg from SEM model	3,915	3,425	17,340	10,721	35,402	3,686	2,880	15,922	9,801	32,288	229	545	1,419	920	3,113
Total New International student headcount from SEM model (pro-rated Spring)	100	100	500	150	850	150	208	825	465	1,648	(50)	(108)	(325)	(315)	(798)
Total Returning International student headcount from SEM model (pro-rated Spring)	825	2,249	2,800	2,092	7,966	844	2,300	3,041	2,369	8,554	(19)	(51)	(242)	(277)	(588)
Total Stopout International student headcount from SEM model (pro-rated Spring)	13	45	30	38	125	13	40	30	38	120	-	5	-	-	5
Total International Headcount	937	2,394	3,330	2,280	8,941	1,006	2,548	3,897	2,872	10,322	(69)	(154)	(567)	(592)	(1,381)
<i>New International student avg course reg per headcount</i>	3.40	3.28	3.76	3.40		3.50	3.28	3.58	3.50		(0.11)	0.00	0.18	(0.11)	-
<i>Returning International student avg course reg per headcount</i>	3.62	2.95	3.66	3.62		3.68	2.67	3.61	3.68		(0.06)	0.28	0.05	(0.06)	-
<i>Stopout International student avg course reg per headcount</i>	3.00	2.50	3.00	3.00		3.00	3.00	3.00	3.00		0.00	(0.50)	0.00	0.00	-
Total International course reg from SEM model	3,366	7,074	12,217	8,205	30,863	3,667	6,939	14,013	10,460	35,080	(301)	135	(1,796)	(2,255)	(4,217)
Total course registration from SEM model	7,281	10,499	29,558	18,926	66,264	7,353	9,819	29,935	20,261	67,368	(72)	680	(378)	(1,335)	(1,104)

Enrollment	Domestic					International					Domestic & International
	Spring (1/4)	Summer	Fall	Spring (3/4)	Total	Spring (1/4)	Summer	Fall	Spring (3/4)	Total	Total
2024/25 Actuals	4,033	3,954	18,856			3,674	8,824	14,511			
2024/25 Q2 Forecast*	4,033	3,954	18,856	10,629	37,472	3,674	8,824	14,511	9,871	36,880	74,352
2024/25 Budget	3,686	2,880	15,922	9,801	32,288	3,667	6,939	14,013	10,460	35,080	67,368
2025/26 Budget V1.5	3,915	3,425	17,340	10,721	35,402	3,366	7,074	12,217	8,205	30,863	66,264
Budget to Budget Change	229	545	1,419	920	3,113	(301)	135	(1,796)	(2,255)	(4,217)	(1,104)

Summary of Changes V1.5 vs V1 :				
Spring (24/25) - New Intl. students increased from 250 to 400				
Summer (25/26) - New Intl. students decreased from 200 to 100				
Fall (25/26) - New Intl. students decreased from 600 to 500				
Spring (25/26) - New Intl. students decreased from 300 to 200				
	Spring 24/25	Summer 25/26	Fall 25/26	Spring 25/26
Jul 17/24 SEM- V1	250	200	600	300
Oct 15 SEM- V1.5	400	100	500	200



	Budget 25/26 V1.5 (2% Intl. Increase)	2% Intl. Increase included in Budget V1.5	3 % Intl. Increase	4 % Intl. Increase	5 % Intl. Increase	6 % Intl. Increase	7 % Intl. Increase	8 % Intl. Increase	9 % Intl. Increase	10 % Intl. Increase
Faculty of Arts and Sciences	25,488,872	580,452	832,005	1,081,917	1,331,821	1,581,732	1,831,634	2,081,543	2,331,451	2,581,359
Business and Professional Studies Faculty	23,084,320	577,459	806,346	1,032,688	1,259,030	1,485,369	1,711,711	1,938,054	2,164,398	2,390,736
Education, Health and Human Development Faculty	4,145,247	109,125	150,338	190,982	231,625	272,270	312,918	353,559	394,209	434,852
Fine and Applied Arts Faculty	4,450,745	130,977	175,513	219,154	262,797	306,442	350,086	393,728	437,370	481,014
Global and Community Studies Faculty	6,457,298	181,457	245,893	309,210	372,531	435,846	499,164	562,480	625,797	689,117
Total Tuition	63,626,482	1,579,470	2,210,095	2,833,951	3,457,804	4,081,659	4,705,513	5,329,364	5,953,225	6,577,078
Service and Technology Fee	994,264	24,681	34,536	44,285	54,034	63,782	73,530	83,279	93,028	102,775
Student Success Fee	1,210,658	30,052	42,052	53,921	65,793	77,663	89,533	101,403	113,274	125,145
Total Revenue from % Increases	65,831,404	1,634,203	2,286,683	2,932,157	3,577,631	4,223,104	4,868,576	5,514,046	6,159,527	6,804,998
Net Change to 2% included in Budget V1		-	652,480	1,297,954	1,943,428	2,588,901	3,234,373	3,879,843	4,525,324	5,170,795

University	22/23 increase		23/24 increase		24/25 increase		Summary
	New Students	Returning Students	New Students	Returning Students	New Students	Returning Students	
CapU	2%	2%	2%	2%	2%	2%	<p>UBC has maintained a higher tuition rate increase for new students vs returning students for the past 3 years. Both rates have been higher than 2% with the exception of 22/23 for returning students.</p> <p>UVIC has increased tuition by the same rate for both new and returning students for the past 3 years. The last 2 years they have increased tuition by 7%, which is significantly higher than CapU's increase of 2%.</p> <p>SFU has raised their tuition for new and returning students by 4% for the last 2 years with the exception of 24/25 when they increased new student tuition by 6%.</p> <p>Langara has increased their tuition by a similar 2% to CapU for the past 2 years.</p>
UBC	4%	2%	5%	3%	5%	3%	
Uvic	4%	4%	7%	7%	7%	7%	
Langara	0%	0%	2%	2%	2%	2%	
SFU			4%	4%	6%	4%	
BCIT			5%	5%	6%	6%	
Average	3%	2%	5%	4%	5%	4%	

*Lack of available published data of new and returning international student rates for KPU, Douglas, Camosun or VIU



Post Secondary International Tuition Per Credit

Institutions	2024/25 International Tuition Per Credit	Calculated- Increase of 5% Capilano & 2% Rest of the Institutions
Colleges (C)		
Camosun College	\$548	\$559
Coast Mountain College	\$446	\$455
College of New Caledonia	\$583	\$595
Douglas College	\$650	\$662
Langara College	\$638	\$651
Okanagan College	\$566	\$577
Selkirk College	\$434	\$443
Vancouver Community College	\$663	\$676
Institutes (I)		
British Columbia Institute of Technology ⁴	\$583	\$595
Justice Institute of British Columbia ⁵	\$602	\$614
Nicola Valley Institute of Technology	\$363	\$370
Teaching-Intensive Universities (TIU)		
Capilano University	\$657	\$690
Emily Carr University of Art and Design	\$718	\$732
Kwantlen Polytechnic University	\$726	\$741
Royal Roads University ⁶	\$795	\$811
Thompson Rivers University	\$719	\$734
University of the Fraser Valley	\$716	\$730
Vancouver Island University	\$725	\$739
Research-Intensive Universities (RIU)		
Simon Fraser University	\$1,168	\$1,191
University of British Columbia	\$1,573	\$1,604
University of Northern British Columbia	\$892	\$910
University of Victoria	\$833	\$850

	2024/25	2% Intl. Increase	3% Intl. Increase	4% Intl. Increase	5% Intl. Increase	6% Intl. Increase	7% Intl. Increase	8% Intl. Increase	9% Intl. Increase	10% Intl. Increase
Capilano University	\$ 657	\$ 670	\$ 677	\$ 683	\$ 690	\$ 696	\$ 703	\$ 709	\$ 716	\$ 723
Conclusion:										
1) Compared to other universities Capilano University has the lowest Tuition per Credit.										
2) If we were to increase it by 10% we would be in line with average for other universities.										
3) If we were were to even increase it by 9% we would still be the lowest Tution per credit compared to other University.										

