



AGENDA OPEN MEETING OF THE BOARD

Tuesday, November 25, 2025

4:45 pm to 6:45 pm

Main Campus, Room BR126

Board Members

RJ Wallia (Chair), Yuri Fulmer (Chancellor), Laureen Styles (Interim President),
Amina El mantari (Vice-Chair), Shelley Frost (Vice-Chair),
Brittany John, David Ayriss, Janet Cox, Louisa Lun, Owen McLachlan,
Pegah Yaghmaie, Prabal Gupta, Sam Tecle, Troy Abromaitis

Capilano University is named after Chief Joe Capilano (1854–1910), an important leader of the Skwxwú7mesh (Squamish) Nation of the Coast Salish Peoples. We respectfully acknowledge that our campuses are located on the unceded territories of the səliłwətał (Tsleil-Waututh), shíshálh (Sechelt), Skwxwú7mesh (Squamish), and xʷməθkʷəy̓əm (Musqueam) Nations.

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
1. Land Acknowledgement and Approval of Agenda – RJ Wallia, Chair <i>Motion: THAT the Board approve the agenda as presented</i>	Approval	-	5 min	Page 1
2. Consent Agenda – RJ Wallia, Chair <i>(Disclaimer: The Consent Agenda includes Committee reports since the previous Board meeting, items recommended for approval, and correspondence. A Board member that approves of the Consent Agenda agrees to the information and its accuracy, without significant amendments or the need to separate a sub-schedule from the Consent Agenda for amendment and approval.)</i> <i>Motion: THAT the Board of Governors approve the following items on the Consent Agenda:</i> 2.1. Items For Approval: <ul style="list-style-type: none"> 2.1.1. Minutes from the October 1, 2025 Board Meeting 2.1.2. Governance and Planning Committee Recommends: Changes to Terms of Reference of All Committees 2.1.3. Governance and Planning Committee Recommends: Revisions to the Board Governance Manual 	Approval		3 min	
2.2. Items for Information <ul style="list-style-type: none"> 2.2.1. Committee Reports <i>(These reports summarize the activities of the Committee's last meeting and are for information.)</i> <ul style="list-style-type: none"> 2.2.1.1. Executive and Human Resources Committee 2.2.1.2. Finance Committee 2.2.1.3. Governance and Planning Committee 				
2.3. Correspondence		-		-
3. Place Holder: <i>Item from the Consent Agenda</i>	Discussion	Verbal	5 min	-

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
	[or Approval]			
4. Board Chair's Report – RJ Wallia, Chair	Information	Verbal	10 min	-
5. Senate Report – Alan Jenks, Senate Vice Chair and Amina El mantari, Senate Liaison	Information	Verbal	10 min	-
6. President's Report – Dr. Laureen Styles, Interim President & Vice-Chancellor	Information	6	10 min	Page 97
7. Academics – Dr. Tracy Penny Light, Interim VP Academic & Provost 7.1. Illuminating 2030 Update	Information	7.1	20 min	Page 135
8. CSU Tuition Impact Survey Presentation - Chris Girodat, Executive Director, Capilano Students Union	Information	8	30 min	Page 139
9. Financial Update - Tally Bains, VP Finance and Administration	Information	Verbal	15 min	-
10. Meeting Close	-	-	-	-

Upcoming Board of Governors Open Meetings:

February 24, 2026
April 28, 2026
June 23, 2026



MINUTES
BOARD OF GOVERNORS MEETING
Wednesday, October 1, 2025
4:45 – 6:45 pm
Main Campus, LB321

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

Resource: Tally Bains, VP Finance & Administration
 Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness
 Kari Wharton, VP University Relations
 Tracy Penny Light, Interim VP Academic & Provost
 Alan Jenks, Senate Committee Vice Chair
 Angela Ruggles, EA to VP Finance and Administration
 Marianne Johnstone, EA Board Secretariat (minutes)

Regrets: Yuri Fulmer, Chancellor
 Brittany John, Appointed Member
 Prabal Gupta, Elected Student Member
 Sam Tecle, Elected Faculty Member
 Troy Abromaitis, Appointed Member

Guest: Chris Girodat, Executive Director, CSU

The meeting started at 4:46 pm.

1. Welcome, Introductions and Land Acknowledgement

RJ Wallia, Chair of the Board of Governors, opened the meeting by noting that Capilano University is named after Chief Joe Capilano (1854-1910), an important leader of the Skwxwú7mesh (Squamish) Nation of the Coast Salish Peoples. On behalf of the Board, he respectfully acknowledged that our campuses are located on the unceded territories of the Səlíl̓wətaʔ/Selilwitulh (Tsleil-Waututh), shíshálh (Sechelt), Skwxwú7mesh (Squamish), and xʷməθkʷəy̓əm (Musqueam) Nations.

2. Approval of Agenda

It was moved by Owen McLachlan, seconded by Shelley Frost and resolved:

THAT the agenda be approved as presented.

3. Declaration of Vacancy

Katrina Paddon resigned leaving a vacancy to be filled by the Ministry.

4. Approved Minutes

RJ noted that the minutes of the Board of Governors meeting held June 24, 2025 are included in the agenda package for information as they were approved by email after the meeting.

5. Consent Agenda

It was moved by Owen McLachlan, seconded by David Ayriss and resolved unanimously:

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

1. *For information: Section 5.1 Board Committee Reports*
2. *For approval: Section 5.2.1 The 2024-25 Institutional Accountability Plan and Report for submission to the Ministry*

5.1. Board Committee Reports

- 5.1.1. Audit and Risk Committee
- 5.1.2. Executive and Human Resources Committee
- 5.1.3. Finance Committee
- 5.1.4. Governance and Planning Committee

5.2. Items from Committees Recommended for Approval

- 5.2.1. Governance and Planning Committee: 2024-25 Institutional Accountability Plan and Report (IAPR)

5.3. Correspondence

6. Placeholder from the Consent Agenda

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

7. Board Chair's Report

RJ provided a report on activity over the summer.

8. Senate Report

Alan Jenks, Senate Committee Vice Chair provided an update on activity of the senate and committee meetings held in September.

9. President's Report

Dr. Laureen Styles, Interim President, provided an update on activity that has happened over the last two months. Laureen highlighted the noon-hour events that took place in honour of the National Day for Truth & Reconciliation. Laureen has been meeting with MLAs, MPs and mayors and focusing on the strengths of CapU and our current state.

10. Academics

10.1. Deferral of reapproval Timeline for Squamish Certificate Programs

Tracy Penny Light, Interim VP Academic and Provost explained that the new Squamish Certificate Programs did not have the required enrolment to run in the 2025-26 Academic Year. The university will relaunch the program in Fall 2026. The program re-approval process will continue from the launch date.



10.2. Restructuring Faculties

Tracy explained that the Dean of Business & Professional Studies left the University in July. In order to meet the academic goals of the university while following the deficit mitigation plan, Tracy began the consultation process to merge the Global & Community Studies Faculty and the Business and Professional Studies Faculty.

There was a discussion about how this kind of restructuring is happening at other post-secondary institutions and opportunities that combining faculties can create.

The group discussed that faculty members are raising concerns about a lack of consultation. The Board was advised that the goal is to work collaboratively with faculty and with students to develop a plan to determine how the merger process would proceed.

It was moved by RJ Wallia, seconded by Shelley Frost and approved (Pegah Yaghmaie opposed):

THAT the Board of Governors seek advice from Senate on the merger of the Faculty of Global & Community Studies and the Faculty of Business and Professional Studies per Section 5 of B.105 – Establishment and Discontinuance of Faculties and per Section 35.2(6)(e) of the University Act.

11. Capilano Student Union Strategic Plan

Chris Girodat, Executive Director of Capilano Students Union (CSU) presented the CSU Strategic Plan for 2025-26.

A discussion arose about funding for the CSU building. It was noted that the new Student Building Project will be totally funded by student fees. The Board asked Chris to provide statistics about food insecurity among the University's students. The group also discussed the challenge that some students have with commuting to the university and that a move to on-campus housing is needed.

12. Approve Naming of Student Housing

Kari Wharton, VP University Relations shared background information regarding the proposed, Indigenous names for the university's new student housing building on its North Vancouver campus. Kari shared that the names **Lamíwa** and **θqetewtxw**, both translating to Tree House to convey the idea of a welcoming home in the woods, were put forward by the Squamish and Tsleil-Waututh Nations, respectively. Once approved, a notice will be shared with the CapU community.

It was moved by Pegah Yaghmaie, seconded by Shelley Frost and approved unanimously:

*THAT the Board of Governors approve the proposed names — **Lamíwa** and **θqetewtxw** — for Capilano University's first North Vancouver on-campus student housing building.*

13. Meeting Close

RJ closed the meeting at 5:54 pm.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.1.2: Review of Committees Terms of Reference	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 25, 2025	
PRESENTER: Angela Ruggles, Executive Assistant to VP Finance and Administration	

PURPOSE

The purpose of this report is to share with the Board of Governors the updated Terms of Reference for each Board Committee as recommended by the Governance and Planning Committee.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the changes to the Terms of Reference for the following committees:*

- *Audit and Risk Committee*
- *Executive and HR Committee*
- *Finance Committee*
- *Governance and Planning Committee*

SUMMARY

The Board is responsible for approving changes to the Board Standing Committees' Terms of Reference.

Changes to the Audit and Risk Committee, Finance Committee and Executive and Human Resources Committee Terms of Reference were presented and endorsed by their respective committees in September 2025 to proceed to the Governance and Planning Committee (GPC). GPC endorsed the changes to the GPC Terms of Reference at their September 16, 2025 and endorsed the changes to the remaining committees' Terms of Reference at their November 12, 2025 meeting.

The summary of the proposed changes to the Terms of Reference for each Committee is in the table below. The redlined version of each Terms of Reference is included as attachments 1-4.

Committee Terms of Reference: Summary of Changes

Committee	Section	Summary of changes
Finance	3.3 Financial Statements and Other Financial Reporting	<ul style="list-style-type: none"> Removed reference to Q2 preliminary financial update from September meeting. This information is included in the Q1 forecast.
	3.5 University Property and Capital Planning	<ul style="list-style-type: none"> Removed February Real Estate Dashboard update. Updates now will be three times per academic year: September, December & June.
Audit and Risk	3.3 External Audit	<ul style="list-style-type: none"> Removed duplicate reference to reviewing audited financial statements
		<ul style="list-style-type: none"> Removed the assessment of the performance of the external auditor. Auditors are contracted by RFP process. Independence is also noted in section a)vii .
		<ul style="list-style-type: none"> Added 3.8 here because it refers to external auditor
	3.4 Internal Audit	<ul style="list-style-type: none"> Updated to align with B.214 External and Internal Audit Policy which lists the responsibilities of the ARC for internal audits in section 4.17
		<ul style="list-style-type: none"> Removed reference to KPMG because this was in the wrong section and is internal information
	3.5 Risk Management	<ul style="list-style-type: none"> Risk update in June removed. Report to be provided twice per academic year: September and February
	3.6 Cybersecurity	<ul style="list-style-type: none"> Removed February review of Board responsibility on cybersecurity. This will be provided in September as part of the Committee orientation.
		<ul style="list-style-type: none"> Removed update on cybersecurity program and activities. This is incorporated in the risk report provided in September and February
		<ul style="list-style-type: none"> Added that the committee will receive the annual cybersecurity plan at the same time as receiving the cybersecurity score report in February.
	3.8 Other Services	<ul style="list-style-type: none"> Moved to be included in section 3.3
Governance and Planning	5. Meetings	<ul style="list-style-type: none"> frequency of meetings updated to be " at least four (4) times each year"
	3.1 Terms of Reference	<ul style="list-style-type: none"> All other committee terms of reference will be presented to GPC at the November meeting rather than in September. This allows all committees to review their terms of reference in September and move to GPC as a single item in November.
	3.3 Governance	<ul style="list-style-type: none"> Removed reference to reviewing the annual attendance record. This was agreed in June 2025 to only be reviewed by the Executive and Human Resources Committee.



Committee	Section	Summary of changes
		<ul style="list-style-type: none"> Reference to “board orientation” changed to “board orientation/development” to reflect the changes to this session as agreed upon in June 2025 to promote board effectiveness.
	3.4 Strategic Oversight	<ul style="list-style-type: none"> Performance against strategic plans will now be presented in September to align with the new Integrated Planning process timelines
Executive and Human Resources	3.3 Human Resources Strategy	<ul style="list-style-type: none"> References to “equity, diversity and inclusion” changed to “diversity, equity and inclusion” to be consistent with industry standard language and with CapU practice.
	3.6 Board Succession and Nominations	<ul style="list-style-type: none"> Moved annual review of Board’s skills matrix to November. Package is received from CABRO in September and has historically been reviewed at the November meeting.
	3.7 Expediting Matters on Behalf of the Board	<ul style="list-style-type: none"> To comply with Ministry deadline for submission of approved audited financial statements, change has been made to receive EHRC approval (on behalf of the Board) via email the Audit and Risk Committee meeting has occurred.

Attachments

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





Audit and Risk Committee

TERMS OF REFERENCE

Approved by the Board of Governors on November 30, 2021

Revised on November 26, 2024

Commented [AR1]: Update when approved by Board

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.

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

3. DUTIES AND RESPONSIBILITIES

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

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).

3.1. Terms of Reference

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

3.2. Policies

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

3.3. 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, the 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 with the external auditor and management discuss the annual audited financial statements and recommend Board approval of the audited financial statements;
 - iii-iv. ~~review with the external auditor and~~ the auditor's findings 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~~
 - v. meeting at least annually with the external auditor without management present, and.
 - vi. review independence of external auditor and engagement for other professional services.

Commented [TB2]: Moved here from other services section

3.4. 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~~ recommending that the Board approve the appointment of any third-party internal audit service provider ~~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 that 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-iii.~~ reviewing and approving the budget for delivery of the internal audit plan; and 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;
 - ~~v-iv.~~ reviewing the findings of the internal audit reports and receiving periodic reports to ensure that recommendations are implemented; and
 - ~~vi-v.~~ meeting with the internal auditor in camera at least annually without other management present

Commented [TB3]: This section as been updated to align with B.214 External and Internal Audit policy which lists the following:

4.1 The ARC is responsible for

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

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

3.5. Risk Management

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

Commented [AR4]: Left in as per direction of Committee at Sept 11, 2025 ARC meeting

3.6. Cybersecurity

- a) receive an overview of the Board's responsibility for cybersecurity;
- ~~b) receive an update on the University's cybersecurity program and activities and the annual roadmap and action plan; and~~
- ~~e)b)~~ receive annually the national cybersecurity assessment report on the University's cybersecurity score and recommendations on work to complete to improve the score, the annual action plan based on the recommendations from the report.

3.7. 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

3.8. Other Services

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

Commented [TB5]: Moved under external audit 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 will carry out the work assigned in the committee terms of reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and make recommendations for Board's approval.⁶

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

5. MEETINGS

The Committee will meet at least ~~four (2)~~ **three (3)** times each year, or more frequently as deemed necessary by the Committee.

Commented [AR6]: Typo noted in Sept 11, 2025 ARC meeting. Committee agreed to change to requirement to at least 3x per year.

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 two meetings annually. The auditors will be heard at those meetings on matters relating to the auditor's duties.

⁴ Board Manual, section 35.

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

⁶ Board Manual, section 35(d)

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 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 32(a) of the Board Governance Manual.

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

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

7. COMMITTEE CALENDAR

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

⁷ Board Manual, section 32(a)

⁸ Board Manual, section 32(a)

	Activity	Information/ Approval	Meetings			
			#1 September	#2 February	#3 April (if needed)	#4 June
3.1	Terms of Reference					
a)	Review Terms of Reference and orient new committee members	Approval	X			
b)	Receive year in review report to confirm work set out in the committees' duties and responsibilities was completed	Information				X
3.2	Policies					
a)	Review Board policies and make recommendations to Board	Approval	As required			
b)	Receive Committee's policy list and work plan of expected activities for the year	Information	X			
	Receive summary report on policies work completed during the year against the workplan	Information				X
3.3	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 recommend Executive and HR committee approve on behalf of Board	Approval				X
a) iv	Review auditors audit findings report including appropriateness of accounting policies and underlying estimates	Information				X
	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
a) vii	Review independence of external auditor and engagement with other professional services	Information				X
3.4	Internal Audit					

Commented [TB7]: Duplicated – a iii) approval of audited statements and a)iv is auditors finding report

Commented [TB8]: Auditor is on a contract per RFP; independence is also in a) vii

	Activity	Information/ Approval	Meetings			
			#1 September	#2 February	#3 April (if needed)	#4 June
a) i	Review and approve appointment/termination of internal auditor and annually evaluate internal auditor performance recommend the Board approve the appointment of any third-party internal audit service provider KPMG is the current external auditor; 5-year contract 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.	Approval	As required			
a) ii	Review and approve the annual internal audit plan	Approval				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. Review and approve the budget for delivery of 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			
3.5 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			
3.6 Cybersecurity						
a)	Receive overview of the board's responsibility for cybersecurity (included in orientation)		X	X		
b)	Receive update on the university's cybersecurity program and activities and the annual roadmap and action plan.		X	X		X
eb)	Receive annually the national cybersecurity assessment report on the University's cybersecurity score and the annual plan based on the recommendations.			X		
3.6 Internal Controls						
a)	Through discussions with external auditors obtain reasonable assurance that the university has implemented appropriate systems of internal controls	Information				X
3.7 Other Services						
a)	Review independence of external auditor and engagement for other professional services	Information				X

Commented [TB9]: Removing as this information is in the wrong section (internal audit) and should not be in a public document

Commented [JG10]: I don't think this is the committee's responsibility as we contract for these services and so control is through the contract ARC can discharge this responsibility through approving the commissioning of any internal audit service providers.

Commented [JG11]: The policy gives ARC responsibility to review and approve the budget for delivery of the audit plan, but if we decide to do internal audit exercises we contract with an external party, they don't implement the plan

Commented [AR12]: Left in as per Committee direction at Sept 11, 2025 ARC meeting

Commented [AR13]: At Jacquetta's request, changing this to be in September and February

Commented [TB14]: Change this to provide update 2 times per year vs 3 times.

Commented [TB15]: Cybersecurity risks are incorporated in the Risk report under section 3.5 - thus reducing the reporting on the cybersecurity to tie to the assessment report.

Orientation will be done in September as part of the Committees orientation.



Executive and Human Resources Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on November 26, 2024

Commented [AR1]: To be updated when approved by Board

1. PURPOSE

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

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

2. COMPOSITION AND QUORUM

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

The Board Chair will serve as the chair of the Committee.

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

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

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

3. DUTIES AND RESPONSIBILITIES

The principal duties of the Committee are:

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

3.1. Terms of Reference

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

3.2. Policies

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

3.3. Human Resources Strategies

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

Commented [AR2]: As per industry standard language

3.4. President's Evaluation, Compensation, Contract, and Senior Leadership Succession

- a) annually conduct the evaluation of the President in accordance with their employment contract, including:
 - i. in consultation with the President, develop the President's annual performance objectives for approval by the Board;
 - ii. annually coordinate feedback from all Board members for the President, assemble a written performance appraisal to be approved by the Board at an *in-camera* meeting, and meet with the President to discuss same;
- b) oversee matters relating to compensation and the President's employment contract, including:
 - i. review and make recommendations to the Board on compensation for the President consistent with the Public Sector Employers' Council Secretariat (PSEC) Excluded and Executive Compensation Guidelines and government policy direction;
 - ii. review and make recommendations to the Board on the President's employment contract; and

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

3.5. Board Oversight

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

3.6. Board Succession and Nominations

- a) maintain and review the Board's skills and competence matrix, identify the skills and characteristics required of future Board members to meet the University's strategic needs and ensure the Board benefits from both continuity of experience and orderly turnover of its appointed members;
- b) develop an annual succession plan to prepare Board members to take on the Chair, Vice-Chair and committee Chair roles and ensure there are nominations for the annual election of Chair and Vice-Chair;
- c) discuss succession of chair for each committee and make recommendations to the Board about Board composition and/or identify candidates for appointment.

3.7. Expediting Matters on Behalf of the Board

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

4. ACCOUNTABILITY

The Committee is accountable to the Board.

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

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

The Committee will carry out the work assigned in the committee terms of reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and recommendations for Board's approval.⁴

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

5. MEETINGS

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

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

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

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁶ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section 32(a) of the Board Governance Manual.

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

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

² Board Manual, section 35(a)(e)

³ Board Manual, section 35(d)

⁴ Board Manual, section 35(d)

⁵ Board Manual, section 32(a)

⁶ Board Manual, section 32(a)

7. COMMITTEE CALENDAR

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

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

Commented [AR3]: As per industry standard language

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

Commented [AR4]: We receive the package of information from CABRO in September and are required to submit it by December. Therefore this item should & has come to the Committee in November.

Commented [TB5]: This has been added as the Ministry deadline is in early June – thus this approval will be done after the Audit and Risk Committee meeting has taken place.



Finance Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on November 26, 2024

Commented [AR1]: Update when approved by Board

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).

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.

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

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

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

3.2. Policies

- a) oversee the review of Board policies on accounting and financial matters and makes 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 F.216 Capilano University Foundation Investment policy) which includes a review of performance benchmarks; and
- c) receive at the first meeting of the year the 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;

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

- 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 ([real estate dashboard](#)).

Commented [TB2]: See Calendar section – removed the February update.

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.⁵

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.⁶

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

5. MEETINGS

The Committee will meet at least four (4) 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 online 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 32(a) of the Board Governance Manual.

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

⁴ Board Manual, section 35.

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

⁶ Board Manual, section 35(d)

⁷ Board Manual, section 32(a)

⁸ Board Manual, section 32(a)

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 duties and responsibilities of the Committee as per section 3 of the terms of reference. The Committee Chair may amend the chart without Board approval if necessary to accomplish the work of the Committee.

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

	Activity	Information/ Approval	Meetings					
			#1 September	#2 November	#3 December	#4 February	#5 April (if needed)	#6 June
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					
3.5 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	X		X	<input checked="" type="checkbox"/>		X
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	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 *recommended changes go to Board for approval	Approval	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)	Receive for information Foundation portfolio disbursements, new contributions, and stabilization fund (Endowment Fund Summary)	Information						X

Commented [TB3]: February update removed as it is too soon after the update in December (Xmas break). February agenda is also packed with the budget approval.

Commented [TB4]: I took this out as everything that has approval goes to the Board – The committees do not have authority to approve anything - they recommend to the Board



Governance and Planning Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on ~~November 26, 2024~~

Commented [AR1]: Update when approved by Board

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.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:

3.1. Terms of Reference

- a) annually review the Committee's Terms of Reference and orient new Committee members;

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

² Board Manual, section 35(e).

- b) review changes to all standing Committees' Terms of Reference and make recommendations for Board approval; and
- c) receive, 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 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 the Committee's policy list (in accordance with section 4 below) and workplan for the year, and receive, 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* and inform the Board of the Senate's advice;
- d) liaise with Senate as necessary; [and](#)
- e) receive an annual report on B.401 Sexual Violence Policy as per section 15.2 of the policy.

3.3. Governance

- a) annually review the Board's governance framework, including:
 - i. review the Board Governance Manual for effectiveness, relevance and clarity;
 - ii. review the roles and responsibilities of the Board, the Chair, and other Board members;
 - iii. review 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;
- b) assist and support the Board's annual self-assessment survey process for evaluating the effectiveness of the Board, committees, Chair and individual Board members, including:
 - i. review and finalize questions in the Board's self-assessment survey. Questions are shared with the Board as part of the consent agenda at a closed board meeting;

- ii. review ~~the annual attendance record and~~ self-assessment survey report and make recommendations including changes to board orientation and survey for the following year ~~for to~~ the Executive and Human Resources Committee for consideration;

Commented [AR2]: Agreed in June 2025 to be only reviewed by EHRC

- c) provide oversight for the Board's Codes of Conduct and Ethics; and
- 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.

3.4. 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;
 - ii. review final IAPR and recommend to the Board for approval.

4. POLICY REVIEW BY BOARD COMMITTEES

The duties and responsibilities of the Executive and Human Resources Committee, Finance Committee, and Audit and Risk 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.⁴

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

The Committee will carry out the work assigned in the Committee Terms of Reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and [make](#) recommendations for Board's approval.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 (1) 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 online 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 32(a) of the Board Governance Manual.

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

The Committee shall maintain minutes of its meetings.

³ Board Manual, section 35(a)(e)

⁴ Board Manual, section 35(d)

⁵ Board Manual, section 35(d)

⁶ Board Manual, section 18(a)

⁷ Board Manual, section 32(a)

⁸ Board Manual, section 32(a)

7. 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.

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 the terms of reference. The Committee Chair may amend the chart without Board approval if necessary to accomplish the work of the Committee.

	Activity	Information/ Approval	Meetings					
			#1 September	#2 November	#3 February	#4 April (if needed)	#5 June	
3.1	Terms of Reference							
a)	Review Committee's Terms of Reference and orient new committee members	Approval	X					
b)	Reviews changes to all standing committees' terms of reference and makes recommendation for Board approval		X	X				Commented [AR] in November to allow
c)	Receives year in review report to confirm work set out in the committee's duties and responsibilities was completed							X
3.2	Policies							
a)	Review Board policies and make recommendations to Board	Approval	As required					
b)	Receives Committees' policy list and workplan of expected activities for the year.	Information	X					
	Receives summary report on policies policy work completed during the year against the workplan.	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	Governance							
a)	Review Governance Framework and Board Manual	Approval	X	As required				
b)	Board's Self-Assessment Survey:							
b i)	Review and finalize questions in the Board's self-assessment survey. <i>*Questions are shared with the Board as part of the consent agenda for closed board meeting</i>	Approval			X			
b ii)	Review annual attendance record	Information						Commented [AR] by EHRC

Commented [AR3]: All other committee ToRs to come to GPC in November to allow items to move forward as a single item.

Commented [AR4]: Agree in June 2025 to be reviewed only by EHRC

	Review self-assessment survey report	Information						X
	make recommendations including changes to board <u>orientation/development</u> and survey for the following year for the Executive and Human Resources Committee's consideration	Approval						Commented [AR] promote Board effec
d)	Provide oversight for Board's Code of Conduct and Ethics	-	As required					
e)	Board member orientation/ <u>development</u>	-	X					
	Professional development for Board members	-	As required					
3.4 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					Commented [AR] timeline.
f)	Institutional Accountability Plan and Report (IAPR):							
f i)	Review draft IAPR and provide feedback to Institutional Research	Information						X
f ii)	Review final IAPR and recommend to the Board for approval	Approval	X					

Commented [AR5]: Reflects changes as agreed in June 2025 to promote Board effectiveness.

Commented [AR6]: To align with new Integrated Planning timeline.



BOARD OF GOVERNORS' REPORT

AGENDA ITEM 2.1.3: Board Governance Manual	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 25, 2025	
PRESENTER: Angela Ruggles, Executive Assistant to VP Finance and Administration	

PURPOSE

To request that the Board of Governors approve the updates to the Board Governance manual as recommended by the Governance and Planning Committee (GPC) at their November 12, 2025 meeting.

MOTION

The following motion is proposed for the Board of Governors:

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

SUMMARY

Updates to the Board Governance Manual were last approved in April 2025.

As per its Terms of Reference, the GPC is responsible for annually reviewing the Capilano University Board Governance Manual for effectiveness, relevance and clarity and recommending these changes to the Board for approval.

The manual was updated and presented to the GPC at their September 16, 2025 meeting. At the Committee's request, the Board Secretariat made a second review of the manual and further updates which were brought back to the Committee on November 12, 2025. At this meeting, the GPC endorsed the updated manual to be brought to the Board for approval. The complete set of updates are shown in the attached red-line version of the Capilano University Board Governance Manual (attachment 1) and summarized in the table below.

Table of Updates to Board Manual

Section	Summary of changes
Throughout	<ul style="list-style-type: none"> References to “Executive Assistant to the Board” has been updated to “Executive Assistant, Board Secretariat” as per the position title change in January 2025.
A.9. Records	<ul style="list-style-type: none"> Changed the custody of records to be the Board Secretariat rather than an individual. Removed location of records as records are now digitally stored.
B.16 Duties and Responsibilities of the Board	<p>d. Financial/Risk</p> <p>c) Updated reference to “University risk reduction” plan to “University risk management plan” as per current terminology used at CapU</p>
B.17. Board Performance	<p>a) change from “<i>develop and implement a comprehensive orientation program for new members...</i>” to “oversee the development of a comprehensive orientation for new members and development program for all board members.” to reflect the recommendations to management from the Board on optimizing board effectiveness.</p>
C.21. President	<p>a. Role of the President</p> <ul style="list-style-type: none"> Added reference to the President and Vice Chancellor Search Procedure (new appendix “F”)
D.32. Conduct of Board and Committee Meetings	<p>a. General Conduct</p> <ul style="list-style-type: none"> Added that both Board and Committee meetings may be held electronically <p>d. Board Meeting Types</p> <ul style="list-style-type: none"> Updated title to add “Committee” and added reference to Committee meetings throughout Added information indicating that Committee meetings are closed meetings Added information on in-camera meetings reflect that Committees meetings may have in camera components. <p>e. Quorum and Voting</p> <ul style="list-style-type: none"> Added “Attendance by proxy or vote by proxy is not permitted.” <p>g. Minutes</p> <ul style="list-style-type: none"> Added language to clarify that approval of minutes is to be made by those in attendance at the meeting that the minutes are a record of



Section	Summary of changes
	<ul style="list-style-type: none"> Removed reference to a “minute book” because this is an outdated practice
Appendix “F”	<p>Added the Board approved President and Vice Chancellor Search Procedure as new Appendix “F”</p> <p>(Capilano University Foundation Bylaws becomes Appendix “G” and is updated throughout)</p>

Attachment

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





CAPILANO UNIVERSITY BOARD GOVERNANCE MANUAL

APPROVED BY THE BOARD OF GOVERNORS

DATE ISSUED: JUNE 2, 2020

DATE REVISED: APRIL 29, 2025

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A. INTRODUCTION

1. Board Manual

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

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

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

2. Definitions

In this Board Manual:

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

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

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

"Board" means the Board of Governors of the University and includes committees of the Board.

"Board Member" means a duly elected, appointed or ex-officio member of the University's Board of Governors.

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

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

"Officer of the University" means the University's President, Vice-Presidents and Registrar.

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

"President" means the President of Capilano University.

"University" means Capilano University.

"University Executive" includes the President and Vice-Presidents collectively.

3. Bicameral Governance Framework

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

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

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

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

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

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

4. Precedence of the University Act

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

5. Commitment

To demonstrate determination and commitment, Board Members should annually review this Board Manual and make the Annual Declaration found at Appendix "B".

6. Amendment of the Board Manual

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

7. Seal

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

8. Execution of Documents

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

9. Records

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

B. BOARD CHARTER AND MANDATE

10. Purpose

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

11. Mandate of the Board

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

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

12. Role of the Board

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

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

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

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

13. Delegation of Authority

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

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

14. Board Culture

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

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

15. Accountability

The Board is accountable for:

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

16. Duties and Key Responsibilities of the Board

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

a. Human Resources

The Board has human resources responsibilities including:

- a) in consultation with the Post-Secondary Employers' Association (PSEA) and the Public Sector Employers Council (PSEC), recruiting and appointing the President as chief executive officer of the University, approving the President's compensation, and defining the President's duties and tenure in office;
- b) monitoring and evaluating the President's performance;
- c) overseeing President succession planning and ensuring plans are in place to deal with a planned or emergency departure of the President;
- d) ensuring plans are made for senior leadership succession and development;
- e) providing support and advice to the President in the execution of the President's duties;
- f) appointing or providing through policy for the appointment of faculty, staff and senior administrators to the University;
- g) ratify tentative collective agreements before they proceed to the Post-Secondary Employer's Association (PSEA) board for final approval.

b. Communications

The Board has communications responsibilities including:

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

c. Strategy

The Board supports strategic planning by:

- a) reviewing and approving the vision, mission and values of the University in collaboration with the Senate;
- b) providing input, reviewing and approving the strategic plan and initiatives;
- c) reviewing and approving the annual operational and capital plans, and key performance indicators;
- d) monitoring, on a regular basis, performance against strategic and operational plans, with a focus on key risks and strategies;
- e) approving policies under the jurisdiction of the Board and major transactions;
- f) ensuring compliance with legal and regulatory requirements;
- g) annually reviewing the draft Institutional Accountability Plan and Report prior to its submission to the Ministry; and

- h) creating an excellent working relationship with the Minister and the Ministry to facilitate the University's progress in implementing approved strategies and plans.

d. Financial/Risk

As responsible stewards of University resources, the Board:

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

17. Board Performance

The Board will:

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

C. ROLES AND RESPONSIBILITIES

18. Board Members

a. Standards of Conduct

Board members will:

- a) adhere to and annually sign the Annual Declaration found at [Appendix "B"](#) ~~Appendix "B"~~;

- b) comply with policies and Bylaws of the Board and the University, including this Board Manual;
- c) comply with all applicable law, including the *Act* and regulations;
- d) make full and timely disclosure of any conflicts of interest; and
- e) keep confidential information confidential, including all information associated with closed and *in-camera* meetings. The duty to maintain information in confidence continues after a Board member ceases to be a Board member.