Recommendation for Fiscal Year 2025/26:

- 1) Domestic Increase- 2%
- 2) International Increase- 5%



International Per Student Tuition Fee Analysis

Per Student	Tuition and Fees Per Term									Tuition and Fees Per Year					
	FY 24-25			FY 25-26 Budget 2% Increase			FY 25-26 Budget 5% Increase			Difference between 2% & 5%	(Assuming only Fall & Spring)			Difference between 2% & 5%	
	Tuition	Other Fees*	Total	Tuition	Other Fees*	Total	Tuition	Other Fees*	Total		FY 24-25	2%	5%		
Tuition per credit	\$656.90			\$670.04			\$689.75				Credit per year				
9 Credits	\$5,912.10	\$1,039.52	\$6,951.62	\$6,030.34	\$1,039.52	\$7,069.86	\$6,207.71	\$1,039.52	\$7,247.23	\$177.36	18 Credits	\$13,616.40	\$13,852.89	\$14,207.61	\$354.73
12 Credits	\$7,882.80	\$1,039.52	\$8,922.32	\$8,040.46	\$1,039.52	\$9,079.98	\$8,276.94	\$1,039.52	\$9,316.46	\$236.48	24 Credits	\$17,557.80	\$17,873.11	\$18,346.08	\$472.97
15 Credits	\$9,853.50	\$1,039.52	\$10,893.02	\$10,050.57	\$1,039.52	\$11,090.09	\$10,346.18	\$1,039.52	\$11,385.70	\$295.61	30 Credits	\$21,499.20	\$21,893.34	\$22,484.55	\$591.21

International students have to take 9CR or more for their study permit, and only required to take two full time terms per year (Fall and Spring which is 18 Credits)

*Other Fee Detail

Term Enrollment	32.30	per term
Student Society Membership	31.80	per term
Student Union Membership	45.45	per term
Student Society Membership	46.07	per term
Building Levy	137.10	per term
Capilano Courier	24.15	per term
U-Pass BC	184.00	per term
Student Success Fee	138.26	per term
Student Services & Technology Fee	113.55	per term
CSU Health & Dental Fee	286.84	per year
	\$1,039.52	

Note: Surcharges & Consumables are not included above



International and Domestic Budget Proportions

Budget FY 25-26 V1.6	Domestic Tuition		International Tuition		Total	
	units	%	units	%	units	%
\$	21,598,981	25%	65,504,816	75%	87,103,797	100%
Headcount	10,606	54%	8,941	46%	19,547	100%
Course Registrations	35,402	53%	30,863	47%	66,264	100%

Note: the total dollars above does not include any fees (service & tech fees, student success fees & consumables) & new program costing.

Budget FY 24-25	Domestic Tuition		International Tuition		Total	
	units	%	units	%	units	%
\$	18,991,373	21%	71,108,513	79%	90,099,886	100%
Headcount	9,843	49%	10,322	51%	20,165	100%
Course Registrations	32,288	48%	35,080	52%	67,368	100%

Change FY 24-25 & FY 25-26	Domestic Tuition		International Tuition		Total	
	units	%	units	%	units	%
\$	2,607,608		(5,603,697)		(2,996,089)	
Headcount	763		(1,381)		(618)	
Course Registrations	3,113		(4,217)		(1,104)	





BOARD OF GOVERNORS REPORT

AGENDA ITEM 10.1: Review of Committees' Terms of Reference	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 26, 2024	
PRESENTER: Tally Bains, Vice President Finance and Administration	

PURPOSE

All Board Committees are responsible for reviewing their Terms of Reference at the first meeting in September to serve as an orientation guide for new Committee members and to ensure understanding of the Committee's accountabilities to the Board. This is also an opportunity for changes to be made to the terms of reference based on changes to process implemented in the prior year or to add clarity.

Each Committee reviews and endorses the changes to proceed to the Governance and Planning Committee (GPC). GPC has the responsibility for reviewing proposed changes for all standing committees prior to those changes moving forward to the Board of Governors for approval.

MOTIONS

The following motions are proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the changes to the Audit and Risk Committee's Terms of Reference.*

Motion: *THAT the Board of Governors approve the changes to the Finance Committee's Terms of Reference.*

Motion: *THAT the Board of Governors approve the changes to the Executive and Human Resources Committee's Terms of Reference.*

Motion: *THAT the Board of Governors approve the changes to the Governance and Planning Committee's Terms of Reference.*

BACKGROUND

Attachment 1 provides a summary of the proposed changes for the Terms of Reference for each Committee. The changes to the GPC Terms of Reference were endorsed at the September 10, 2024 GPC meeting while the changes to the Terms of Reference for the Audit and Risk Committee, Finance Committee and Executive and Human Resources Committee were endorsed at the November 12, 2024 GPC meeting. Copies of the redline version of each Committee's Terms of Reference are included as attachments 2 through 5.

Attachments

#	Name
1	Committee Terms of Reference: Summary of Changes
2	Audit and Risk Committee Terms of Reference (redlined)
3	Finance Committee Terms of Reference (redlined)
4	Executive and Human Resources Committee Terms of Reference (redlined)
5	Governance and Planning Committee Terms of Reference (redlined)

Committee Terms of Reference: Summary of Changes

Section	Audit and Risk Committee	Finance Committee	Governance and Planning Committee	Executive and Human Resources Committee
2. Composition and Quorum	<ul style="list-style-type: none"> Deleted reference that chair and vice-chair of committee needed to be “confirmed by the Board as a whole” as this is not a requirement in the University Act or in the Board manual. Deleted “the auditors will be advised of the names of the Committee members” as this is not a requirement of the University Act, the Board manual and the auditors have not requested this information. 		Added “annually a vice-chair of the Committee will be appointed by the Board chair”. This is consistent to ensure that all standing committees have a chair and vice-chair to allow for succession planning and for absence coverage.	
3 Duties and Responsibilities	<ul style="list-style-type: none"> Split out Terms for reference and Policies into two separate clauses (3.1 and 3.2) – done for all standing committees. For some committees – ordering of the clauses was updated to be consistent and to reflect logical sequencing (this was not applicable for Finance Committee) Terms of reference section – add clause “receives at the end of the year, a year in review report from management to confirm work set out in the committees’ duties and responsibilities was completed.” This reflects a change in process implemented two years ago and change is consistent for all committee’s TOR. Policies section – update clause for all Committee’s TOR <ul style="list-style-type: none"> from: “receives from management the annual policy priorities list on accounting and financial matters.” to: “receives at the first meeting of the year Committee’s policy list and workplan of expected activities for the year and receives at the end of the year a summary report on what was actually completed against the plan. 			
	<p>Added Cybersecurity responsibilities</p> <ol style="list-style-type: none"> receives an overview of the board’s responsibility for cybersecurity receives an update on the university’s cybersecurity program and activities and the annual roadmap and action plan. receives annually the national cybersecurity assessment report 		<ul style="list-style-type: none"> Governance – added language to provide clarity based on change in process implemented last year on the board survey report process Strategic Oversight – updated the IAPR section based on change in process implemented last year. 	<ul style="list-style-type: none"> Board Oversight – added language to provide clarity based on change in process implemented last year on the board survey report process Expediting Matters on Behalf of Board – moved to its own section and added clause on approval of audited financial statements based on change in process implemented last year.

Section	Audit and Risk Committee	Finance Committee	Governance and Planning Committee	Executive and Human Resources Committee
	<p>on the university's cybersecurity score and recommendations on work to complete to improve score</p>			
4 Accountability	<ul style="list-style-type: none"> • Moved the order sequencing of the following clause <i>“The Committee will review its Terms of Reference annually and propose any changes to the Governance and Planning Committee for review and recommendation to the full Board.”</i> • Updated following clause <ul style="list-style-type: none"> ▪ from: <i>“The Committee shall carry out its duties and responsibilities and the work assigned from time to time by the Board, shall report to the Board, and may make recommendations to the Board. All recommendations presented to the Committee for consideration shall be reported to the Board”</i> ▪ to: <i>“The Committee will carry out the work assigned in the committee terms of reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and recommendations for Board’s approval”</i> 			
5 Meetings	<ul style="list-style-type: none"> • Updated <i>“conference telephones”</i> to <i>“online platforms”</i> 			
	<ul style="list-style-type: none"> • updated auditors to attend one meeting annually to two meetings annually as that is the current practice 			
7 Committee Calendar	<ul style="list-style-type: none"> • Change from <i>“work priorities as per”</i> to <i>“duties and responsibilities of the Committee as per section 3”</i>. • Committee calendar table was updated to align with changes made to section 3 duties and responsibilities. • Timing of what committee meeting items came to was updated to reflect change in processes. 			



Audit and Risk Committee

TERMS OF REFERENCE

Approved by the Board of Governors on November 30, 2021

Revised on February 28, 2023

Commented [TB1]: To be updated for Board approval date

1. PURPOSE

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

2. COMPOSITION AND QUORUM

The Board Chair will appoint at least four members to the Committee. Only appointed members of the Board will be appointed to this Committee by the Board Chair.

All Committee members shall be independent and "financially literate"¹. At least one member shall have "accounting or related financial management expertise"². Preferably one member will hold a financial designation (Canadian CPA).

The terms of membership will be two-year renewable terms commencing in August of each year. Where possible the terms of membership will be staggered.

Annually, a chair and a vice-chair of the Committee will be appointed by the Board Chair ~~and confirmed by the Board as a whole.~~

Commented [TB2]: No requirement in the Act or Board manual that Board needs to confirm

Committee quorum will be a majority of the Committee members.³

~~The auditors will be advised of the names of the Committee members.~~

Commented [TB3]: No requirements in the Act to do this.

¹ "Financial literacy" means the ability to read and understand a balance sheet, income statement and a cash flow statement in accordance with current accepted professional accounting standards.

² Where there is a requirement for a director to have accounting or financial expertise, this means the director shall have the ability to analyze and understand a full set of financial statements, including the notes attached thereto in accordance with current accepted professional accounting standards.

³ Capilano University Board Governance Manual ("Board Manual"), section 3332(e).

3. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following duties:

3.1 Terms of Reference ~~and Policies~~

Commented [TB4]: Moved to own section

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

3.2 Policies

- a) oversee the review of Board policies on audit and risk management matters and make recommendations for approving, updating, or rescinding such policies to the Board for approval; and
- b) ~~receives annually from management the policy priority list for the year~~ receives at the first meeting of the year Committee's policy list and workplan of expected activities for the year and receives at the end of the year a summary report on what was actually completed against the plan.

3.2 External Audit

- a) review the planning and results of external audit activities and the ongoing relationship with the external auditor; including:
 - i. reviewing and recommending to the Board, engagement of the external auditor and the appropriateness and reasonableness of the proposed audit fees based on a competitive process;
 - ii. meeting annually with the external auditor to review and discuss the external audit plan;
 - iii. meeting with the external auditor to review and discuss the annual audited financial statements and the auditor's report, including the appropriateness of accounting policies and underlying estimates;
 - iv. reviewing and advising the Board with respect to the planning, conduct and reporting of the annual audit and recommending to the Board the approval of the annual audited financial statements;
 - v. assessment of the performance, independence and consideration of the annual appointment (where applicable) of the external auditors for recommendation to the Board; and
 - vi. meeting at least annually with the external auditor without management present.

3.3 Internal Audit

- a) review the planning and results of internal audit activities and the ongoing relationship with the internal auditor; including:
 - i. reviewing and approving the appointment or termination of the internal auditor, for recommendation to the Board and annually evaluating the internal auditor's performance;
 - ii. reviewing and approving the annual internal audit plan with the internal auditor and management for recommendation to the Board;
 - iii. ensuring the internal auditor's approach to risk and internal controls is appropriate and that the internal audit plan is consistent with international standards for the professional practice of internal auditing;
 - iv. ensuring that adequate resources are available for the internal auditor to implement the internal audit plan, including any restrictions imposed by management or difficulties or disagreements with management;

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- v. reviewing the findings of the internal audit reports and receiving periodic reports to ensure that recommendations are implemented; and,
- vi. meeting with the internal auditor in camera at least annually without other management present.

3.4 Risk Management

- a) provide oversight responsibilities for risk management on behalf of the Board; including:
 - i. receiving reports on all high risks, progress with Enterprise Risk Management program and risk register with updated action plans and management's risk mitigation strategies.
 - ii. Review insurance coverage of material business risks and uncertainties.

3.5 Cybersecurity

- a) [receives an overview of the board's responsibility for cybersecurity](#)
- b) [receives an update on the university's cybersecurity program and activities and the annual roadmap and action plan.](#)
- c) [receives annually the national cybersecurity assessment report on the university's cybersecurity score and recommendations on work to complete to improve score](#)

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3.5-6 Internal Controls

- a) through discussions with administration and the external auditors, obtain reasonable assurance that the University has implemented appropriate systems of internal control:
 - i. over financial reporting and that these systems are operating effectively;
 - ii. to ensure compliance with its policies and procedures and that these systems are operating effectively; and,
 - iii. to identify, monitor, mitigate and report significant financial or operational risk exposures and that these systems are operating effectively.

3.6 Other Services

- a) review independence of external auditor and engagement for other professional services.

4. ACCOUNTABILITY

The Committee is accountable to the Board.

The Committee has no power to make decisions on behalf of the Board, except as specifically directed by the Board or authorized by the Board through the Committee's Terms of Reference.⁴

[The Committee will review its Terms of Reference annually and propose any changes to the Governance and Planning Committee for review and recommendation to the full Board.⁵](#)

~~The Committee shall carry out its duties and responsibilities and the work assigned from time to time by the Board, shall report to the Board, and may make recommendations to the Board. All recommendations~~

Commented [TB5]: Moving the order of this to put TOR first

⁴ Board Manual, section ~~33~~35.

⁵ Board Manual, section 35(d); Governance and Planning Committee Terms of Reference.

presented to the Committee for consideration shall be reported to the Board.⁶ The Committee will carry out the work assigned in the committee terms of reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and recommendations for Board's approval.⁵

Commented [TB6]: Proposed revision to Board of governors manual.

~~The Committee will review its Terms of Reference annually and propose any changes to the Governance and Planning Committee for review and recommendation to the full Board.⁷~~

Commented [TB7]: Moved this to the beginning of this section

The Committee is accountable to remain informed about emerging best practices in corporate governance relevant to the work of the Committee.

5. MEETINGS

The Committee will meet at least two (2) times each year, or more frequently as deemed necessary by the Committee.

The Committee Chair, in consultation with the senior administrator(s) assigned to support the Committee or designate, schedules the meetings and develops the agenda for each Committee meeting.

The auditors will receive notice of and be invited to attend at least ~~one~~ two meetings annually. The auditors will be heard at those meetings on matters relating to the auditor's duties.

Commented [TB8]: Pre fiscal year audit meeting to present the audit planning report and post fiscal year audit to present the audit findings.

The Committee shall meet with the auditors as it deems appropriate to consider any matter that the Committee or the auditors determine should be brought to the attention of the Board.

Committee members may participate in a Committee meeting by means of online platforms of conference telephones or other communication facilities by which all participants in the meeting can understand and communicate with each other.⁸

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁹ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section ~~3032~~ (a) of the Board Governance Manual.

In accordance with section ~~3335~~ (c) of the Board Governance Manual, Committee meetings are not public and shall be attended only by members of the Committee, with any guests invited by the Committee chair, and with University administrators assigned to serve as resource persons or who are requested to attend by the Committee chair.