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

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

b. Meetings

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

- a) be prepared and well-informed on relevant issues for all Board meetings, Committee meetings and planning sessions;
- b) strive for 100% attendance at Board and Committee meetings. Attendance in person is preferred, however, on occasion if circumstances warrant, a Board member may attend by an online format. The *Act* directs that a Board member who fails to attend at least half of the meetings of the Board in any year is deemed to have vacated their seat.
- c) Board members who are unable to attend a board or committee meeting are required to notify the Board or Committee Chair and the Executive Assistant, [Board Secretariat to the Board](#) to help determine if quorum will be met.
- d) where possible, provide notice to the Chair about emerging board meeting agenda issues;
- e) be prepared to discuss issues and ask relevant questions; and
- f) respect diversity of opinions and perspectives.

c. Board Orientation and Personal Development

Board members will:

- a) attend the Board's orientation program, and participate, as appropriate, in any professional development program made available by the University to Board members;
- b) take part in the Board's programs of self-assessment for the Board as a whole and for individual Board members;
- c) endeavour to become knowledgeable about the University; and
- d) be familiar with the University's strategic plan, vision, purpose, values, operating environment and basic financial drivers.

19. Capilano University Foundation

The Capilano University Foundation is an independent non-profit society registered under the *British Columbia Society Act* and a public charitable foundation registered with the Canada Revenue Agency. The Foundation's Bylaws provide that Capilano University Board of Governors are members of the Foundation. As such, they appoint some of the Foundation's Directors and attend the Foundation's Annual General Meeting where they receive a report on the Foundation's activities and approve the Foundation's financial statements. The Foundation Bylaws are Appendix "GF" to this manual.

20. Officers of the Board

a. Role of the Chair

The Chair of the Board provides leadership to the Board and the President.

The Chair will have excellent leadership, communication, negotiation, team building, and networking skills.

b. Responsibilities of the Chair

To fulfill the responsibilities of the position, the Chair will:

- a) act as the spokesperson for the Board;
- b) act as a signing officer on behalf of the Board;
- c) manage conflicts of interest;
- d) build a strong working relationship with the Minister and other government representatives;
- e) build succession for the position of Chair;
- f) build and maintain a sound working relationship with the President and senior leadership;
- g) provide the Board with updates regarding relations and negotiations with key stakeholders;
- h) be available to meet with and discuss issues with stakeholders;

- i) participate in key University events, as required;
- j) conduct committee and member evaluations;
- k) provide guidance and recommendations to Board members regarding roles, responsibilities and conduct; and
- l) perform such other duties as may from time to time be assigned by the Board.

To facilitate effective and efficient Board meetings, the Chair will:

- a) establish agendas for Board meetings and planning sessions, with input from the President;
- b) call meetings of the Board and preside at all meetings of the Board; and
- c) encourage participation of all Board members in discussions and questions.

To support the committees in achieving their obligations, the Chair will:

- a) appoint committee chairs and committee members;
- b) be ex-officio on all committees;
- c) act as a resource to all committee chairs; and
- d) ensure committees are fulfilling their responsibilities and reporting requirements.

c. Responsibilities of the Vice-Chair

To fulfill the responsibilities of the position, the Vice-Chair will:

- a) in the absence of the Chair, preside at Board meetings and perform the responsibilities of the Chair;
- b) act as a signing officer on behalf of the Board;
- c) serve on the Board Executive and Human Resources Committee;
- d) participate in key University events, as required; and
- e) perform such other duties as may from time to time be assigned by the Board.

21. President

a. Role of the President

In accordance with sections 59-63 of the *Act*, the President is the Chief Executive Officer and Vice-Chancellor of the University. The President is appointed by the Board [as per the President and Vice Chancellor Search Procedure \(Appendix "F"\)](#) and reports to and is accountable to the Board.

The President must generally supervise and direct the academic work of the University (section 59 of the *Act*). The President has the overall responsibility to lead the University in the development of strategic recommendations for the approval and direction of the Board, and in the day-to-day performance of its business and administration.

Subject to the *Act* and this Board Manual, the President or such person as they may designate, may appoint and define the duties and tenure of such employees as are necessary to carry on the business and operations of the University, other than those positions required by legislation to be appointed by the Board as indicated in section 27(2)(g) of the *Act*.

b. Duties and Responsibilities of the President

The duties and responsibilities of the President include:

Institutional Leadership

- a) leading the University in the day-to-day management, administration and functioning of the University ensuring compliance with all relevant laws, regulations, standards of ethical behavior and university policies;
- b) leading the University in the development of strategic planning processes, including periodic assessments of operational performance relative to such goals, and recommending the strategic plan to the Board for review and approval;
- c) leading the University in developing and implementing the institutional goals set by the Board;
- d) the development and maintenance of an appropriate administrative organization and policy-making structure for the most efficient and effective utilization of University resources;
- e) fostering and enhancing a relationship of mutual trust and openness among the President, the senior leadership, faculty, staff, students and the Board;

Academic Leadership

- f) leading the University in developing and implementing the academic objectives, initiatives and goals of the University;
- g) suspensions and removal of students, subject to the right of appeal to the Senate as set out in section 61 of the *Act*;

Financial and Risk Management

- h) advising the Board on all institutional material risks, obligations and opportunities;
- i) developing and recommending the annual operational and capital plans and budgets to the Board for review and approval. Annual operational and capital plans and budgets are drafted in collaboration with senior leadership and other staff, key constituents and the Board;
- j) leading the appropriate fiscal management of the University, including allocation and supervision of all appropriated and other funds that finance any activities under the jurisdiction of the University;

Human Resources

- k) development and maintenance of a personnel system concerned with recruitment, selection, assignment, supervision, evaluation and promotion of all personnel employed by the University;

- l) supervising and directing the instructional, administrative and other staff of the University;
- m) establishing and maintaining a senior leadership development and succession plan for annual Board approval;
- n) suspension and removal of employees subject to the right of appeal to the Board as set out in section 60 of the Act;

External Relations

- o) acting as primary spokesperson and institutional representative for the University in all external matters, except in matters directly related to the Board which are the responsibility of the Chair;
- p) maintaining a positive working relationship with local, provincial and federal agencies and key stakeholders;

Annual Objectives

- q) establishing, in conjunction with the Executive and Human Resources Committee of the Board, an annual list of personal performance objectives (within the context of the strategic plan) to be achieved in the forthcoming year for approval by the Board; and
- r) exercising such powers and performing such other duties as are assigned by the Board.

c. Offices of the President

Pursuant to section 63 of the Act, the President:

- a) is a member of the Board and must attend Board meetings;
- b) is the chair of Senate;
- c) is a member of all standing committees of Senate, except the standing committee on appeals;
- d) is a member of each faculty; and
- e) in the absence of the Chancellor, is the chair of Convocation and must confer all degrees, honorary degrees, diplomas and certificates.

d. Compensation

The President is paid for services rendered in an amount determined by resolution of the Board, subject to the parameters set for executive compensation by the BC Public Sector Employers' Council.

The President will be reimbursed for any reasonable travelling and other out-of-pocket expenses necessarily incurred in the discharge of their duties in accordance with applicable University policies and procedures.

22. Board Secretary

The Board Secretary will be the University's Vice President of Finance and Administration, or such other person as the Board appoints.

23. Chancellor

The Chancellor is responsible for carrying out the ceremonial and official functions of the University. Under sections 5 and 17 of the *Act*, the Chancellor serves as the chair of Convocation, and confers all degrees, honorary degrees, diplomas and certificates.

The Chancellor is appointed by the Board on nomination by the Alumni Association and after consultation with Senate. The Chancellor is appointed for a term of three (3) years and after that until a successor is appointed.

The Chancellor may be appointed for a maximum of two consecutive terms.

In the absence of the Chancellor or where there is a vacancy in that office, the President will act in the Chancellor's place.

If the President is absent or unable to act, another person designated by the Board will act in the Chancellor's place.

D. BOARD BYLAWS

24. The Board of Governors

The powers and duties of the Board will be as defined in the *Act*.

The affairs of the University will be managed by the Board as set out in the *Act*.

Board members will be appointed or elected in the manner provided in section 19 (1) of the *Act*.

The Board or Committee Chair will administer to each Board member, at the first Board or Board Committee meeting they attend, the Oath of Office (for new members) or the Annual Declaration (for returning members) - attached as Appendix "B" .

25. Composition of the Board

Pursuant to section 19 (1) of the *Act*, the Board is composed of 15 members as follows:

- a) the Chancellor;
- b) the President;
- c) two faculty members elected by faculty members;
- d) eight persons appointed by the Lieutenant Governor in Council, two of whom are appointed from individuals nominated by the alumni association;
- e) two students elected by students; and
- f) one person elected by and from University employees who are not faculty members.

26. Term of Office

Board members hold office for terms of varying lengths as set out in section 20 of the *Act*:

- a) Faculty and University employee representatives are elected for three-year terms;
- b) Student representatives are elected for one-year terms;
- c) Appointed members are appointed for term lengths up to three years at the Government's discretion; and
- d) The Chancellor and the President are ex officio members of the Board and, therefore, are members for so long as they hold their respective offices.

Appointed members are eligible for re-appointment and elected members are eligible for re-election, but those members may not hold office for more than six consecutive years (section 21 of the *Act*).

27. Eligibility

Pursuant to section 23 of the *Act*, the following persons are not eligible to be or remain Board members:

- a) members of the Parliament of Canada;
- b) members of the Executive Council or of the Legislative Assembly of British Columbia;
- c) a member of the public service in the ministry; and
- d) a member of the public service designated by the Minister.

28. Vacancies on the Board

Sections 24 and 25 of the *Act* set out the process for declaring and filling vacancies on the Board and the effect of the vacancy.

If a vacancy arises on the Board before the end of the term of the office for which a member has been appointed or elected, the Executive Assistant ~~to the Board~~ [Board Secretariat](#) will enter the vacancy in the minutes of the Board.

If a vacancy exists in respect of an appointed member, the Lieutenant Governor in council will appoint a person to fill the vacancy. The Executive and Human Resources Committee of the Board develops recommendations for the appointment of Board members.

If a vacancy exists in respect of an elected member, the Registrar will conduct by-elections in accordance with the Capilano University Board Election Procedures and the *Act*.

Persons appointed or elected to fill a vacancy hold office for the remainder of the term for which the person's predecessor was appointed or elected.

A vacancy on the Board does not impair the authority of the remaining Board members to act.

29. Board Election Process

The election process is set out in the Capilano University Board Election Procedures (Appendix "E"). The Election Procedures have been developed to meet the requirements for elections as set out in the *Act*.

The elections are conducted by the Registrar.

30. Officers of the Board – Election and Term

The Chair and Vice-Chair(s) will be elected annually by the Board from among its appointed members, consistent with section 19.2(1) of the *Act*.

An Acting Chair, when necessary, will be elected from among the Board's appointed members, consistent with section 27 (2) (b) of the *Act*.

The Chair and Vice-Chair(s) will hold office for one (1) year or until a successor is elected.

The Chair and Vice-Chair(s) are eligible for re-election.

The Chair and Vice-Chair(s) may be removed from office by resolution of the Board.

The President will conduct the election as per the process outlined in Appendix "E".

The newly elected or re-elected Chair and Vice-Chair(s) take possession of their office immediately upon the election's becoming final and assume their roles for the remainder of the meeting and for the following meetings for as long as they hold office.

31. Resignation and Removal

a. Form of Resignation

The resignation of a Board member will be made by notice in writing, addressed and delivered to the Chair or the President and, for appointed members, also delivered to the Minister designated under the *Act*. The resignation will take effect on the date specified in the notice.

b. Reporting

The Chair will report to the Board at Board meetings all resignations not previously reported to the Board.

c. Deemed Resignation

If a Board member fails to attend at least half of the Board's meetings in any year, the Board will consider whether to permit continued service of that Board member pursuant to section 22 (2) of the *Act*.

32. Conduct of Board and Committee Meetings

a. General Conduct

All Board and Committee meetings will be conducted in accordance with:

- a) the *Act*;
- b) these Bylaws; and
- c) Robert's Rules of Order Newly Revised in respect of procedural matters not governed by the *Act*, and where these Bylaws are silent.

Board meetings will entertain only those motions presented that are germane to the Board's responsibilities as set out in the Act.

Board members may participate in a Board meeting or any committee meeting by means of online platforms or other communication facilities by which all participants in the meeting can understand and communicate with each other. A Board member participating in accordance with this provision will be deemed present at the meeting, will be counted in the quorum therefore, and will be entitled to speak and vote thereat.

Board and Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.

Asynchronous Board and Board Committee meetings may be held over email when synchronous meetings are not practical. To preserve the deliberative nature of committee proceedings held by email, the following rules will apply;

- a) The Chair of the Board or the Chair of the committee will establish a timeline for discussing and voting on a resolution when the Board or committee begins consideration of the resolution;
- b) All emails concerning the proposed motion will be sent to all Board or committee members, including designated resource people, and to no other person;
- c) To preserve the confidentiality of discussions, no committee member will forward emails to or from the Board's or committee's discussions;
- d) At the designated time, discussion will end and Board or committee members can propose amendments to the motion by emailing the Chair of the Board of the Board or of the committee;
- e) When the designated time for amendments has passed, the Chair of the Board or Chair of the committee will send the motion and all proposed amendments to all Board or committee members in a single email and request that they vote by indicating their support or otherwise for the motion and each amendment; and
- f) Voting will take place over three business days, by email.

b. Public Input at Open Board Meetings

At the discretion of the Chair, the Board may hear presentations or answer questions from a member or members of the University community or the public at an open Board meeting on matters within the purview of the Board. The rules governing public input are as follows:

- a) Any person who wants to make a presentation or ask a question will email the Board Secretary no fewer than fourteen (14) days in advance of the scheduled open Board meeting;
- b) The email will contain the person's name, contact information and a submission outlining the topic and purpose of their presentation, or details of the question they intend to ask the Board;

- c) If permitted to speak, the person's presentation before the Board will be limited to five minutes; and
- d) If not permitted to speak, the email submission may be entered as correspondence for the Board's consideration.

c. [Time, Place and Attendance](#)

Board meetings will be held at one of the Capilano University campuses.

The Board will meet at least once every three months in accordance with section 26 (1) of the Act.

Board meetings will be held on Tuesdays unless otherwise determined by the Board.

Board member attendance at meetings will meet the requirements of the Act.

The Board will endeavour to connect periodically with local representatives and groups within the University's geographic region to discuss common concerns.

The Chair or the President will call a special meeting of the Board upon written request of a majority of Board members.

Any Board meeting may be adjourned to a specific time and place. Only items on the agenda of the meeting adjourned may be acted on at the adjourned meetings.

d. [Board and Committee Meeting Types](#)

i. [Closed Board and Committee Meetings](#)

Closed meetings are held in the absence of observers from the University community and members of the public. Closed meetings include members of the University executive and senior leadership as requested by the Board.