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

The Committee may engage independent advisors at the expense of Capilano University when it deems necessary, subject to the approval of the Board Chair.

⁶ Board Manual, section ~~3335~~ (d).

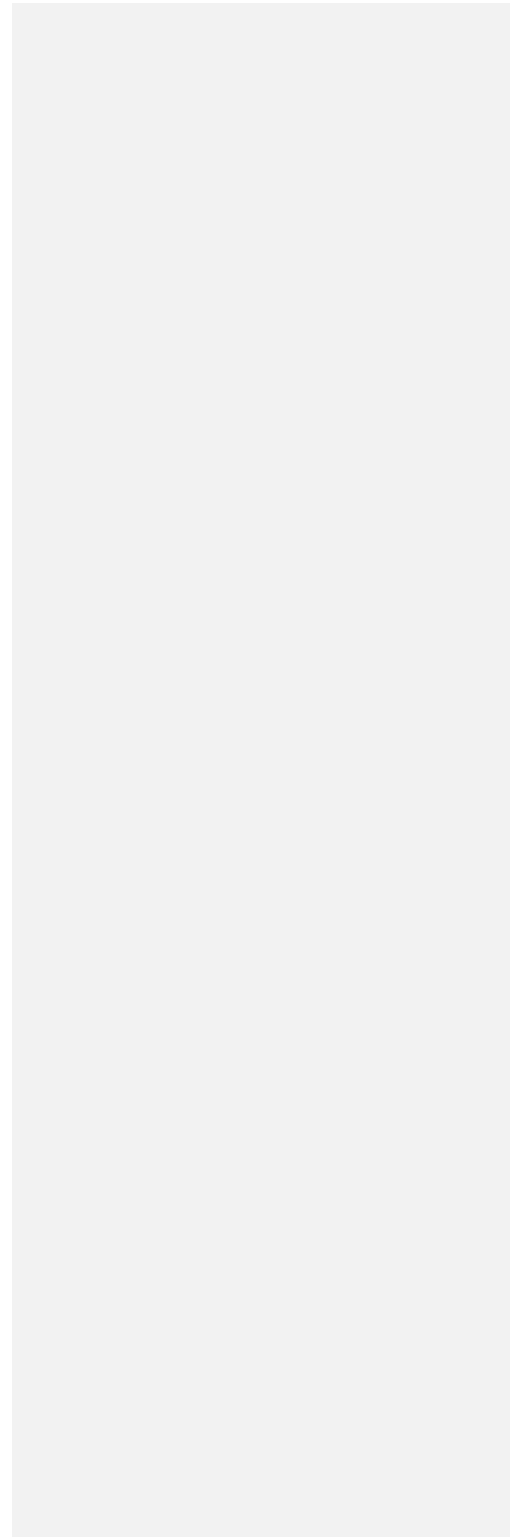
⁷ ~~Board Manual, section 3335(d); Governance and Planning Committee Terms of Reference.~~

⁸ Board Manual, section ~~3032~~ (a).

⁹ Board Manual, section ~~3032~~ (a).

COMMITTEE CALENDAR

The chart below summarizes the Committee’s meetings for the academic year and the [duties and responsibilities of the Committee as per section 3 of work-priorities-as-per](#) the terms of reference. The Committee Chair may amend the chart without Board approval if necessary to accomplish the work of the Committee.



	Activity	Information/ Approval	Meetings			
			#1 September	#2 February	#3 April (if needed)	#4 June
3.1	Terms of Reference and Policies					
a)	Review Terms of Reference and orient new committee members	Approval	X			
	Orient new Committee members	-	X			
b)	Receives year in review report to confirm work set out in the committees' duties and responsibilities was completed	Information				X
3.2	Policies					
b)a)	Review Board policies and make recommendations to Board	Approval	As required			
eb)	Receives annual policy priorities list Committees' policy list and workplan of expected activities for the year.	Information	X			X
	Receives summary report on policies work completed during the year against the workplan.	Information				X
3.2	External Audit					
a)i	Review and recommend to Board engagement of external auditor and proposed audit fees based on a competitive process	Approval	As required			
a)ii	Meet annually with external auditor to review external audit plan	Information		X		
a)iii	Review annual audited financial statements and audit findings report ² include appropriateness of accounting policies and underlying estimates and recommend Executive and HR committee approve on behalf of Board	Approval ³				X
	Review auditors audit findings report including appropriateness of accounting policies and underlying estimates	Information				X
a)iv	Review and advise Board on planning, conduct and reporting of the annual audit and recommend Board approval of audited financial statements	Approval				X
a)v	Assess performance, independence and consideration of annual appointment of external auditor	Approval				X
a)vi	Meet with external auditor without management	-Discussion				X
3.3	Internal Audit					
a)i	Review and approve appointment/termination of internal auditor and annually evaluate internal auditor performance KPMG is the current external auditor; 5-year contract	Approval	XAs required			

Commented [TB9]: Changes made to committee calendar are to align with changes made to section 3 duties and responsibilities unless otherwise noted

6

Audit and Risk Committee Terms of Reference: ~~February 2023~~September 2024

	Activity	Information/ Approval	Meetings			
			#1 September	#2 February	#3 April (if needed)	#4 June
	commencing Fiscal 2021/22 through to Fiscal 2025/26 with an option for two one-year extensions for Fiscal 2026/27 and Fiscal 2027/28.					
a)ii	Review and approve the annual internal audit plan	Approval	X			X
a)iii	Ensure internal auditor's approach to risk and internal controls is appropriate and consistent with international standards for professional practice	=	As required			
a)iv	Ensure adequate resources are available for internal auditor to implement the internal audit plan	=	As required			
a)v	Review finding of the internal audit reports and receive periodic reports to ensure recommendations are implemented	Information	As required			
a)vi	Meet with internal auditor in camera at least annually without management	-Discussion	As required			
3.4 Risk Management						
a)i	Receive reports on all high risks, progress with ERM program, and risk register with updated action plans and managements risk mitigation strategies	Information	X	X		X
a)ii	Review insurance coverage of material business risks and uncertainties	Information	As required			
3.5 Cybersecurity						
a)	receives an overview of the board's responsibility for cybersecurity			X		
b)	receives an update on the university's cybersecurity program and activities and the annual roadmap and action plan.		X	X		X
c)	receives annually the national cybersecurity assessment report on the university's cybersecurity score			X		
3.5 Internal Controls						
a)i – a)iii	Through discussions with external auditors obtain reasonable assurance that the university has implemented appropriate systems of internal controls	Information				X
3.6 Other Services						
a)	Review independence of external auditor and engagement for other professional services	Information				X



Executive and Human Resources Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on **November 28, 2023**

Commented [TB1]: To be updated for Board approval date

1. PURPOSE

The purpose of the Executive and Human Resources Committee is to provide Board oversight, to assist the Board in fulfilling its obligations relating to Capilano University's human resource issues including the President's evaluation, compensation, and employment contract; senior leadership succession planning; and human resource policies within the jurisdiction of the Board, and to oversee the Board's succession planning and nominating activities.

The Committee also acts on behalf of the Board expeditiously on necessary matters between regularly scheduled meetings of the Board.

2. COMPOSITION AND QUORUM

The Committee is composed of the Board Chair, the Board Vice-Chair and the chairs of the standing committees named in section 35.(b) of the Capilano University Board Governance Manual ("Board Manual"). The Committee will have no fewer than four members. Where there are fewer than four members available to serve the Committee, the Board Chair will appoint additional Committee members. Only appointed members of the Board will be appointed to this Committee by the Board Chair.

The Board Chair will serve as the chair of Committee.

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

Committee quorum will be a majority of the Committee members.¹

The duties of the Committee include Human Resources matters; only appointed members of the Board will attend meetings concerning matters where a conflict of interest exists for other members (e.g. labour negotiations).

¹ Board Manual, section ~~32~~35(e).

3. DUTIES AND RESPONSIBILITIES

The principal duties of the Committee are:

3.1 Term of Reference

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

3.2 Policies

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

3.3 Human Resources Strategies

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

3.4

- ~~(a) **Board Oversight** provide oversight on the Board's direction and the annual goals and priorities of the Board;~~
- ~~(b) provide oversight on the development and management of the Board's annual meeting calendar;~~
- ~~(c) supervise the conduct of Board members;~~
- ~~(d) provide advice to the Board Chair and President as needed;~~
- ~~(e) exercise all the powers and perform all the duties of the Board when urgent matters arise that cannot wait for a scheduled Board meeting and report on action taken at the next regularly scheduled meeting of the Board;~~

3.13.5 President's Evaluation, Compensation, Contract, and Senior Leadership Succession

- (a) annually conduct the evaluation of the President in accordance with their employment contract, including:
 - i. in consultation with the President, develop the President's annual performance objectives for approval by the Board;
 - ii. annually coordinate feedback from all Board members for the President, assemble a written performance appraisal to be approved by the Board at an *in camera* meeting, and meet with the President to discuss the same;
- (b) oversee matters relating to compensation and the President's employment contract, including:

- i. review and make recommendations to the Board on compensation for the President consistent with the Public Sector Employers' Council Secretariat (PSEC) Excluded and Executive Compensation Guidelines and government policy direction;
 - ii. review and make recommendations to the Board on the President's employment contract; and
- (c) ensure that the President has a sound plan for senior leadership succession planning.

~~3.2 Human Resources Policies and Strategies~~

- ~~(a) oversee the review of Board policies on human resources, compensation, and labour relations matters, in accordance with conditions prescribed by government (including the Public Sector Employers' Council) and make recommendations for developing, updating, or rescinding such policies to the Board for approval;~~
- ~~(b) receive from management the annual policy priorities list on human resources, compensation, and labour relations matters;~~
- ~~(c) receive updates on human resources strategies as required; and~~
- ~~(d) receive updates on labour relations as required.~~

Commented [TB2]: Moved into two sections Policies and HR Strategies and moved to earlier in this section for logical ordering

3.6 Board Oversight

- ~~(a)~~ provide oversight on the Board's direction and the annual goals and priorities of the Board;
- ~~(b)~~ assist in implementing actions to improve the effectiveness of the Board and develop the annual goals/priorities of the Board by:
 - i. reviewing annual attendance record, board annual self-assessment survey report, recommendations received from the Governance and Planning Committee and
 - ii. make recommendations for discussion with the Board of Governors at the closed meeting
- ~~(c)~~ provide oversight on the development and management of the Board's annual meeting calendar;
- ~~(d)~~ supervise the conduct of Board members;
- ~~(e)~~ provide advice to the Board Chair and President as needed;
- ~~(f)(a) exercise all the powers and perform all the duties of the Board when urgent matters arise that cannot wait for a scheduled Board meeting and report on action taken at the next regularly scheduled meeting of the Board.~~

Commented [TB3]: Moved to new section, expediting matters for Board

Commented [TB4]: Moved to new section Expediting Matters for Board

3.3.7 Board Succession and Nominations

- ~~(a) Maintain, annually and review the Board's skills and competency matrix, and recommend to the Board any necessary changes to a matrix of the Board's requirements for skills and competencies among current and future Board members; identify the skills and characteristics required of future Board members to meet the University's strategic needs and ensure the Board benefits from both continuity of experience and orderly turnover of its appointed members;~~
- ~~(b)~~ develop an annual succession plan to prepare Board members to take on the Chair, Vice Chair and committee Chair roles and ensure there are nominations for the annual election of Chair and Vice-Chair;
- ~~(b) with reference to the Board's skills and competency matrix, identify the skills and~~

Commented [LC5]: Please note that I've reworded and somewhat reordered these. Hopefully it makes more sense this way.

Commented [TB6]: This was repeated below - combined to create one statement

~~characteristics required of future Board members to meet the University's strategic needs and ensure the Board benefits from both continuity of experience and orderly turnover of its appointed members; and~~

Commented [TB7]: Combined with 3.7(a) above

(c) discuss succession of chair for each committee and make recommendations to Board about Board composition and/or identify candidates for appointment.

~~(d)~~

3.8 Expediting Matters on Behalf of the Board

- (a) exercise all the powers and perform all the duties of the Board when urgent matters arise that cannot wait for a scheduled Board meeting and report on action taken at the next regularly scheduled meeting of the Board;
- (b) based on review and recommendation from the Audit and Risk Committee, approving the audited financial statements on behalf of the Board to expedite submitting to the Ministry and sharing the audited financial statements with the Board at the next regularly scheduled Board meeting.

4. ACCOUNTABILITY

The Committee is accountable to the Board.

The Committee has no power to make decisions on behalf of the Board, except as specifically directed by the Board or authorized by the Board through these Terms of Reference or otherwise.²

The Committee will review its Terms of Reference annually and propose any changes to the Governance and Planning Committee for review and recommendation to the full Board.⁴

~~The Committee shall carry out its duties and responsibilities and the work assigned from time to time by the Board, shall report to the Board, and may make recommendations to the Board. All recommendations presented to the Committee for consideration shall be reported to the Board.³The Committee will carry out the work assigned in the committee terms of reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and recommendations for Board's approval³.~~

Commented [TB8]: Proposed revision to Board of governors manual.

When the Committee acts on behalf of the Board on urgent matters that cannot wait for a scheduled meeting of the Board, the Committee is required to report on action taken at the next regularly scheduled meeting of the Board.

~~The Committee will review its Terms of Reference annually and propose any changes to the Governance and Planning Committee for review and recommendation to the full Board.⁴~~

Commented [TB9]: Moved the placement of this clause

The Committee is accountable to remain informed about emerging best practices in corporate governance relevant to the work of the Committee.

² [Board Governance Manual, 35 \(a\) \(e\)](#)~~Board Manual, section 35(e)~~

³ Board [Governance](#) Manual, section 35(d).

5. MEETINGS

The Committee will meet at least ~~twice each year~~ two (2) times each year, and as necessary between regularly scheduled meetings of the Board, as determined by the Board Chair.

The Committee Chair, in consultation with the senior administrator(s) assigned to support the Committee or designate, schedules meetings and develops the agenda for each Committee meeting.

Committee members may participate in a committee meeting by means of ~~conference-telephones~~ online platforms or other communication facilities by which all participants in the meeting can understand and communicate with each other.⁵

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁶ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section 320(a) of the Board Governance Manual.

In accordance with section 35(c) of the Board Governance Manual, Committee meetings are not public and shall be attended only by members of the Committee, with any guests invited by the Committee chair, and with University administrators assigned to serve as resource persons or who are requested to attend by the Committee chair.

The Committee shall maintain ~~minutes~~ the minutes of its meetings.

6. EXTERNAL ADVISORS

The Committee may engage independent advisors at the expense of Capilano University when it deems necessary, subject to the approval of the Board Chair.