[All Committee meetings are closed meetings.](#)

[Board](#) Closed meetings typically precede an Open Board meeting and may continue after the open meeting has concluded.

The following matters will be considered at the closed session [of a Committee or Board meeting](#) (unless the meeting determines otherwise):

- a) matters relating to salaries, conditions of employment, and collective bargaining;
- b) matters relating to the employment of any particular person, including appointments, transfers, resignations, promotions, demotions, conduct, discipline or suspension;
- c) matters relating to the conduct, discipline, suspension or other dealings with any particular student;
- d) matters involving legal actions, negotiations or opinions, or that concern the liability or interests of the Board or Board members;
- e) matters relating to acquisition, disposition or security of real property;

- f) matters of a commercial nature where it is in the interest of the University to maintain confidentiality; or
- g) other matters contemplated by the Act, these Bylaws, or that are otherwise usually agreed to be confidential and not public.

By resolution of the Board any matter discussed at a closed session may be brought forward for discussion at an open meeting.

ii. Open Board Meetings

All Open Board meetings will be considered open to observers from the University community and members of the public unless specified.

iii. In-Camera Board and Committee Meetings

Committees may have an in-camera meeting or components of meeting may be in-camera as per the Committee Terms of Reference.

After the Open session of a Board meeting, the Board will regularly debrief *in-camera* without any members of the University executive present to allow Board members to freely address any issues they wish to raise privately.

In addition, the following matters will be considered at the in-camera session:

- a) The internal functioning of the Board;
- b) the President's appointment, performance, evaluation or compensation;
- c) the President's annual goals; or
- d) President succession planning.

If discussing matters related to the President, in (b), (c) or (d), the President will also be excused.

Immediately following this debriefing session, the Chair will report to the President on issues discussed at the debriefing session, as appropriate.

No Board member will discuss any matter raised during an *in-camera* meeting outside that meeting.

e. Quorum and Voting

A quorum for the transaction of the business of the Board or Board Committee will be a majority of the Board members holding office at the time of the meeting.

Where there is not a quorum present after 10 minutes into a duly called meeting, the meeting will be cancelled. Time sensitive items that require approval will go directly to the Board of Governors or the Executive and Human Resources Committee, at the Board Chair's discretion. Items that are not time sensitive will be added to the next scheduled meeting.

The Chair has the same voting rights as other Board members. In the case of a tie vote on a motion, the motion is defeated and the Chair will so declare.

Attendance by proxy or vote by proxy is not permitted.

The President is an ex officio member of the Board (section 19 (1) (b) of the *Act*).

The Chancellor is an ex officio member of the Board (section 19 (1) (a) of the *Act*).

f. Agenda

The Chair, in consultation with the President and the Board Secretary, will prepare the agenda for each Board meeting. The Board Secretariat will forward copies of the agenda and all relevant documentation to Board members far enough in advance of the Board meeting that Board members can ask questions and give an informed vote, but at least 48 hours before each meeting.

The Chair, in consultation with the President and Board Secretary, will prepare the initial portion of the agenda as a consent agenda:

- a) Items on the consent agenda will be matters that do not require discussion or debate.
- b) A single motion and vote will apply to all items on the consent agenda.
- c) Any Board member can request that an item be moved from the consent agenda to the open agenda for discussion and/or debate.
- d) All relevant documentation on consent agenda items, and the proposed motion, will be provided to Board members far enough in advance of the Board meeting that Board members can ask questions and give an informed vote.

The Chair will call for approval of the agenda as the first item of business of each Board meeting. Additions may be proposed by Board members and will be added to the agenda with the approval of the meeting.

For open Board meetings, the agenda and supporting materials are posted on the Board's webpage.

g. Minutes

Minutes of all Board and Committee meetings will be:

- a) a record of the formal actions undertaken at the meeting;
- b) stored electronically ~~as a part of a minute book~~;
- c) circulated to Board members prior to the meeting at which they are to be adopted; and
- d) approved by the next meeting of the Board or Committee at which they are adopted.

~~Minutes of open Board meetings will be adopted at the next open Board meeting. Minutes of closed meetings will be adopted at the next closed session. Minutes of in-camera meetings will be adopted at the next in-camera session.~~ Minutes are taken as approved when there is a majority of

favourable votes made by those Board and Committee members who were present at the respective meeting.

Due to the significant time between the last meetings in June and the first meetings in September and board composition changes that occur between academic years, the June standing committee and Board meeting minutes will be approved by email in July of the same academic year. Minutes will be sent to all board members in attendance at the respective meeting.

Copies of minutes of Board meetings will be circulated as determined by the Board from time to time and as required by law.

h. Recording and Communication Devices

The Board is responsible for creating a meeting environment that promotes full and frank discussion and the free exchange of ideas in their role of providing strategic oversight for the University. In order to provide an environment where Board members and participants are comfortable to comment, express their opinions and ask questions, any private or unauthorized use of a recording device during meetings of the Board is prohibited. Recording includes any equipment that can be used to record through photography, videotaping or audio recording, an image, a sound or a conversation, including cameras, cellular telephones, smartphones or any similar device.

Participants and guests are also required to turn off or put on silent mode any personal communication device during the meeting.

33. Oath of Office and Annual Declaration

The Oath of Office and the Annual Declaration for Board members is attached as Appendix "B" to this Board Manual.

The Oath of Office is normally to be affirmed or sworn, signed and dated before the Board at the commencement of all [new](#) members' first meeting with the Board or with a Board Committee.

The Annual Declaration is normally to be affirmed or sworn, signed and dated before the Board at the commencement of all returning members' first Board or Board Committee meeting of the Academic year.

In cases where no meeting of the Board or Committee is imminent, and waiting for one will impede the ability of a new or returning Board member to join into the work of the Board, the oath and/or annual declaration may be sworn before the Board Chair or designate, along with a staff member from the President's Office.

34. Confidential Information

The details of any matter discussed at a closed, in-camera, or committee meeting of the Board will be held in strict confidence by all those in attendance. By resolution of the Board, any of the matters discussed at a closed, in-camera, or committee meeting may be brought forward for discussion at an open meeting.

35. Committees

a. Appointing Committees

To more efficiently and effectively carry out its functions and responsibilities, the Board will establish permanent committees that meet separately, each of which will have its own chair ("Standing Committees"). These committees meet to consider matters within their terms of reference before bringing these matters to the Board as a whole.

The Board may also from time to time appoint committees as follows:

- a) Committee of the Whole to allow less formal discussion of a complex or controversial issue which, nevertheless, needs some action to be taken; or
- b) ad hoc committees that are created and meet as necessary.

b. Standing Committees

The Board has four (4) Standing Committees:

Audit and Risk Committee
Executive and Human Resources Committee
Finance Committee
Governance and Planning Committee

c. Proceedings

Standing committee meetings are ~~not public~~closed and will be attended by Board members only, with any guests invited by the committee Chair, and with University administrators assigned to serve as resource persons or who are requested to attend by the committee Chair.

All Board members may attend all meetings of any standing committee, except that only the members of the Executive and Human Resources Committee and the Audit and Risk Committee will attend meetings of those committees.

Matters discussed at standing committee meetings will be held in confidence, subject only to the following:

- a) all matters will be reported to the Board;
- b) matters described in the Part D Board Bylaws section 32 (d) ~~(iii)~~(i) will be treated as closed topics and be reported at the closed Board meeting;
- c) matters described in the Part D Board Bylaws 32 (d) (iii) will be treated as *in-camera* topics and be reported at the *in-camera* Board meeting;

d. Work and Reporting

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

The standing committees will carry out the work assigned in the committee terms of reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and recommendations for Board's approval.

e. Members

The Chair will appoint members to each standing committee in accordance with the committee terms of reference. No standing committee will have fewer than four (4) members. Standing committee quorum will be a majority of the committee members.

Appointments are made based on qualifications and interest, and to avoid potential conflicts of interest.

f. Committee of the Whole

The purpose of a committee of the whole is to suspend a formal meeting in order to address a matter that can better be dealt with informally. Any votes taken during a committee of the whole session are not considered decisions of the Board, but recommendations to the Board (Robert's Rules of Order). The rules are as follows:

- a) The Board members vote to go into committee of the whole.
- b) Committee of the whole functions as a real committee; when it convenes, the Board ceases to be in session.
- c) Committee of the whole can be chaired by a new Chair. The Chair of committee of the whole is appointed by the Chair.
- d) Committee of the whole votes to rise at the conclusion of its session.
- e) Rising implies that committee of the whole ceases to exist and the Board is back in session.

Proceedings of committee of the whole are not entered into the formal minutes of the Board meeting. A brief synopsis of the committee of the whole proceedings will be entered as an appendix to the minutes.

36. Insurance and Indemnification

Under the Act, Board members are protected against actions for damages in respect of any act or omission in the course of their duties, except in acts of bad faith. Section 69(1) of the Act provides:

An action or proceeding must not be brought against a member of a board, senate or faculties, or against an officer or employee of a university, in respect of an act or omission of a member of a board, senate or faculties, or officer or employee, of the university done or omitted in good faith in the course of the execution of the person's duties on behalf of the university.

Under the University, College and Institute Protection Program, Board members are provided with insurance coverage against liability claims while performing their duties and responsibilities in good faith, subject to the terms and conditions of the University's liability coverage agreement.

Indemnity

The University will indemnify a Board member against all costs, charges and expenses, including an amount paid to settle an action or satisfy a demand or judgment, reasonably incurred by the Board member in respect of any civil, criminal, administrative, investigative or other proceeding in which the Board member is involved because of their duties or responsibilities to the University, so long as the Board member acted honestly and in good faith with a view to the best interests of the University and except to the extent that any such costs, charges or expenses are occasioned by the Board member's own willful neglect or default.

Every Board member will be deemed to have assumed office on the express understanding that the University will be bound by the above Indemnity.

37. Expenses

The University will reimburse Board members for expenses reasonably incurred to carry out duties of Board members, subject only to reasonable policies of the University from time to time.

E. CODE OF CONDUCT AND ETHICS

38. Overview

The University should behave, and be perceived, as an ethical organization. The fundamental relationship between a Board member and the University is one of trust; essential to trust is a commitment to honesty and integrity. Ethical conduct within this relationship imposes certain obligations.

Section 19.1 of the *Act* states, "the members of the board of a university must act in the best interests of the university." In other words, Board members will ensure that their personal and professional interests, or obligations to third parties, do not conflict with their duty to the University.

This Code of Conduct and Ethics outlines how Board members will conduct themselves in accordance with the requirements of the law, the Crown Agencies and Board Resourcing Office (CABRO), Taxpayer Accountability Principles¹, and the Standards of Ethical Conduct Guidelines published by the provincial government.

Each Board member should adhere to the minimum standards described herein and to the standards set out in applicable policies, guidelines or legislation.

39. Duties of a Board Member

All Board members owe certain duties to their organizations under the law. In addition, directors of public agencies in BC will comply with the requirements of the CABRO, which publishes Codes of Conduct from time to time.

Generally, a Board Member owes the following duties to the University:

¹ Taxpayer Accountability Principles: Strengthening Public Sector Governance and Accountability (June 2014) [Accountability principles strengthen public sector governance | BC Gov News](#)

- a) **Loyalty:** Board Members will act honestly, in good faith and in the best interests of the University. In placing the interests of the University ahead of their own personal or business interests, Board members will:
 - i. Be honest in their dealings with the University and with others on behalf of the University;
 - ii. Avoid situations where they could profit at the expense of the University, appropriate a business opportunity of the University or otherwise put themselves in a position of conflict between their own private interests and the best interests of the University;
 - iii. Remain impartial and loyal to the best interests of the University and not act as a delegate or representative of any interest, stakeholder or group;
 - iv. Avoid speaking against or undermining any decision of the Board, regardless of whether the Board member agrees with or voted for that decision; and
 - v. Avoid engaging in activity or speaking publicly on matters where this could be perceived as an official act or representation of the University unless specifically authorized to do so by the University.
- b) **Care:** Board members will exercise the degree of skill and diligence reasonably expected from an ordinary person of their knowledge and experience.
- c) **Confidentiality:** Board members will not divulge confidential information that they receive as Board members to any person unless authorized. The duty to maintain information in confidence continues after a Board member ceases to be a Board member.
- d) **Disclosure:** Board members who become aware of a matter which they have a duty to disclose or report will advise the Chair as soon as is reasonably practical.
- e) **Compliance:** Board members will comply with all applicable laws and regulations and with the University's Bylaws and policies adopted by the Board from time to time, including this Code of Conduct and Ethics. No Board member will commit or condone an illegal act or instruct another Board member to do so. All Board members are expected to follow the spirit as well as the letter of the law.
- f) **Knowledge:** Board members will be familiar with and generally knowledgeable about the University's mandate, vision, goals, strategic direction and operations; the community, business and political environment within which the University operates; and the relevant legislation applicable to the University and to Board members.

Any Board member who knows or suspects a breach of this Code of Conduct and Ethics has a responsibility to report it to the Chair.

40. Conflicts of Interest

a. Definitions

A conflict of interest arises when a Board member's private interests supersedes or competes with their dedication and obligations to the interests of the University. This could arise from actual, potential, or apparent conflict of interest for a Board member or related persons and may be financial or otherwise. For this purpose:

- i. **“actual conflict of interest”** occurs when a Board member exercises an official power or performs an official duty or responsibility and, at the same time, knows that in the performance of this duty or responsibility or in the exercise of power there is the opportunity to further a private interest.
- ii. **“potential conflict of interest”** occurs when there exists some private interest that could influence the performance of a Board member’s duty or responsibility or in the exercise of power provided that they have not yet exercised that duty or responsibility.
- iii. **“apparent conflict of interest”** exists when there is possibility that a reasonably well-informed person is concerned that a real conflict of interest exists on the part of the Board member.
- iv. **“related person”** means a spouse, child, parent or sibling of a Board member.

b. General Principles

In general, a conflict of interest exists for Board members who use their position at the University to benefit themselves, friends or families.

A Board member should not use their position with the University to pursue or advance the Board member's personal interests, the interests of a related person, the Board member's business associate, corporation, union or partnership, or the interests of a person to whom the Board member owes an obligation.

A Board member should not directly or indirectly benefit from a transaction with the University over which a Board member can influence decisions made by the University.

A Board member should not take personal advantage of an opportunity available to the University unless the University has clearly and irrevocably decided against pursuing the opportunity, and the opportunity is also available to the public.

A Board member should not use their position with the University to solicit clients for the Board member's business, or a business operated by a close friend, related person, business associate, corporation, union or partnership of the Board member, or a person to whom the Board member owes an obligation.

Every Board member should avoid any situation in which there is, or may appear to be, potential conflict which could appear to interfere with the Board member’s judgment in making decisions in the University’s best interest.

c. Conflict of Interest Situations

Some conflict of interest situations are quite clear, whereas others are less obvious. The following examples of conflict of interest are intended to provide general guidelines for declaring a conflict of interest. These examples should not necessarily be considered exhaustive. Instead, the definitions of conflict of interest and general principles described in sections 41(a) and (b) should be applied in determining the existence of a conflict of interest:

- i. influencing the purchase of goods or services for the University from a company or firm in which the Board member or a related person has financial interest;

- ii. using the position as Board member to obtain employment with the University;
- iii. using confidential or non-public information obtained as a Board member to further a private interest;
- iv. serving on the board of another organization and being in possession of information confidential to the University that is of importance to a matter being considered by the board of the other organization;
- v. assisting a related person, an associate, or an organization in its dealings with the University, when such intervention may result in real or apparent preferential treatment to that person or organization by the University;
- vi. participating in or attempting to influence the appointment, hiring, promotion or evaluation of a related person to positions within the University;
- vii. using the University's resources or facilities for a personal benefit or the benefit of related persons;
- viii. attempting to influence the outcome of a specific program or facility at the University to which the Board member or a related person has made a significant financial contribution; and
- ix. any employment, association, or activity, including political activity, that is, or may reasonably be seen to be, incompatible with the Board member's duties, or otherwise be seen to impair their ability to discharge their duties in an impartial fashion, or cast doubt on the integrity or impartiality of the Board or the University.

d. Constituency Membership

Board members who have been selected to the Board as a representative of a stakeholder group or region owe the same duties and loyalty to the University and when their duties conflict with the wishes of the stakeholder or constituent, their primary duty remains to act in the best interests of the University.