7. COMMITTEE CALENDAR

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

⁴ ~~Governance and Planning Committee Terms of Reference~~ Board Governance Manual 35 (d)

⁵ Board Governance Manual, section 32(a)-

⁶ Board Governance Manual, section 32(a)-

	Activity	Information/ Approval	Meetings				
			#1 September	#2 November	#3 February	#4 April	#5 June
3.1	Board Oversight						
a)	Review Terms of Reference <u>and orient new committee members</u>	Approval	X				
	Orient new Committee members	-	X				
b)	<u>receives year in review report to confirm work set out in the committee's duties and responsibilities was completed</u>	Information					X
3.2	Policies						
a)	<u>Review policies on human resources, compensation and labour relations matters</u>	Information					As required
b)	<u>Receives Committees' policy list and workplan of expected activities for the year.</u>	Information	X				
	<u>Receives summary report on policies work completed during the year against the workplan.</u>						X
3.3	Human Resources Strategies						
a)	<u>Receive updates on the PeoplePlan, equity, diversity and inclusion audits and other human resources strategy as required</u>	Information					As required
b)	<u>Receive labor relations updates</u>	Information					As required
3.24	President's Evaluation, Compensation, Contract & Senior Leadership Succession						
a) i.	Develop President's annual performance objectives	Approval (In-Camera Board)				X Draft	X Final
a) ii.	President's Performance Appraisal – Mid-Year review	Discussion (In-Camera Board)		X			
	<u>Prepare President's Performance Appraisal</u> – End of year review	Approval (In-Camera Board)				X	
b)	President's compensation	Approval (In-Camera Board)				X	
	President's employment contract	Approval (In-Camera Board)					As required
c)	Senior leadership succession planning	Information (used In-Camera Board)					As required
3.5	Board Oversight						
a)	<u>Provide oversight on the Board's direction and the annual goals and priorities of the Board.</u>	Information/ Discussion	X				And as required
b) i)	<u>review annual attendance record, board annual self-assessment survey report, recommendations received from the Governance and Planning Committee</u>	Information					X
b) ii)	<u>make recommendations for discussion with the Board of Governors at the closed meeting</u>	Approval					X
c)	<u>development of Board's annual meeting calendar</u>	Information	X				

Commented [TB10]: Changes made to the committee calendar are to align with changes made to section 3 duties and responsibilities unless otherwise noted

d)	<u>Supervise conduct of Board members</u>						<u>As required</u>
e)	<u>Provide advice to Board Chair and President</u>						<u>As required</u>
3.4 Board Succession and Nominations							
a)	<u>Maintain, review and update skills and competencies matrix (a) Maintain, annually review the Board's skills and competency matrix,</u>		X	*			
	<u>Identify skills and characteristics required of future Board member</u>						<u>As required</u>
b)	Nominations for election of Chair and Vice-Chair				X		
e)	<u>Identify skills and characteristics required of future Board members</u>			*			
d)	Discuss succession of chair for each committee and make recommendations to Board about Board composition and/or identify candidates for appointment						<u>*As required</u>
3.5 Expediting Matters on Behalf of Board							
a)	<u>Address urgent matters</u>	<u>Approve</u>					<u>As required</u>
b)	<u>Approve audited financial statements based on review and recommendation from the Audit and Risk Committee; share with the Board at the next regularly scheduled Board meeting.</u>	<u>Approve</u>					X



Finance Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on June 25, 2024

Commented [TB1]: Date will be updated for the date of board approval

1. PURPOSE

The purpose of the Finance Committee is to assist the Board in fulfilling its oversight responsibilities over the financial affairs and property of the University, to ensure the establishment of sound financial practices that lead to the long-term financial sustainability of the University, and to fulfil obligations and oversight related to the integrity of the University's financial reporting. The Finance Committee considers matters relating to the financial affairs of the University other than those matters that are within the mandate of the Audit and Risk Committee.

The Finance Committee also provides oversight, advice and recommendations on investment matters to:

- (a) The Board of Governors of Capilano University ("Board of Governors") on the University investment portfolio, and
- (b) The Board of Directors of the Capilano University Foundation ("Foundation Board") on the Foundation investment portfolio.

2. COMPOSITION AND QUORUM

The Board Chair will appoint at least four members to the Committee (one of whom is a student). Where there is no student available to serve the Committee, the Board of Governors Chair will appoint an additional Committee member.

A Director of the Capilano University Foundation appointed by the Foundation Board will join the investment sections of the meeting as a guest with no voting privileges. All Committee members shall be "financially literate"¹. At least one member shall have "accounting or related financial management expertise"². Preferably one member will hold a financial designation (Canadian CPA).

The terms of membership will be two-year renewable terms commencing in August of each year. Where possible the terms of membership will be staggered.

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

Committee quorum will be a majority of the Committee members.³

¹ "Financial literacy" means the ability to read and understand a balance sheet, income statement and a cash flow statement in accordance with current accepted professional accounting standards.

² Where there is a requirement for a director to have accounting or financial expertise, this means the director shall have the ability to analyze and understand a full set of financial statements, including the notes attached thereto in accordance with current accepted professional accounting standards.

³ Capilano University Board Governance Manual ("Board Manual"), section 35(e).

3. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Committee will perform the following duties:

3.1 Terms of Reference and Policies

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

Commented [TB2]: Numbering convention changed to be consistent with other committee TOR i.e each section header is 3.X instead of alpha

3.2 Policies

- (a) oversee the review of Board policies on accounting and financial matters and make recommendations for developing, updating, or rescinding such policies to the Board for approval;
- (b) annually review and recommend to the Board of Governors and the Foundation Board of Directors changes to their respective investment policies (B.201 Capilano University Investment Policy and B.216 Capilano University Foundation Investment policy) which includes a review of performance benchmarks; and
- ~~(a)(c) receives from management the annual policy priorities list on accounting and financial matters, receives at the first meeting of the year Committee's policy list and workplan of expected activities for the year and receives at the end of the year a summary report on what was actually completed against the plan.~~

3.3 Financial Statements and Other Financial Reporting

- (a) review and recommend for approval to the Board, financial information that will be forwarded to the Government or made publicly available including:
 - i. actual to budget reports and quarterly forecast reports submitted to Ministry;
 - ii. final fiscal year actual to budget financial results;
 - iii. five-year capital plan;
 - iv. student enrollment FTE reports;
 - v. executive compensation and disclosure; and
 - vi. statement of financial information
- (b) ensure that the Board receives timely, meaningful reports that keep it properly informed of the University's financial situation and that provide the information needed for decision-making.

3.4 Financial Planning and Budget Development

- (a) review the budget development process including appropriateness and validity of material assumptions and estimates used to establish operating and capital budgets;
- (b) review and recommend the annual operating and capital budgets to the Board for approval; and
- (c) review the setting, determining and collecting of fees as per the *University Act*.

3.5 University Property and Capital Planning

- (a) review and make recommendations to the Board on matters relating to the acquisition, disposition,

development, and management of the real property of the University.

- (b) Receive and review quarterly updates on capital projects.

3.6 Investment Matters

- (a) Receive semi-annual reports and presentations from the investment consultant on the performance of the investment portfolio's relative to the performance benchmarks and ensure compliance with the investment policies for the University and the Foundation.
- (b) Participate in the selection of the University's investment manager(s) and conduct an in-depth review as required if performance results are unacceptable or if there is a material change to the investment manager, and identify options for consideration;
- (c) Perform asset mix study every four years;
- (d) Review university portfolio's capital requirements and new contributions;
- (e) Annually recommend a disbursement rate from the Foundation investment portfolio to the Foundation Board for approval and provide to Board of Governors for information, and
- (f) Provide for information Foundation portfolio disbursements, new contributions and stabilization fund.

4. ACCOUNTABILITY

The Committee is accountable to the Board.

The Committee has no power to make decisions on behalf of the Board, except as specifically directed by the Board or authorized by the Board through the Committee's Terms of Reference.⁴

The Committee will review its Terms of Reference annually and propose any changes to the Governance and Planning Committee for review and recommendation to the full Board.⁶

~~The Committee shall carry out its duties and responsibilities and the work assigned from time to time by the Board, shall report to the Board, and may make recommendations to the Board. All recommendations presented to the Committee for consideration shall be reported to the Board.⁵The Committee will carry out the work assigned in the committee terms of reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and recommendations for Board's approval³~~

~~The Committee will review its Terms of Reference annually and propose any changes to the Governance and Planning Committee for review and recommendation to the full Board.⁶~~

The Committee is accountable to remain informed about emerging best practices in corporate governance relevant to the work of the Committee.

Commented [TB3]: Proposed revision to the Board of governors manual

Commented [TB4]: Moved to beginning of this section

5. MEETINGS

The Committee will meet at least four times each year, or more frequently as deemed necessary by the Committee.

The Committee Chair, in consultation with the senior administrator(s) assigned to support the Committee or designate, schedules the meetings and develops the agenda for each Committee meeting.

Committee members may participate in a Committee meeting by means of [conference telephonesonline platforms](#) or other communication facilities by which all participants in the meeting can understand and communicate with each other.⁷

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁸ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section 329(a) of the Board [Governance](#) Manual.

In accordance with section 353(c) of the Board [Governance](#) Manual, Committee meetings are not public and shall be attended only by members of the Committee, with any guests invited by the Committee chair, and with University administrators assigned to serve as resource persons or who are requested to attend by the Committee chair.

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

The Committee may engage independent advisors at the expense of Capilano University when it deems necessary, subject to the approval of the Board Chair.

⁴ Board Manual, section ~~333~~35.

⁵ Board Manual, section ~~353~~(d).

⁶ Board Manual, section ~~353~~(d); Governance and Planning Committee Terms of Reference.

⁷ Board Manual, section ~~320~~(a).

⁸ Board Manual, section ~~320~~(a).

7. COMMITTEE CALENDAR

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

Activity	Information/ Approval	Meetings					
		#1 September	#2 November	#3 December	#4 February	#5 April (if needed)	#6 June
3.1 Terms of Reference and Policies							
a) Review Terms of Reference <u>and orient new committee members</u>	Approval	X					
<u>Orient new Committee members</u>		X					
b) <u>Receives year in review report to confirm work set out in the committees' duties and responsibilities was completed</u>	Information						X
3.2 Policies							
b)a) Review Board policies and make recommendations to Board	Approval	As required					
b)b) Review and recommend changes to the University's and Foundation investment policies which includes a review of performance benchmarks	Approval						X
c) <u>Receives and review annual policy priorities list, Committees' policy list and workplan of expected activities for the year, and annual year in review policy report</u>	Information	X					
<u>Receives summary report on policies work completed during the year against the workplan.</u>	Information						X
3.23 Financial Statements and Reporting							
a)i) Review actual to budget reports and quarterly forecasts submitted to Ministry	Information	Q1 Forecast Prel Q2	Q2 Forecast	Q3 Forecast	Jan Forecast		Year-end final
a)ii) <i>*Chair of Finance Committee signs forecast report confirmation page</i>							
a)iii) Review 5-year capital plan <u>submission to the Ministry</u> and make recommendation to Board to approve	Approval	X					X
a)iv) Review student enrollment FTE reports submitted to Ministry	Information		Interim FTE				Final FTE
a)v) Review Executive Compensation Report	Approval						X
a)vi) Review Statement of Financial Information	Approval	X					
b) Ensure Board receives timely meaningful reports to keep informed of university's financial situation		Reports are shared as part of consent agenda; reports that require board approval are shared under separate cover					
3.24 Financial Planning							
a) Review the process of developing the operating and capital budget and appropriateness and validity of material assumptions	Information	X	X	X			

Commented [TB5]: Changes made to committee calendar are to align with changes made to section 3 duties and responsibilities unless other noted

Commented [TB6]: Process was changed last year to present to Committee and Board in June instead of July as submission is due in July to Ministry

	Activity	Information/ Approval	Meetings					
			#1 September	#2 November	#3 December	#4 February	#5 April (if needed)	#6 June
b)	Review and recommend to the Board to approve the operating and capital budget	Approval				X		
c)	Review the setting, determining and collecting of fees as per the University Act	Approval	As required; annual fee increase to be approved with budget					
3.35 University Property and Capital Planning								
a)	Review and make recommendations to the Board relating to the acquisition, disposition, development, and management of the real property of the University	Approval	As required					
b)	Receive and quarterly updates on capital projects (real estate dashboard)	Information- (closed Board)	X		X	X	X	X
3.4- 6 Investment Matters								
a)	Receive semi-annual reports and presentations from the investment consultant on the performance of the investment portfolio's relative to the performance benchmarks and ensure compliance with the investment policies for the University and the Foundation	Information	X Jan to June (Q1& Q2)			X July to Dec (Q3 & Q4)		
b)	Participate in the selection of the investment manager(s)	Approval	As required					
	In depth review of investment manager(s) as required	Information	As required					
c)	Perform asset mix study every four years-	Approval	As required every four years or as required					
d)	Review University portfolio capital requirements and new contributions	Information	As required					
e)	Recommend to the Foundation Board of - Directors a Distribution Rate from the Foundation portfolio and provide to Board of Governors for information	Approval				X		
f)	Provide-Receive for information Foundation portfolio disbursements, new contributions, and stabilization fund (Endowment Fund Summary)	Information						X



Governance and Planning Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on February 28, 2023

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1. PURPOSE

The purpose of the Committee is to oversee the Board’s governance activities and policy responsibilities, including:

- (a) ensuring the Board has an effective governance framework and the Board is effective in carrying out its responsibilities;
- (b) developing and recommending Capilano University’s approach to good governance;
- (c) overseeing the review of matters relating to Board-specific policies, in accordance with section 4 below;
- (d) assisting the Board in fulfilling its strategic oversight responsibilities by providing advice as needed on strategic planning for the University; and
- (e) leading processes to support and evaluate the effectiveness of the Board, committees, the Board Chair and individual Board members.

2. COMPOSITION AND QUORUM

The Board Chair will appoint at least four members to the Committee ~~and the chair of the Committee.~~¹

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

Committee quorum will be a majority of the Committee members.²

3. DUTIES AND RESPONSIBILITIES

~~Subject to the powers and duties of the Board, the Committee will perform the following duties. The principal duties of the Committee are:~~

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3.1. Governance Terms of Reference

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(a) annually review the Committee’s Terms of Reference and orients new Committee members;

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(b) reviews changes to all standing committees’ terms of reference and makes recommendation for Board approval

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Governance and Planning Committee Terms of Reference Revised: ~~February 2023~~ September 2024

(c) receives at the end of the year, a year in review report from management to confirm work set out in the committees' duties and responsibilities was completed.

(a)

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¹ Bylaws Policy B-306 Board Governance Manual, article 11.4.35 (e).

² Board Governance Manual Bylaws Policy B-306, article 11.4.32 (e)

3.2. Policy

- (a) oversee the review of Board policies and make recommendations for developing, updating, or rescinding board policies to the Board for approval, in accordance with section 4 below;
- (b) receive at the first meeting of the year Committee's policy list (in accordance with section 4 below) and workplan for the year and receives at the end of the year a summary report on what was actually completed against the plan.
- (c) seek and receive the advice of Senate on Board educational policies pursuant to section 35.2(6) of the University Act. The Committee will inform the Board of Senate's advice;
- (d) liaise with Senate as necessary
- (e) receive an annual report on B.401 Sexual Violence Policy as per section 15.2 of the policy.

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3.3. Governance

- (b)a) annually review the Board's governance framework, including:
 - i. reviewing the Board Governance Manual for effectiveness, relevance and clarity;
 - ii. reviewing the roles and responsibilities of the Board, the Chair, and other Board members;
 - iii. reviewing the relevance of individual committees and committee terms of reference;
 - iv. taking into account changes to the University Act and other governing legislation, policy and/or strategic direction that affect the duties and responsibilities of the Board;
 - v. taking into account developments and emerging best practices in corporate governance and ensuring compliance by the University with all applicable regulatory requirements relating to corporate governance;
- (c)(b) assist and support the Board's annual self-assessment survey annual review processes process for evaluating the effectiveness of the Board, committees, Chair and individual Board members, including the Board's annual self-assessment survey, and make recommendations to the Board to improve its effectiveness;
 - i. review and finalize questions in the Board's self-assessment survey. Questions are shared with the Board as part of the consent agenda for closed board meeting;
 - ii. review annual attendance record and self-assessment survey report and make recommendations including changes to board orientation and survey for the following year for the Executive and Human Resources Committee's consideration.
- (d)(c) provide oversight for the Board's Codes of Conduct and Ethics;
- (e)(d) ensure appropriate Board member orientation, and ongoing professional development taking into account the Board's Skills and Competencies Matrix and the Board's annual self-evaluation.