A conflict of interest due to representation of or relation to a specific constituency may occasionally arise. In general, voting on matters which have an effect on a broad group (i.e. students staff, faculty) by a member of that group, who is not a director, officer, or member of the executive of that group, is not considered to be a conflict of interest. Conflict could reasonably be considered to exist however, for the following identified groups in the following situations:

- a) deliberations and decisions directly affecting a specific instructional program in which
 - a. student Board members are enrolled in the program;
 - b. faculty or staff Board members are employed in the program;
 - c. Board members with related persons are enrolled in or employed in the program;
- b) deliberations and decisions related to labour negotiations and labour relations
 - a. for faculty and support staff Board members
 - b. for Board members with related persons who hold faculty and/or support staff positions at the University;

- c. for Board members with related persons who hold positions at other institutions who could be seen to gain benefit from information divulged on these matters;
- c) deliberations and decisions related to labour disputes regarding faculty and support staff
 - a. for faculty and support staff Board members who have the responsibility, or joint responsibility with others, to adjudicate disputes regarding faculty and support staff, represent faculty or support staff or their interests in disputes or are involved in any deliberations, decision-making or implementation of any such decisions by or on behalf of faculty or support staff associations;
 - b. deliberations and decisions related to any matter in which the University's interests may not be aligned with those of the faculty or staff association for Board members who hold executive positions with faculty and staff associations.

For the purposes of clarification, student Board members voting on issues related to tuition and fees other than for the specific instructional program in which they are enrolled, is not considered a conflict of interest.

e. Declaration of Conflict

Board members will arrange their private affairs and conduct themselves in a manner to avoid a conflict of interest. In cases where conflict cannot be avoided, a Board member has an obligation to declare a conflict of interest in writing to the Chair prior to discussion or decision of an issue.

Where a Board member is in doubt or unsure of whether a situation involves a conflict, the Board member will immediately seek the advice of the Chair.

If a Board member believes that another Board member is in a conflict of interest situation, the Board member will immediately identify the conflict to the other Board member and request that the conflict be declared. If the other Board member refuses to declare the conflict, the concerned Board member will immediately notify the Chair. If the situation involves a conflict of interest by the Chair, the issue will be referred to the Chair of the Governance and Planning Committee.

A Board member will declare the nature and extent of any conflict at the first meeting of the Board after which the facts leading to the conflict have come to that Board member's attention. Prior to the approval of the agenda at each Board meeting, the Chair will request that Board members declare any conflicts of interest. The disclosure will be recorded in the minutes of the meeting. After declaring the conflict, the Board member:

- a) in an open, closed, or in-camera session, or committee meeting, will absent themselves from the proceedings by leaving the room during discussion and/or voting on the particular matter giving rise to the conflict;
- b) will not attempt, in any way or at any time, to influence the discussion or the voting of the Board on any question relating to the matter giving rise to the conflict; and
- c) will be counted in the quorum for a meeting at which the Board member attends, notwithstanding that the Board member is absented while any matter is considered in respect of which a conflict of interest exists for that Board member.

Where a conflict of interest is discovered after the consideration of a matter, the conflict will be declared to the Board and appropriately recorded at first opportunity. If the Board determines that the Board member in conflict influenced the Board's consideration or decision of the matter, the Board without further involvement of the said Board member, will reconsider the matter and may rescind, vary or confirm its decision.

f. Determining Conflicts of Interest

Where a potential conflict of interest has been identified to the Chair pursuant to section 41 (e) above, the Board will determine by majority vote whether or not a conflict of interest exists. Prior to the vote, the Board will be provided with information regarding the nature of the perceived conflict and the Board member perceived to be in potential conflict will be given an opportunity to provide their perspective on whether or not a conflict of interest exists.

The Board member perceived to be in conflict will refrain from voting.

If the Board determines that the Board member is in conflict of interest, the Board member will act in accordance with section 41 (e) above.

41. Outside Business Interests

Board members should declare possible conflicting outside business activities at the time of appointment. Notwithstanding any outside activities, Board members are required to act in the best interest of the University.

No Board member should hold a significant financial interest, either directly or through a related person or associate, or hold or accept a position as an officer or Board member in an organization in a material relationship with the University, where by virtue of their position in the University, the Board member could in any way benefit the other organization by influencing the purchasing, selling or other decisions of the University, unless that interest has been fully disclosed in writing to the University.

A "significant financial interest" in this context is any interest substantial enough that decisions of the University could result in a personal gain for the Board member.

These restrictions apply equally to interests in organizations that may compete with the University in all of its areas of activity.

42. Confidential Information

Confidential information includes proprietary technical, business, financial, legal, or any other information which the University treats as confidential (including all matters discussed at closed, in-camera and committee meetings). Board members should not either during, or following, their term as a Board member, disclose such information to any outside person unless authorized or required by law.

Similarly, Board members will never disclose or use confidential information gained by virtue of their association with the University for personal gain, or to benefit related persons, friends or associates.

A breach of confidentiality, whether unintended or deliberate, may result in disciplinary action up to and including removal from the Board in accordance with the Act.

If in doubt about what is considered confidential, a Board member should seek guidance from the Chair or the President.

43. Investment Activity

Board members will not, either directly or through related persons or associates, acquire or dispose of any interest, including publicly traded shares, in any company while having undisclosed confidential information obtained in the course of work at the University which could reasonably affect the value of such securities.

44. Outside Employment or Association

A Board member who accepts a position with any organization that could lead to a conflict of interest or situation prejudicial to the University's interests, will discuss the implications of accepting such a position with the Chair. Acceptance of such a position might require the Board member's resignation from the Board.

45. Entertainment, Gifts and Favours

It is essential to fair business practices that all those who associate with the University, as suppliers, contractors or Board members, have access to the University on equal terms.

Board members and their related persons will not accept entertainment, gifts, or favours that create or appear to create a favoured position for doing business with the University. Any person or entity offering such inducement should be asked to cease. Any such gifts received by a Board member should be returned to the donor.

Board members will not offer or solicit entertainment, gifts or favours in order to secure preferential treatment for themselves or the University.

Board members will not under any circumstances offer or receive cash, preferred loans, securities, or secret commissions in exchange for preferential treatment. Any Board member experiencing or witnessing such an offer should report the incident to the Chair immediately.

Gifts and entertainment should only be accepted or offered by a Board member where such practices are common exchanges to established business relationships for the University. An exchange of such gifts should create no sense of obligation on the part of the Board member.

Full and immediate disclosure to the Chair of borderline situations will always be taken as good-faith compliance with this Code of Conduct and Ethics.

46. Use of the University's Property

Board members may only use property owned by the University for personal purposes, or purchase property from the University, at the same cost and through the same processes available to the general public.

A Board member should not purchase property owned by the University if that Board member is involved in an official capacity in some aspect of the sale or purchase.

47. Breach

A Board member found to have breached their duty to the University by violating the minimum standards set out in this Code of Conduct and Ethics may be liable to censure or removal under section 22 of the *Act*.

48. Where to Seek Clarification

Normally, the Chair or the Chair of the Governance and Planning Committee should be responsible to provide guidance on any matter concerning standards of ethical behaviour.

APPENDIX “A”

Bicameral Governance under the University Act

Legislative Framework:

Capilano University is a publicly funded, special purpose, teaching university operating under a bicameral governance structure in accordance with the *University Act* (the Act), with a division of powers among the Board and the Senate.

The management, administration and control of the property, revenue, business and affairs of the University are vested in the Board (section 27 of the Act).

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

The Senate must also advise the Board and the Board must seek the advice of the Senate on the development of educational policy as outlined in section 35.2(6) of the Act.

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

Board Manual - Section 15(c) Accountability:

One of the key responsibilities of the Board set out in the Board Charter and Mandate is that the Board is accountable for “focusing in strategic issues, and empowering the University’s President and executive team to manage the University’s operations”.

Board Manual - Section 13 Delegation of Authority:

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

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

Policy Development and Management

Under Policy B.102 Policy Development and Management, the Board and the Senate develop new and review existing policies in accordance with the respective powers and duties of each as set out in the *Act* as well as any other policies that the University might determine are best handled by one of these bodies.

The Senior Leadership Council develops policies that fall outside the jurisdiction of the Board and the Senate, which normally are operational policies.

Powers and Duties of the Board

The management, administration and control of the property, revenue, business and affairs of the University as vested in the Board (section 27(1) of the Act).

Pursuant to section 27(2) of the Act, the Board exercises the following power and duties:

- s. 27(2)(a) to make rules for the meetings of the board and its transactions;
- s. 27(2)(b) to elect from among its members appointed by the Lieutenant Governor in Council a chair, and, when necessary, an acting chair;
- s. 27(2)(c) to appoint a secretary and committees it considers necessary to carry out the board's functions, including joint committees with the senate, and to confer on the committees' power and authority to act for the board;
- s. 27(2)(g) subject to section 28, to appoint the president of the university, deans of all faculties, the librarian, the registrar, the bursar, the professors, associate professors, assistant professors, lecturers, instructors and other members of the teaching staff of the university, and the officers and employees the board considers necessary for the purpose of the university, and to set their salaries or remuneration, and to define their duties and their tenure of office or employment;
- s. 27(2)(h) if the president is absent or unable to act, or if there is a vacancy in that office, to appoint an acting president;
- s. 27(2)(l) to receive from the president and analyse and adopt with or without modifications the budgets for operating and capital expenditure for the university;
- s. 27(2)(m) to set, determine and collect the fees
 - i. to be paid for instruction, research and all other activities in the university,
 - ii. for extramural instruction,
 - iii. for public lecturing, library fees, and laboratory fees,
 - iv. for examinations, degrees and certificates,
 - v. for the use of any student or alumni organization in charge of student or alumni activities, and
 - vi. for the building and operation of a gymnasium or other athletic facilities;
- s. 27(2)(n) to pay over
 - i. the fees collected for a student or alumni organization that the organization may request, and
 - ii. in accordance with section 27.1, the fees collected for a student society or a provincial or national student organization;
- s. 27(2)(n.1) in accordance with section 27.1 (1.1),
 - i. to impose fees on and collect fees from students who are not members of a student society, and
 - ii. remit those fees to the student society;
- s. 27(2)(o) to administer funds, grants, fees, endowments and other assets;
- s. 27(2)(p) to select a seal and arms for the university and have sole custody and use of the seal;

- s. 27(2)(q) to provide for student loans;
- s. 27(2)(s) to enter into agreements on behalf of the university;
- s. 27(2)(t) to regulate, prohibit and impose requirements in relation to the use of real property, buildings, structures and personal property of the university, including in respect of
 - i. activities and events,
 - ii. vehicle traffic and parking, including bicycles and other conveyances, and
 - iii. pedestrian traffic;
- s. 27(2)(t.1) to regulate, prohibit and impose requirements in relation to noise on or in real property, buildings and structures of the university;
- s. 27(2)(u) to acquire and deal with
 - i. an invention or any interest in it, or a licence to make, use or sell the product of an invention, and
 - ii. a patent, copyright, trade mark, trade name or other proprietary right or any interest in it;
- s. 27(2)(v) to require, as a term of employment or assistance, that a person assign to the board an interest in an invention or an interest in a patent, copyright, trade mark, trade name or other proprietary right resulting from an invention
 - i. made by that person using the facilities, equipment or financial aid provided by the board, or
 - ii. made by that person while acting within the scope of the person's duties or employment, or resulting from or in connection with the person's duties or employment as an officer or employee of the university;
- s. 27(2)(w) to pay to a municipality incorporated under an Act a grant in a year not exceeding the lesser of
 - i. the amount that would be payable as general municipal taxes in the year on property of the university within the municipality if the property were not exempt from these taxes, and
 - ii. the amount specified by the minister or calculated in the manner specified by the minister;
- s. 27(2)(x) to make rules consistent with the powers conferred on the board by this Act;
- s. 27(2)(x.1) to impose and collect penalties, including fines, in relation to a contravention of a rule or other instrument made in the exercise of a power under this section;
- s. 27(2)(x.1) to provide for the hearing and determination of disputes arising in relation to
 - i. the contravention of a rule or other instrument made in the exercise of a power under this section, and
 - ii. the imposition of a penalty under paragraph (x.1);
- s. 27(2)(y) to do and perform all other matters and things that may be necessary or advisable for carrying out and advancing, directly or indirectly, the purposes of the university and the performance of any duty by the board or its officers prescribed by this Act or the [Sexual Violence and Misconduct Policy Act](#).

Powers and Duties of the Senate

Pursuant to sections 27(2) and 35.2 of the *Act*, the Senate exercises the following power and duties:

A. Powers with final authority resting with the Senate (s. 35.2(5)):

- s. 35.2(5)(a) regulate how its meetings and proceedings are conducted, including the quorum necessary to conduct business and how a vice chair, who is to chair meetings in the absence of the president, is elected;
- s. 35.2(5)(b) set criteria for awarding certificates, diplomas and degrees, including honorary degrees;
- s. 35.2(5)(c) set curriculum content for courses leading to certificates, diplomas and degrees;
- s. 35.2(5)(d) set qualifications for admission;
- s. 35.2(5)(e) set policies concerning examinations and evaluation of student performance;
- s. 35.2(5)(f) set residency requirements for awarding credentials for courses and programs;
- s. 35.2(5)(g) set policies concerning student withdrawal from courses, programs, or Capilano University;
- s. 35.2(5)(h) set criteria for academic standing, academic standards, and the grading system;
- s. 35.2(5)(i) set criteria for awards recognizing academic excellence;
- s. 35.2(5)(j) set policies and procedures for appeals by students on academic matters and establish a final appeal tribunal for these appeals; and
- s. 35.2(5)(k) set policies on curriculum evaluation for determining whether:
 - i. courses or programs, or course credit from another university or body are equivalent to courses, programs, or course credit at Capilano University; and
 - ii. courses or programs, or course credit from one part of Capilano University are equivalent to courses or programs, or course credit in another part of Capilano University.

B. Advisory duties, with final authority given to the Board:

1. The Board must seek, and the Senate must give, advice on the development of educational policy for the following matters (s. 35.2(6)):
 - s. 35.2(6)(a) the mission statement and the educational goals, objectives, strategies, and priorities of the Capilano University;
 - s. 35.2(6)(b) the establishment, revision, or discontinuance of courses and programs at Capilano University;
 - s. 35.2(6)(c) the preparation and presentation of reports after implementation by Capilano University without prior review by the Senate of
 - i. new non-credit courses, or
 - ii. programs offered under service contract;
 - s. 35.2(6)(d) the priorities for implementation of new programs and courses leading to certificates, diplomas, or degrees;

- s. 35.2(6)(e) the establishment or discontinuance of faculties at Capilano University;
- s. 35.2(6)(f) the evaluation of programs and educational services;
- s. 35.2(6)(g) the library and resource centres;
- s. 35.2(6)(h) the setting of the academic schedule;
- s. 35.2(6)(i) the qualifications for faculty members;
- s. 35.2(6)(j) the adjudication procedure for appealable matters of student discipline;
- s. 35.2(6)(k) the terms for affiliation with other post-secondary bodies;
- s. 35.2(6)(l) the consultation with community and program advisory groups concerning Capilano University's educational programs; and
- s. 35.2(6)(m) other matters specified by the Board.

2. In addition, the **Board must consult with Senate on the following matters** (s. 27(2)):

- s. 27(2)(d) the maintenance and keep in proper order and condition the real property of the University, the erection and maintenance of the buildings and structures on it that in the opinion of the Board are necessary and advisable, and the rules respecting the management, government and control of the real property, buildings and structures;
- s. 27(2)(e) the conservation of the heritage sites of the University, including any heritage buildings, structures and land of the University;
- s. 27(2)(i) the establishment of faculties and departments with suitable teaching staff and courses of instruction; and
- s. 27(2)(k) providing for the chairs, institutes, fellowships, scholarships, exhibitions, bursaries and prizes the board and the senate consider advisable.