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3.2. Policy

- ~~(a) oversee the review of Board policies and make recommendations for developing, updating, or rescinding board policies to the Board for approval, in accordance with section 4 below;~~
- ~~(b) receive from management the annual policy priorities list, in accordance with section 4 below;~~
- ~~(c) seek and receive the advice of Senate on Board educational policies pursuant to section 35.2(6) of the University Act. The Committee will inform the Board of Senate's advice;~~
- ~~(d) liaise with Senate as necessary~~
- ~~(e) receive an annual report on B.401 Sexual Violence Policy as per sections 15.2 and 15.4 of the policy.~~

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3.3. Strategic Oversight

- (a) Review and provide advice as needed on strategic planning for the University;

- (b) Review and recommend to the Board approval of the strategic plan;
- (c) Review and recommend to the Board approval of the academic plan;
- (d) Review strategic initiatives and the integrated plans and key performance indicators;
- (e) Monitor, on a regular basis, performance against strategic plans, with a focus on key risk and strategies; and
- (f) Annually review and recommend to the Board approval of the draft Institutional Accountability Plan and Report (IAPR);
 - i. review draft IAPR and provide feedback to Institutional Research
 - ~~(j)~~ii. review final IAPR and recommend to the Board for approval

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4. POLICY REVIEW BY BOARD COMMITTEES

The duties and responsibilities of the Executive and Human Resources Committee, Finance Committee, and Audit and Risk Committee ~~and Investment Management Committee~~ include policy review on certain matters as set out in the terms of reference for those committees. Each of the committees is responsible for making recommendations for developing, updating, or rescinding board policies on those matters to the Board for approval.

The Governance and Planning Committee is responsible for reviewing board policy and making recommendations for developing, updating, or rescinding board policies to the Board for approval on matters not covered in the terms of reference for the other Board committees.

5. ACCOUNTABILITY

The Committee is accountable to the Board.

The Committee has no power to make decisions on behalf of the Board, except as specifically directed by the Board or authorized by the Board through the Committee's Terms of Reference or otherwise.³

The Committee will review its Terms of Reference annually and recommend any changes to the Board for approval.⁵

The Committee will review proposed changes to all standing committees Terms of Reference and recommend to Board for approval.

~~The Committee shall carry out its duties and responsibilities and the work assigned from time to time by the Board, shall report to the Board, and may make recommendations to the Board. All recommendations presented to the Committee for consideration shall be reported to the Board.~~⁴The Committee will carry out the work assigned in the committee terms of reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and recommendations for Board's approval.⁵

~~The Committee will review its Terms of Reference annually and recommend any changes to the Board for approval.~~⁵

The Committee is accountable to remain informed about emerging best practices in corporate governance relevant to the work of the Committee.⁶

6. MEETINGS

The Committee will meet at least once each year, or more frequently as deemed necessary by the Committee.

The Committee Chair, in consultation with the senior administrator(s) assigned to support the Committee or designate, schedules the meetings and develops the agenda for each Committee meeting.

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- ³ Board ~~Charter (Policy B.308)~~Governance Manual, ~~article 2.5.35~~ (a) (e)
 - ⁴ Board Governance Manual, 35 (d)~~Board Bylaws (Policy B.306), article 10.4.~~
 - ⁵ Board ~~Bylaws (Policy B.306)~~Governance Manual, ~~article 10.4.35~~ (d)
 - ⁶ Board ~~Charter (Policy B.308)~~Governance Manual, ~~article 2.5.18~~ (a)

Committee members may participate in a Committee meeting by means of [online platforms](#), ~~conference telephones~~ or other communication facilities by which all participants in the meeting can understand and communicate with each other.⁷

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in- person meetings will apply.⁸ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in ~~article 9.1(e) section 32 (a)~~ of the Board ~~Bylaws (Policy B-306)~~[Governance Manual](#).

In accordance with ~~article 10.335 (c)~~ of the Board ~~Bylaws (Policy B-306)~~[Governance Manual](#), Committee meetings are not public and shall be attended by Board members only, with any guests invited by the Committee chair, and with University administrators assigned to serve as resource persons or who are requested to attend by the Chair.

The Committee shall maintain minutes of its meetings.

7. EXTERNAL ADVISORS

The Committee may engage independent advisors at the expense of the University when it deems necessary, subject to the approval of the Board Chair.

8. COMMITTEE CALENDAR

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

⁷ Board ~~Bylaws (Policy B-306)~~[Governance Manual](#), ~~article 9.1(e).32 a~~

⁸ Board Governance Manual, 32 a Board Bylaws (Policy B.306), article 9.1(e).

Governance and Planning Committee Terms of Reference Revised: February 2023 September 2024

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	Activity	Information /Approval	Meetings				
			#1 September	#2 November	#3 February	#4 April	#5 June
3.1	<u>Governance</u> <u>Terms of Reference</u>						
a)	Review <u>Governance and Planning Committee's Terms of Reference and orient new committee members</u>	Approval	X				
	<u>Orient new Committee members</u>	-	X				
b)	<u>reviews-Reviews changes to all standing committees' terms of reference and makes recommendation for Board approval</u>		X				
c)	<u>Receives year in review report to confirm work set out in the committee's duties and responsibilities was completed</u>						X
3.2	Policies						
a)	Review Board policies and make recommendations to Board	Approval	As required				
b)	Receive <u>annual policy-priorities</u> <u>Committees' policy list and workplan of expected activities for the year.</u>	Information	X				
	<u>Receives summary report on policies work completed during the year against the workplan.</u>	Information					X
c)	Seek and receive advice of Senate on Board educational policies and inform Board of Senate's advice	Information	As required				
d)	Liaise with Senate		As required				
e)	Receive annual report on B.401 Sexual Violence Policy as per sections 15.2 and 15.4 of the policy						X
3.3	<u>Governance</u>						
b a)	Review Governance Framework and <u>Board Manual</u>	Approval	X	<u>As required</u>			
c b)	<u>Review effectiveness of Board, Committees, Chair and individual Board members (Annual Board Self-Assessment Survey) and make recommendations to the Board to improve its effectiveness</u>						X

Commented [TB8]: Changes made to committee calendar are to align with changes made to section 3 duties and responsibilities unless otherwise noted

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	Board's Self Assessment Survey:						
b i)	review and finalize questions in the Board's self-assessment survey. Questions are shared with the Board as part of the consent agenda for closed board meeting	Approval				X	
b ii)	review annual attendance record	Information					X
	review self-assessment survey report	Information					X
	make recommendations including changes to board orientation and survey for the following year for the Executive and Human Resources Committee's consideration	Approval					X
d)	Provide oversight for Board's Code of Conduct and Ethics	=					As required
e)	Board member orientation	=	X				
	Professional development for Board members	=					As required
3.2 Policy							
a)	Review Board policies and make recommendations to Board	Approval					As required
b)	Receive annual policy priorities	Information	X				
c)	Seek and receive advice of Senate on Board educational policies and inform Board of Senate's advice	Information					As required
d)	Liaise with Senate						As required
e)	Receive annual report on B.401 Sexual Violence Policy as per sections 15.2 and 15.4 of the policy						X
3.3 Strategic Oversight							
a)	Review and provide advice as needed on strategic planning for the University	=					As required
b)	Review and recommend to the Board approval of the strategic plan	Approval					As required
c)	Review and recommend to the Board approval of the academic plan	Approval					As required
d)	Review strategic initiatives and the integrated plans and key performance indicators	Information	X	X	X		
e)	Monitor, on a regular basis, performance against strategic plans with a focus on key risk and strategies	Information					X
f)	Annually review and recommend to the Board approval of the Institutional Accountability Plan and Report (IAPR)	Approval					X
f i)	review draft IAPR and provide feedback	Information					X

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	to Institutional Research						
f ii)	review final IAPR and recommend to the Board for approval.	Approval	<input checked="" type="checkbox"/>				