C. Powers with final authority resting with the Senate and the Board:

- s. 27(2)(f) the establishment of procedures for the recommendation and selection of candidates for president, deans, librarians, registrar and other senior academic administrators as the board may designate;
- s. 27(2)(j) the establishment of faculties and departments the board considers necessary; and
- s. 27(2)(r) the number of students that may in the opinion of the board, having regard to the resources available, be accommodated in the university or in any faculty of it, and to make rules considered advisable for limiting the admission or accommodation of students to the number so determined.

APPENDIX “B”

Oath of Office and Annual Declaration

OATH OF OFFICE

I, [name of Board Member], sincerely promise and swear (or affirm) that I will truly, faithfully and impartially, to the best of my ability, execute the duties and responsibilities of my position as a member of the Board of Governors of Capilano University. I have read and agree to abide by the Capilano University Board Governance Manual, including the Board of Governor’s Bylaws and Code of Conduct and Ethics.

Date at City, British Columbia, this date of month, year.

Signature of Board Member

Print Name

ANNUAL DECLARATION

I have read and considered the Capilano University Board Governance Manual, including the Bylaws and Code of Conduct and Ethics.

I understand and agree that:

- I will conduct myself in accordance with the provisions contained in the Board Governance Manual.
- I have disclosed all activity I am engaged in that could be perceived as a conflict of interest.
- I will not distribute Board and committee materials further, and I will keep in confidence the Board and committee materials designated as confidential and confidential conversations of the Board. I agree that my undertaking of confidentiality extends beyond my term on the Board into perpetuity.
- Should circumstances change, and in particular if a new potential conflict of interest arises, I will update the information in this declaration to disclose any such change as soon as possible.

I certify that the information provided above is true and complete to the best of my knowledge.

Date

Signature of Board Member

Print Name

APPENDIX “C”

Capilano University Board of Governors Communication Protocol

Purpose

Capilano University Board of Governors members (“Board members”) may be approached by members of the public with questions or may receive requests for information related to Capilano University. Because activities and issues evolve over time and it is important that information provided to the community is consistent and as up to date as possible, the following communications protocol has been established. This protocol is intended to support Board members in their responsibility as representatives of Capilano University and to ensure that our response to the community is consistent, timely and accurate.

Protocol

- Key messages related to emerging issues or activities will be provided to Board members as necessary in the Board agenda package. Board members are asked to refer to the key messages to address questions that may be posed informally by community members (e.g. in a social setting).
- If a significant update is available prior to a board meeting, a briefing note, specific to that initiative/issue, will be emailed to all Board members by the President’s Office or Board Secretariat.
- The only spokesperson for Board matters is the Chair or the Chair’s express delegate.
- The only spokesperson for senior leadership is the President or the President’s express delegate.
- Once the Board takes a decision after a fair and objective hearing of different opinions on an issue before it, Board members are expected to stand united in that decision in public.
- Board members are expected to communicate promptly and clearly to the Chair and the President any significant concern or complaint. Any subsequent response would be developed by the President, in consultation with the Chair and supported by knowledge experts and University communications.
- Occasionally, the Chair, or Board members, may be asked to respond to a media request or an inquiry from a representative group. All such inquiries should be directed to the Director, Communications via the Chair and then to the President’s Office. The Director, Communications will undertake any background research required and will work with the Chair, or appropriate spokesperson, to respond to the request. The Director, Communications will ensure the President’s Office remains the conduit to any final communications prepared, that the Board member who originally received the request is copied; and the entire Board is notified of the request and the response is included as part of the next Board meeting agenda package.
- The Board may be asked to receive a signed petition or other appeal, from a group or representative body. The sender receives confirmation of receipt from the Director, Communications and assurance of the process to present the petition to the Board and document it in the Board’s records management system.

APPENDIX “D”

Capilano University

Board Election Procedures

March 2016

Purpose:

The rules and procedures included in this document outline the process to be undertaken by Capilano University for all Board elections. The rules and procedures for elections are in accordance with the *University Act*. In the event of a disagreement between the procedures and the *University Act*, the *University Act* will prevail.

Schedule for Elections:

Regular elections will normally occur in late February. The Registrar is responsible for preparing the election schedule and will distribute the schedule to involved constituency groups prior to the election.

Procedural definitions:

Faculty: An academic educational administrative division of a university constituted by the Board as a Faculty under section 39 of the *University Act*, or the dean and faculty members of a Faculty, as the context requires.

At Capilano University there are five (5) Faculties: Arts and Sciences; Business and Professional Studies; Fine and Applied Arts; Education, Health and Human Development; and Global and Community Studies.

Faculty Member: A person employed by a university as an instructor, lecturer, assistant professor, associate professor, professor, or in an equivalent position designated by Senate.

At Capilano University lab instructors, lab supervisors, private music instructors, instructional associates, special appointees, counselors, and librarians, have also been designated by Senate as faculty members.

Support Staff: Capilano University employees who are not faculty members, and who are staff, including exempt staff and administrators, excluding the President and Registrar.

Term of Office:

Support staff and faculty representatives

The term of office for support staff and faculty representatives on the Board of Governors shall be three (3) years, normally commencing on August 1st.

Student representatives:

The term of office for student representatives on the Board of Governors shall be one (1) year, commencing on August 1st.

Orientation:

Orientation for all new members may occur prior to the official term commencement date. It is the responsibility of the representatives to ensure their participation in the orientation.

Eligibility to Nominate, Vote, Run and Hold Office:

Students

Eligibility to Nominate:

To nominate an individual, students must be enrolled in at least one credit course at Capilano University.

Eligibility to Vote*:

The voters list for the Board student representatives shall be comprised of all students enrolled in at least one credit course at Capilano University.

Eligibility to Stand for Election and Hold Office:

Students elected to the Board must be enrolled in at least one credit course and cannot have the current notation of 'Required to Withdraw' on their record. If an elected student's enrolment is terminated due to being 'Required to Withdraw', student conduct, or any other reason, the position will be declared vacant.

Support staff

Support staff members who are also employed under the category of faculty members shall be designated by the role that has the majority of the workload. If the workload is equal, in order to participate in elections the employee must choose, on a one-time-only basis, to be considered either a faculty member or a non-faculty member for purposes of Board voting and candidacy.

Support staff members who are also students cannot stand for election, nominate, or vote as students.

Eligibility to Nominate:

To nominate an individual, staff must meet the same criteria as those described for eligibility to vote.

Eligibility to Vote*:

The voters list for the Board support staff representatives shall be comprised of all support staff, exempt staff, and administrators who are not officers of the University (President, Registrar, and Vice-Presidents), deans, or faculty members.

Eligibility to Stand for Election and Hold Office:

Support staff elected to the Board of Governors must be employed continuously for the entire three (3) year term of office. If an elected support staff member's employment with the University is terminated for any reason, the position will be declared vacant.

Faculty

For purposes of voting and candidacy, an employee who has both a faculty and a non-faculty position shall be designated by the role that has the majority of the workload. If the workload is equal, in order to participate in elections the employee must choose, on a one-time-only basis, to be considered either a faculty member or a non-faculty member for purposes of the Board voting and candidacy.

Eligibility to Nominate:

To nominate an individual, faculty must meet the same criteria as those described for eligibility to vote.

Eligibility to Vote*:

The voters list for the Board faculty representatives shall be comprised of all faculty members, as designated by Senate, with current appointments during the election period.

Eligibility to Stand for Election and Hold Office:

Faculty members elected to the Board of Governors must have appointments within one or more Faculties of Capilano University as constituted by the Board of Governors. If an elected faculty member's appointment with the University is terminated for any reason, the position will be declared vacant.

*The Registrar is responsible for both maintaining and having the final authority over the voters list. A copy of the voters list will be available for viewing in the Registrar's Office once an election or by-election has been called.

Election Timelines and Process

Timelines:

The Registrar is responsible for establishing timelines and shall post them on the Capilano University website.

Nomination period will be a two-week duration ending at 4:00 pm on the final day. The nomination results will be announced within two (2) working days from the end of the nomination period.

The nomination period must end at least one (1) week before the start of the voting period.

The voting period will be of one week duration beginning at 12:01 a.m. on the first day and ending at 11:59 p.m. on the final day. The voting results will be announced within two (2) working days from the end of the voting period.

Election Process

Nominations:

The Registrar will post timelines and nomination forms on the Capilano University website. Information required for nominations includes full name, signature, date and student ID (for students) or employee ID (for staff or faculty).

Candidates List:

The Registrar will post on the Capilano University website the list of candidates and their respective nomination statements (verbatim).

Campaigning:

A candidates' orientation will be held prior to the start of the campaign period. It is the sole responsibility of the candidate to ensure they are familiar with all the rules of the election, whether they attend the orientation or not.

Promotion of the election, excluding the Capilano University website, but including all-candidates' meeting is the responsibility of the constituent groups.

All campaign material will be in accordance with Human Rights Legislation.

Campaigning is allowed and is undertaken at the individual's expense and in their own time. Campaigning includes, but is not limited to, posters, signs, websites, social media, and telephone/email communications. Encouraging individuals to vote is not considered campaigning if there is no reference to an individual candidate or group of candidates.

Candidates may not abuse Capilano University's resources. All candidates are required to act with honesty and integrity.

Election Results:

The Registrar shall:

1. Post the election results within two (2) working days following each election
2. Inform the President of the results of the election
3. Report the Board election results at the first Board meeting following each election
4. Post results publicly on the University's website including names of candidates who were not successful.

If the number of candidates for a position matches the required number of candidates to be elected, the candidate(s) will be declared elected by acclamation.

If the number of candidates for a position is more than the required number of candidates to be elected, the candidate(s) with the most votes will be declared as elected.

In the case of tie votes, the following will take place:

Ties will be broken by the Registrar via a coin-toss that is administered in the presence of the tied candidates.

Appeals:

It is recognized that there may be challenges to the conduct of the elections. To consider these challenges, an Appeals Committee will be convened.

This committee will:

1. Be composed of one member of each constituent group, appointed by their executive (the member cannot have been a candidate in the election).
2. Be chaired by the Registrar or designate, or by the Vice President, Academic and Provost, or designate, as determined by the nature of the appeal. In either case, the Chair is non-voting.
3. Have a mandate to hear the appeals based on the rules for election.

Appeals Procedure:

All appeals must be received, signed and in writing to the Registrar's Office no later than 3:00 p.m. two (2) working days after the results of the election are announced.

All candidates of the affected constituent group will receive a copy of each appeal prior to the Appeals Committee hearing.

Each candidate will have an opportunity to respond to the appeal in writing. Appeals that question the conduct of candidates or the election process will be chaired by the Registrar or designate. In the case of an appeal against the conduct of the Registrar or designate, the Vice President, Academic and Provost, or designate, will chair the appeals committee. Each response will be signed and received in the Registrar's Office no later than 3:00 p.m. two (2) days after receipt of the appeal.

The Appeals Committee Chair will allow each of these candidates an opportunity to speak to the committee during the designated Appeals Committee Hearing. These candidates must confirm their attendance with the Registrar's Office 24 hours prior to the Appeals Committee Hearing. Time limitations and a schedule will be at the discretion of the Appeals Committee, taking into consideration the number of appeals and candidates wishing to address the committee.

Each confirmed candidate addressing the Appeals Committee will be allowed one support person at the Appeals Committee Hearing. This support person is not able to address the committee.

Once all confirmed candidates have addressed the committee, the committee will consider all evidence presented and take appropriate action, including:

- Over-ruling the objection
- Making recommendations to the Registrar with respect to future elections
- Ordering new procedures
- Requiring a new election

The Appeals Committee decision will be final. So there is no disruption in representation to the Board of

Governors, those who have been declared elected are confirmed in their positions until the appeals have been concluded.

Vacant Positions:

Vacant positions must be filled as soon as reasonably possible, taking into account both the length of time of the election/by-election process and the nature of the academic year. The rules for filling vacant positions will be:

1. By-elections will be held when a position is declared vacant prior to the end of term for that position except as follows:
2. If the vacancy occurs on November 1st, or later, and the person holding the position declared vacant is in the final year of their term, then the position will be filled through the normal elections process in the spring. The person elected will immediately assume the vacant position until July 31st, and then begin their elected term of office.

APPENDIX “E”

Board Chair and Vice Chair Election Procedures

PRESIDENT ASSUMES CHAIR

Election of Chair

President calls for nominations
(Call twice or three times.)

Ensure that those nominated are willing to stand.

One nomination/Chair

Motion: THAT...(name) be nominated as Chair of the Board.

(A seconder is not necessary although any number of persons may wish to second the nomination to show support.)

The President can then declare ...(name) to have been elected Chair by acclamation.

OR More than one nomination/Chair

President announces...is nominated and ...is nominated, etc.

A motion is made and seconded to “close nominations”.

Voting is carried out by ballot.

Motion: THAT the Capilano University Board elect...(name) as its chair for the forthcoming year.

Election of Vice-Chair

Same procedure as for Chair.

WARNING: The President is inclined at this point to succumb to a rush of enthusiasm and adjourn the meeting. Actually, the new or re-elected Chair assumes the Chair and adjourns the meeting.

CHAIR TO ASSUME CHAIR

Chair says whatever he/she wishes to say. And the following motions must be made if there is a change in Chair.

Motion: THAT the Capilano University Board rescind the appointment of...(name), past Chair, as a signing officer of the University and THAT the Capilano University Board appoint ...(name) Chair as a signing officer of the University.

THE MEETING CONTINUES

PRESIDENT AND VICE-CHANCELLOR SEARCH PROCEDURE

The position of President and Vice-Chancellor is integral to the long-term success and stability of the University. The selection process must align with the University's values and uphold principles of integrity, confidentiality, and fairness.

APPOINTMENT AUTHORITY

The Board of Governors (the “Board”) has the power to appoint the President and Vice-Chancellor (the “President” or the “incumbent”) of the University based on the recommendation of the Presidential Search Committee.

REGULAR APPOINTMENT PROCEDURE

The President shall hold office for an initial five (5) year term and is eligible to serve additional terms upon being so appointed by the Board.

The Board Chair should notify the office of the Public Sector Employers’ Council Secretariat before engaging in the search process to ensure alignment with public policy, key priorities, and objectives.

DIVERSITY COMMITMENT

It is a goal of the University to instill a culture of equity, diversity and inclusivity. As such, all parties who name individuals to participate in this procedure, whether as committee members or as members of key partner groups, will consider a diversity of backgrounds and views.

PRESIDENT SEARCH COMMITTEE

- Establishment

A President Search Committee (the “Committee”) is an advisory committee to the Board and shall be established to conduct the search process. The Committee shall select and interview candidates and identify a candidate to be recommended to the Board.

The establishment of the Committee shall normally be initiated by the Board no later than one year before the end of the incumbent’s term of office. Should the Board or the incumbent seek reappointment of the current President, the procedures in section “Re-appointment Procedure” shall apply.

The Committee dissolves upon the Board appointing the President.

- Committee Membership

The Committee shall be chaired by the Chair of the Board or a designate (the “Chair”), who is a non-voting member and who regularly reports to the Board. The Committee shall be comprised of the following:

- Two (2) students, nominated by the Capilano Student Union (CSU)

- Two (2) faculty, selected according to the provisions of the Collective Agreement between the CFA and the University,
- Two (2) administrators, which may include a member(s) of the Board
- Two (2) support staff, selected according to the provisions of the Collective Agreement between MoveUP and the University

A non-voting representative from the People, Culture & Diversity Department shall serve as a resource to assist with the process, provide recruitment related advice and to liaise with the executive search firm.

Members of the Committee shall sit as individuals and not as delegates of their constituencies. Each member is called on to exercise their own judgment in the University's best interests.

- Withdrawal of Selection Committee Member(s)

When a committee member withdraws, best efforts will be made to replace them in the same manner that they were appointed. The Committee shall not cease to function only because of withdrawal by one or more of its members unless the effect of such withdrawal(s) is to reduce its membership to less than half its original size. Normally, a committee member will not be replaced after interviews have begun with the short-list of candidates.

Committee members are expected to maintain full participation in the entire search process. Members that are absent may be determined by the Chair to be no longer eligible to participate in the process.

- Quorum

A simple majority of members shall constitute a quorum, with the proviso that the presence of the Chair shall be required.

- Confidentiality and Freedom of Information

All members of the Committee shall keep confidential all discussions of the Committee. The *Freedom of Information and Protection of Privacy Act* applies to all aspects of the search.

- Conflict of Interest

Committee members are expected to remain free from any real or perceived conflict of interest in their participation in the search process. Members shall provide sufficient information to the Chair of the potential conflict for the Chair to determine whether the member should no longer participate in the search process.

POSITION PROFILE AND CRITERIA

The University will seek input from the University community on the desired attributes of the President and provide feedback to the Board. The Board shall prepare a position profile to serve as a guide for the selection of the next President. The profile shall include a list of desired criteria to guide the Committee's deliberations.

EXECUTIVE SEARCH FIRM

The University will retain the services of an external executive search firm to assist the committee in searching for and evaluating potential candidates.

The People, Culture & Diversity representative will work with the Vice-President, Finance and Administration to facilitate the request for proposal process, if required, with the purchasing department.

SEARCH PROCESS

The Committee shall invite applications through any combination of internal or external advertising, calls for nominations or calls for applications, as deemed appropriate, and will encourage a diverse pool of qualified candidates to apply.

The following steps will guide the Search Process:

- The Executive Search Firm will present candidate profiles to the Committee of all eligible candidates. The Committee shall determine a long list of candidates from the applicants who meet the requirements of the position, normally a maximum of approximately ten candidates
- The Executive Search Firm will present detailed profiles of the long-listed candidates for the Committee's consideration for a shortlist.
- The Committee will develop a short-list of candidates, the number to be determined by the Committee
- The Committee will interview the shortlisted candidates, normally in-person
- The Committee will determine if second interviews are necessary
- The Committee will recommend candidate(s) to attend meetings with key University groups, as follows:
 - The University Executive
 - The Senate, and
 - Key partners in private meetings with each candidate, as outlined below:
 - One meeting of 20-30 individuals selected by each of the following:
 - Capilano Faculty Association
 - MoveUP
 - One meeting with representatives from the board of each of the following:
 - Capilano Alumni Association
 - Capilano Students' Union.

All participants will be required to sign a non-disclosure agreement. The candidate will make a short presentation, and there will be an opportunity for the groups to ask the candidate questions and will submit written feedback to the Committee.

- During the Search Process, comprehensive reference checks for candidate(s) being considered will be conducted and considered by the Committee. These will normally be conducted by the Executive Search Firm.
- The Committee will make a recommendation to the Board for final candidate(s) to be recommended for hire. A Committee may also recommend that they are not recommending any candidates for hire.

RECOMMENDATION TO THE BOARD OF GOVERNORS

The final candidate(s) being recommended for hire will meet with the Board of Governors, in-camera, after which the Board will reach a decision on the appointment of a candidate, or to not appoint a candidate.

If the Board does not appoint a candidate recommended by the Committee, or if no candidate is recommended for appointment, the procedures described herein shall be reactivated.

The Board shall determine whether the Committee is to be reconstituted.

APPOINTMENT OF THE PRESIDENT AND VICE-CHANCELLOR

The terms and conditions of the contract of employment for the President is negotiated with the Chair of the Board and are consistent with government policy and the Public Sector Employers Act. The contract must meet the approval of the Minister of Finance or the PSEC Secretariat, as appropriate.

The Chair shall take the steps necessary to inform the Senate and the University community of the outcome of the search process.

The Board shall develop a transition plan which may include assistance from the outgoing President and shall establish a transition team who will work with the incoming President to ensure they are appropriately supported in preparing for the role.

INTERIM APPOINTMENT PROCEDURE

Appointment Authority

The Board of Governors has full authority to decide whether to appoint an interim president as per the Acting President Policy (B.514).



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.1.1: Executive and Human Resources Committee Report	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 25, 2025	
PRESENTER: RJ Wallia, Executive and Human Resources Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Executive and Human Resources Committee meeting that took place on November 18, 2025.

SUMMARY

The Committee approved the minutes of the September 18, 2025 Executive and Human Resources Committee meeting and discussed the following items:

- **CFA/MoveUp Collective Bargaining Update:** Kartik Bharadwa, VP People Culture and Diversity provided an update to the Committee on the status of collective bargaining.
- **Board Succession:** The Committee discussed the skills matrix of the current Board as well as the desired competencies of future Board members.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.1.2: Finance Committee Report	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 25, 2025	
PRESENTER: David Ayriss, Finance Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Finance Committee meeting that took place on November 5, 2025.

SUMMARY

The Committee approved the consent agenda containing the minutes of the September 10, 2025 Finance Committee meeting and the Fiscal 2025/26 interim student full-time equivalent (FTE) enrollments and forecasted fiscal year FTE enrollments. The committee also discussed the following items:

- **Investment Management Orientation:** Reya Lu, Ellement Investment Consultant and Tally Bains, VP Finance & Administration provided background information on investment management at Capilano University and explained the key features of the investment performance review report.
- **Integrated Planning Update:** Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness provided an update on integrated planning for Fiscal 2025/26 and 2026/27. This information is provided to the Board under separate cover.
- **Financials Update:** Tally provided an update on the university's current financial status.
- **Tuition Analysis:** Tally presented a tuition analysis for the 2025-26 academic year and shared the results of the Capilano Students' Union Tuition Impact survey. This information is provided to the Board under separate cover.
- **Real Estate Project and Partnership Vetting and Decision Making:** Ryan Blades, AVP Facilities Services and Campus Planning provided information on the process used by Capilano University to vet real estate deals, capital projects and developer proposals.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.1.3: Governance and Planning Committee Report	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 25, 2025	
PRESENTER: Amina El mantari, Governance and Planning Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Governance and Planning Committee meeting that took place on November 12, 2025.

SUMMARY

The Committee approved the minutes of the September 16, 2025 meeting and discussed the following items:

- **Sexual Harassment Policy Review:** Daniel Levangie, AVP Student Success, provided background on the Ministry of Post Secondary and Future Skills' announcement of Bill 18, the *Sexual Violence Policy Act* and the government's proposed new action plan. The Committee discussed timelines and the plan for Capilano University to update policies and procedures to align with the new Ministry requirements.
- **Review of Committees' Terms of Reference:** The Committee reviewed changes to the Terms of reference for the Audit and Risk Committee, the Finance Committee and the Executive and HR Committee. The Committee passed a motion to recommend that the Board approve the revised Terms of Reference. This motion is provided to the Board in the Consent Agenda.
- **Board Governance Manual:** The Committee passed a motion to recommend that the Board of Governors approve revisions to the Board Governance Manual as presented. This motion is provided to the Board in the Consent Agenda.
- **Board Orientation and Development:** The Committee reviewed feedback from board members regarding the Board Development Day in September and made suggestions for next year's orientation and development program. This item is for discussion at the Board closed meeting.

President's Report to the Board

**Reporting period:
August 29–October 27, 2025**

November 25, 2025



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1. President's Office



PRESIDENT'S OFFICE

September 2's Capilano University Street Party (CUSP) marked the beginning of the 2025/26 academic year with renewed energy and activity as we commenced the Fall 2025 term. Local councillors, MPs and MLAs also participated in activities, connecting with students and employees. We are prioritizing organizational sustainability and operational stability to adapt to the evolving post-secondary landscape. Our shared purpose and values—especially our commitment to sustainable actions for future generations—continue to guide our decisions and activities. We are seeing this spirit in action in new academic programs, expanded research initiatives, our continued work with the local First Nations and the Métis in our journey with truth and reconciliation, and our growing presence in the Sea-to-Sky region.

Over the months of August and September, meetings were held with all MLAs in the University's region, as well as MPs representing our riding. These were important opportunities to focus on common priorities and share information about the University and what they can contribute as elected members to support organization sustainability (e.g., infrastructure, student housing and international students).

In early September, the interim president attended sessions with Post-Secondary Employers' Association (PSEA) and Pacific Association of Canadian Institutes and Universities (PACIU) where sectoral colleagues collaborated on current and future state of post-secondary education regionally and provincially.

The interim president also attended Universities Canada's Fall 2025 membership meeting in Ottawa in late October. This year's meeting focused on the new federal landscape, delivering on national and sector priorities. The meeting engaged federal ministries and MPs on key priorities such as student housing, campus infrastructure, skills training and immigration. The discussions aligned CapU's goals with national strategies, reinforced its role in regional workforce development, and supported a united advocacy effort for the future of post-secondary institutions amid shifting financial realities.

This period has also marked several important points of awareness and action through Truth and Recondition Week in September and Women's History, Latin American Heritage and Cybersecurity Awareness months in October. The CapU community engaged in a variety of educational events, cultural activities and training opportunities that reflect our shared values and commitment to learning and inclusion.

2. Academic & Provost



Academic & Provost

FACULTY OF ARTS & SCIENCES

- Danyael Lutgens, instructor, psychology, and student Megan Simmons, along with Andrew Ryder, published "[Cultural Concepts of Distress](#)" in the *SAGE Encyclopedia of Mood and Anxiety Disorders* (Vol. 3, pp. 320-326).
- Spencer McKay, instructor, political science, attended the American Political Science Association annual conference in September and presented a paper entitled "Adversarial Collaboration and the Use of Science in Democracies."
- The Political Science department was invited to and attended the Max Bell Foundation's Youth Civic Engagement workshop in Calgary on Sept. 18 for the department's work on the [First Vote Initiative](#) with North Shore Community Resources.
- David Matijasevich, instructor, political science, was invited to give a presentation at Thompson Rivers University in Kamloops as part of the *Building Resilience: Canada's Engagement with the Indo-Pacific* conference on October 11. David's talk was entitled "Canadian Internationalism at the End of the Liberal International Order." David also presented a co-authored paper with Calvin San at the biennial Canadian Council for Southeast Asian Studies Conference in Victoria on October 24. David and Calvin's paper is entitled "Beyond Patronage and Populism: Ideological Contestation and Programmatic Mobilization in Contemporary Thailand."
- Michael Laurence, instructor, political science, published an updated entry on [Democratic Theory](#) for *Oxford Bibliographies*.
- Susan T. Gardner, instructor, Philosophy department, will be speaking on "Education and the Miseducation in the Name of Reason" at the British Columbia Social Studies Teachers Association conference (October 24, 2025, at SFU).
- Sophia Jaworski, instructor, anthropology, was awarded a [BC Campus grant](#) for her project "Reshaping Anthropology: Indigenous-Led Teaching Modules for Decolonial Learning in B.C." This project is a collaboration between Sophia and Indigenous scholar and PhD student Shianna McAllister to co-develop undergraduate teaching modules for the course ANT 206: First Nations of British Columbia. The project explores the question: How can collaboratively developed, Indigenous-led teaching modules meaningfully reshape undergraduate anthropology curriculum to better centre Indigenous knowledge, histories and legal orders in B.C.?
- Hilary Duke, instructor, anthropology, is engaged in a new WIL partnership with the Museum & Archives of North Vancouver (MONOVA) that creates an opportunity for ANTH 340: Anthropology of Material Culture students to contribute to the permanent museum galleries. Students are exploring concepts about material culture in their projects that centre on objects representing their individual lived experiences and connections to the North Shore.

FACULTY OF BUSINESS & PROFESSIONAL STUDIES





SCHOOL OF COMMUNICATION

- Five CMNS 261 (Spring 2025) students had their posters selected by Tsawaysia, Indigenous program Elder, for MONOVA's Reflections on Reconciliation event. The display was up until October 2 and was viewed by hundreds of people. The students were:
 - Cecilia Nguyen—The Pain of the Past Remains: Mental Health of Indigenous Youth
 - Divya Jiandani—Intergenerational Trauma
 - Tejaswini Krishna—Echoes of the Past: Urbanization, Identity and Reconciliation
 - Theo Chambers—The Meaning of Land




- Samad Folami—Residential Schools

SCHOOL OF BUSINESS

- On October 9, the International Business /Supply Chain (IBUS) faculty hosted an insightful information session for students. We were honoured to welcome four distinguished professionals from the supply chain and international business sectors, who generously shared their expertise. The speakers provided invaluable guidance on entry strategies for students aspiring to build careers in these dynamic industries. *Photo caption: Student engagement and retention pilot development and consultations.*

- The multi-year Student Engagement and Retention Pilot (2025–2027) led by Trevor McFadyen continues to progress steadily through its design and consultation phases. The initiative integrates curricular and co-curricular engagement pathways aligned with CapU's Envisioning 2030 and Illuminating 2030 strategic priorities. The overarching goal remains to enhance student belonging, persistence and progression across all years of study through structured, gamified engagement systems and community-building frameworks. Three of our students volunteered at the Retail Council of Canada's Retail West Conference, thanks to the support and arrangements of our faculty members, David Ian Gray and Joanna Cook. *Photo caption: Providing students with opportunities beyond the classroom, RRC Retail Conference.*

- We're also proud the School of Business sponsored two additional students to attend this incredible event, giving them the chance to learn, connect, and gain valuable insights from industry leaders. *Photo caption: BC AMA networking event.*

- Thanks to our faculty's coordination, Andrea Eby, a group of business students, recent graduates, and faculty had the opportunity to connect with marketing professionals at the BCAMA Fall Mix It Up event in Vancouver. It's inspiring to see our students and alumni growing, networking and building their futures. Special thanks to our faculty Richard Hill, Marzieh Nasiri, PhD., and Michael Molson for being part of this.
- Laurie Prange, instructor in the School of Business, received a [Best Paper Award from Sustainability Science](#). Laurie co-authored the paper "Reimagining the Language of Engagement in a Post-Stakeholder World," which was recognized as one of the journal's top papers published in 2024. The article challenges conventional approaches to stakeholder engagement and highlights the importance of equity, voice and inclusion in sustainability practices.

- We're proud to celebrate the recent publications by our faculty members Danielle Wilson and Darcia Roache, PhD. We're grateful to have such inspiring scholars.

SCHOOL OF LEGAL STUDIES

- Four paralegal students in LAW 440: Real Property is currently engaged in a work-integrated learning opportunity through RIIPEN, as their major project assignment. This opportunity explores creative, sustainable and affordable housing with community partner Joule Watt Inc.

- The School of Legal Studies recently engaged in discussions with the B.C. Paralegal Association, and through them, with the transitional board of the legal regulator under the new *Legal Professions Act*, with a view to aligning CapU's paralegal programs with the educational pathway for regulated paralegals in British Columbia. The discussion also includes credentialing regulated paralegals in the province.





- Melissa Panjer and Sara El Rayess, under a Natural Sciences and Engineering Research Council of Canada (NSERC) grant through CARS, continue their work to develop a student legal clinic through the School of Legal Studies, in conjunction with Access Pro Bono. This project will provide low-income and disadvantaged people in the Lower Mainland with access to justice. Paralegal students will work with clients in need of legal services.
- Robert Omura completed the first report under two CARS NSERC grants in partnership with the Howe Sound Biosphere Regional Initiative Society (HSBRIS). Four students from LAW 335, Environmental Law, contributed to the work during the Summer and Fall 2025. The first report is a StoryMap about the ecosystem, morphology and geology of Woodfibre (Cedar) Creek and its watershed, including the 100-year legacy of the Woodfibre pulp and paper mill, the Henriette Dam, and the current Woodfibre LNG project. Robert has supported HSBRIS with their application to secure a provincial heritage grant for further research.
- The School of Legal Studies is excited to announce that Michelle Casavant, instructor and cultural & identity support convenor, has been named King's Counsel.
- Karen Yip completed her new textbook on real estate conveyancing in British Columbia.

FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- Anita Ewan, faculty member in the Early Childhood Care & Education (ECCE) department, has received a \$25,000 grant from the Vancouver Foundation to support her exploration of anti-Black racism in early learning. The Participatory Action Research (PAR)–Convene Grant will support research on how anti-Black racism in Vancouver's education system contributes to disproportionate and harmful child welfare involvement for Black families with children in early learning through middle school (ages 0–12). Rooted in conversations with impacted families and community advocates, including the African Descent Society of B.C. and the African Village of Early Childhood Educators, the initiative will bring together families, community organizations and institutional partners to identify shared concerns, priorities and pathways for systemic change.
- Maggie Reagh, recently retired faculty member in the English for Academic Purposes department, has been recognized with the Franklin Gelin Lifetime Achievement Award from the B.C. Council on Admissions & Transfer. The award recognizes an individual whose long-term contributions and far-reaching impacts have been demonstrated over a career of commitment to advancing transfer and articulation in the B.C. post-secondary system. Maggie will be granted her award at a gala event in Vancouver in December 2025.
- The \$25.2-million Fulmer Family Centre for Childhood Studies opened at full capacity in September 2025. This purpose-built facility houses 74 childcare spaces, accommodates 20 practicum students from our diploma and degree programs in ECCE, and facilitates the integration of innovative early learning and care, research and lab school education. As a one-of-a-kind hub for thought leadership and field-leading practice and inquiry, the centre exemplifies our commitments to community, imagination and a distinctive university experience for students and employees. View a [drone fly-through video](#) of the centre.
- Sylvia Kind (principal investigator) and Tatiana Zakharova-Goodman (project co-lead), faculty members in the Early Childhood Care and Education department, have been successful in their application for a \$300,000 Insight grant from the Social Sciences and Humanities Research Council of Canada. The three-year grant will create new understandings of research-creation in early childhood education, investigate the role of arts-based curriculum and practice, and develop the potential of the early childhood art studio. The project will be conducted in collaboration with colleagues at the University of Calgary and McMaster University and will take place in four locations: the Capilano University Children's Centre, the Fulmer Family Centre for Childhood Studies, Britannia Childcare in Vancouver and the Re-Imagine Centre in Calgary.

FACULTY OF FINE & APPLIED ARTS

- We are pleased to welcome Jennifer Nesselroad as the acting dean of the Faculty of Fine & Applied Arts, effective October 14, 2025. With nearly two decades of experience in arts and entertainment management and a remarkable record of leadership and service across CapU, Jennifer brings exceptional insight and creativity to the role. We also extend our sincere thanks to Gillian Barber for stepping in to serve as acting chair of the School of Performing Arts and to Jim Travis for taking on the role of interim coordinator for Arts & Entertainment Management.
- Costuming for Stage & Screen and the Canadian Alliance for Film & Television Costume Arts & Design presented on October 25 at the theatre in the Nat and Flora Bosa Centre for Film & Animation, “Creating Worlds with Costumes,” a live panel and Q&A with award-winning designers Carlos Rosario (*Shogun*, *Alien: Romulus*), Cynthia Summers (*The Last of Us*, *Snowpiercer*), and Kerry Weinrauch (*The Winchesters*, *Supernatural*). The event showcased how costume design shapes storytelling across genres—from historical dramas to science fiction. Moderated by Joanna Syrokomla (*Murdoch Mysteries*), the discussion offered students a rare opportunity to engage directly with industry leaders, deepening their understanding of creative careers in film and television. This initiative underscores our commitment to providing students with hands-on learning experiences and meaningful industry connections that support their future success.
 
- Capilano University has launched a new [Production Manager training program](#) to support Indigenous filmmakers and address a critical talent gap in Canadian film production. The first cohort of 23 students from Nations across Canada completed the program in September 2025. Delivered online over three weekends, the initiative fosters community, employment opportunities and storytelling rooted in Indigenous culture.
- The Indigenous Digital Accelerator (IDA) has been awarded \$100,000 from the Indigenous Screen Office (ISO) to deliver the next offering of the Filmmakers in Indigenous Leadership and Management Business Affairs (FILMBA) program. This national, online initiative equips Indigenous producers with essential business and leadership skills for success in the screen industry. The funding is especially significant given that the ISO received applications totalling four times the available budget. CapU's IDA continues to demonstrate excellence in advancing Indigenous innovation and digital storytelling. This support ensures tuition-free access for participants and strengthens CapU's role as a leader in inclusive creative education.
- CapU's Motion Picture Arts (MOPA) alumni continue to make national and international waves in the film industry. Morgan Abele's (Class of 2023) practicum-created short film *Sounds of Glass*, developed through the Three Shores Program, [won CBC's Short Film Face-Off](#), with a national broadcast and permanent placement on CBC Gem. The film has also been featured at prestigious festivals, including Fantasia, the Toronto International Women's Film Festival and the L.A. Independent Women's Film Festival. Fellow MOPA graduate Marco Dixon's film *Oh, It Never Ends* will be showcased at the 5th Annual Vancouver Black Independent Film Festival. These achievements highlight the diversity and talent emerging from MOPA, where students develop their artistic voices and make meaningful contributions to Canada's vibrant cultural landscape.
 

FACULTY OF GLOBAL & COMMUNITY STUDIES

SCHOOL OF OUTDOOR RECREATION MANAGEMENT

- Inspired by ideas that emerged from the [LEADing in Learning](#) event, we designed a Scholarly Rites of Passage for students in the Outdoor Recreation Management (OREC) diploma program called “At the Trailhead: Marking the Beginning of Your OREC Journey.” Students were led through a two-hour facilitated experience to formally welcome them into the community of outdoor recreation leaders-in-training. Students reflected on identity and intention, connection, transformation and professionalism. The tone was respectful, welcoming and reflective, designed to strengthen belonging and well-being. This initiative advances Envisioning 2030 and Illuminating 2030 by enhancing the student experience, building community across our locations, and modelling experiential learning aligned with the People Plan (supporting recruitment, retention and student success at CapU). *Photo caption: Students participating in first ever Scholarly Rites of Passage for the Outdoor Recreation Management Diploma program.*



SCHOOL OF TOURISM MANAGEMENT

- It is with great pride that we share the remarkable achievements of six of our School of Tourism students who participated in their final practicum experience at our Squamish Campus. These students exemplified the core values and learning objectives of the post-baccalaureate diploma in Global Hospitality & Tourism Management and Bachelor of Tourism Management programs, demonstrating exceptional leadership, adaptability and teamwork in a dynamic and evolving hospitality environment.
 - From the inception of The Lodges—our innovative campus-based hospitality initiative—these students played a pivotal role in its successful launch. Their involvement spanned across multiple operational domains, including guest services, property management and strategic planning. Their contributions were instrumental in welcoming our very first guests and ensuring a seamless experience during peak occupancy periods.
 - Throughout the very busy season, The Lodges reached close to full capacity on numerous occasions, presenting real-world challenges that demanded quick thinking, collaborative problem-solving and resilience. With limited services available, our students rose to the occasion, applying classroom knowledge to real-life scenarios with professionalism and poise. They showcased:
 - Leadership in action, coordinating teams and resources under pressure
 - Operational excellence, managing guest expectations and property logistics
 - Strategic communication, impacting internal coordination and guest satisfaction
 - Cultural sensitivity and global awareness, key pillars of our diploma program
 - Sustainable practices, aligning with our commitment to responsible tourism
- Photo caption: Rachel Pham was awarded our 2025 Work Term Excellence award – practicum category.*



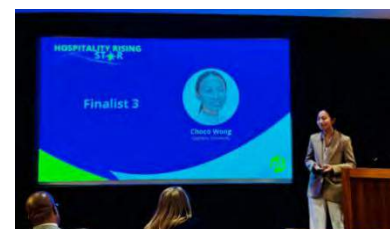
- Earlier this year, the School of Tourism successfully completed the United Nations World Tourism Organization audit and was awarded the renewal certification for its Tourism Management Co-operative Education diploma and Tourism Management degree programs, reaffirming its commitment to academic excellence.



- The newly elected Tourism and Outdoor Recreation Student Association (TRECSA) hosted its first fall event, World Tourism Day, featuring a panel discussion with industry experts that was geared towards this year's theme, Tourism and Sustainable Transformation. The session provided tourism students with a valuable opportunity to learn, engage and network with professionals in the field.



- Fourth-year Bachelor of Tourism Management student Ho Ying Wong (Choco) secured the first runner-up position at the Hospitality Rising Star Case Competition 2025. Choco's innovative concept of integrating Agentic AI into the hotel's property management system—to enhance guest experience and drive revenue—was highly commended by the judges for its originality, depth of research and forward-thinking approach. A big thank-you to all the tourism faculty members who supported Choco throughout this journey.



- The School of Tourism Management has also signed an articulation agreement with Lyceum of the Philippines University (LPU). This will allow LPU students who complete the Associate in International Travel & Tourism Management program at LPU to transfer credits into the third year of Bachelor of Tourism Management and graduate with a CapU degree.

KÁLAX-AY SUNSHINE COAST CAMPUS

- No updates

SQUAMISH CAMPUS

- Seventeen students moved into the Serratus residence at the end of August. There are 108 students registered in Squamish-based programs and 25 additional students taking Squamish-based classes. Programs established on campus as part of the full campus launch include Business Administration, Early Childhood Care & Education, Environment & Society, Interdisciplinary Studies, Kinesiology, and Adult Basic Education.

- The school year kicked off with Mountain Fest orientation on Sept. 2, including a live DJ, games, food catered by Routes Eatery, and Capilano student services and community vendor booths.



- [Partnering with Purpose](#) took place on Squamish campus Sept. 18, with alumni, students, industry leaders and community members gathering for an afternoon of collaboration, innovation and networking. The free event was organized in collaboration with the CapU Alumni Association, Work-Integrated Learning, the Office of Creative Activity, Research & Scholarship and the Career Development Centre to encourage local connections.



- The [District of Squamish council approved a temporary use permit](#) for the Ossa residence on October 7, which will allow dorm rooms to be rented out to short-term guests for the next three years. This creates the opportunity for students to gain experience and employment working in the hospitality industry, supports knowledge transfer and revenue generation through campus conference rentals and events, and establishes Squamish as a destination campus.
- Fall campus activities have included workshops held by the Squamish Chamber of Commerce, Squamish Public Library, local development companies, early childhood educators and government departments.
- Varsity soccer returned to Squamish campus this October. The CapU Blues played a regular-season home game on Oct. 18 and hosted the PACWEST Provincial Championship, October 25–26.

INDIGENOUS EDUCATION & AFFAIRS

- Indigenous students at Capilano University were welcomed on all campuses with care packages put together by the Indigenous Education and Affairs (IEA) team. These included traditional medicines in handmade medicine bags and support information for them to navigate our campuses. Through this relational action we have been able to track that 50 per cent of the Indigenous student population has engaged with us, and has increased awareness of our team, programs and supports. One student reported how they had never felt so welcomed by an educational institution as they have with CapU. IEA hosted several student events, capping off welcome week with tea and bannock in the Kéxwusm-áyakn Centre. Overall, we have seen an increased engagement of 25 per cent year over year.
- There has been an increased demand in student financial needs, and the food supports in the Kéxwusm-áyakn have not been sufficient to meet student requirements. We have seen an increase in need for emergency bursaries, but unfortunately provincial funding will not be extended or increased. CapU has responded with the launch of an Indigenous Initiatives fund, which will help some aspects of this need.
- Truth and Reconciliation Week was a success, with events organized by IEA to uplift Indigenous culture, with performances by Murray Porter and spoken word by JB the First Lady, storytelling through dance with Butterflies in Spirit, a screening of *Inkwo: For When The Starving Return* and panel with author Richard Van Camp and filmmaker Amanda Strong, and finishing up with laughter and healing with comedians Keith Nahanee and Brenda Prince.
- Planning is being launched for an environmental scan for Indigenous studies, which will be the first step in exploring how CapU will define, support and respond to this call within Chéíchenstway.
- We have increased our partnerships throughout the university. We are also collaborating with other post-secondary institutions through the Strengthening Connections recruitment circuit for targeted Indigenous recruitment events across BC. Stephanie Merinuk, the Manager for IEA has partnered with the PAR Alumni Book Club, establishing meaningful discussion around reconciliation, with a focus on *Winnipeg: Visions of Canada from an Indigenous Centre* by Niigan Sinclair.
- IEA has partnered with the library and the Centre for Teaching Excellence to support faculty in proper pathway finding for Indigenous education supports as they Indigenize and decolonize their courses and programs. This has also seeded the beginning of a university-wide review of how we engage with Elders, Knowledge Keepers and Indigenous academic expertise to ensure that relationships are held in a good way, and that Indigenous supports within programming are properly planned for and funded.

LIBRARY

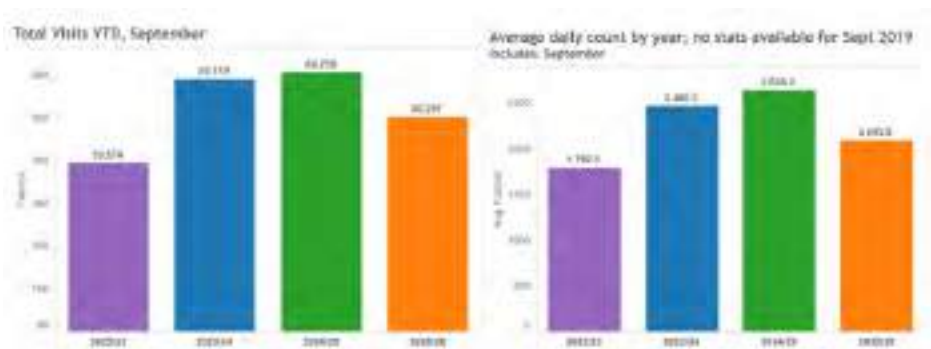
- In collaboration with the faculty of CapU's new Bachelor of Arts in Writing & Literature, library media technician Harry Han secured licensing for a film screening of National Theatre Live's performance of *The Importance of Being Earnest*.
- On September 16, Jen Goerzen, outreach librarian, held a student library orientation outdoors on the Squamish campus. Jen connected Squamish students with our online research help services and collections. Students were especially happy to learn of the library's streaming content, including films via Criterion, Kanopy and AudioCiné, and audiobooks via Libby. *Photo caption: Jen Goerzen, outreach librarian, providing a plein air library orientation for Squamish students.*



- The library was a proud sponsor for the event "Sisters of the Wind: Angeline Boulley in conversation with Shannon Ozirny," Sept. 6 at the Museum of Vancouver. In collaboration with Massy Books—Indigenous-owned bookstore and vendor for many of the library's print books—the library sponsored 20 tickets for CapU students, which included a copy of Boulley's celebrated book *Sisters in the Wind*. *Photo caption: Promotional image for Sisters of the Wind event.*



- The library team continues to be invested in understanding how the CapU community utilizes our spaces. The number of visits for September 2025 has decreased from 2024–2025 and 2023–2024—proportionately with changes in enrolment—yet remains a very high use space, seeing nearly 2,100 daily visitors this September.

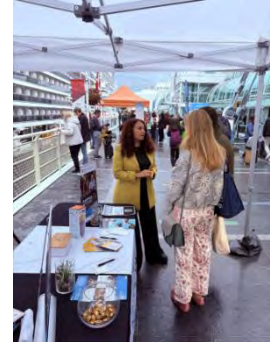


- In response to a faculty request from the School of Business, the library now provides electronic access to *The Economist*. This publication, like our subscriptions to the *Wall Street Journal* and *New York Times*, provides CapU with extensive and current coverage on topical issues, ranging from world events, politics, business, science and culture.
- In recognition of Latin American Heritage Month, the library offered a book display featuring literature, art, activism and political works by Latine writers, with a special focus on decolonial and anti-colonial perspectives.
- In collaboration with the vice-president academic & provost and CARS, the library co-hosted the celebration of CapU faculty members who published books in the 2024–2025 academic year.



WORK-INTEGRATED LEARNING

- On September 2, WIL attended the CapU Street Party and offered a booth to welcome back students returning to the fall term and welcome new students. The engagement rate around various card games involving work-integrated learning and how it informs the future of a student's career was very high, with students buzzing around the WIL booth.
- WIL co-hosted Partnering with Purpose at the CapU Squamish campus on September 18, in partnership with the CDC, Capilano University Alumni Association and CARS. The event was well received by the local community and positioned CapU Squamish as a talent hub for the Sea-to-Sky community. More details were shared through various [media channels](#).
- On September 27, WIL attended Port Day 2025, an event presented by the Vancouver Fraser Port Authority. WIL was present with a booth in the Waterfront Community Zone, on the west promenade, which featured 20+ interactive exhibitor booths including the Canadian Coast Guard, Royal Canadian Marine Search & Rescue, Jericho Sailing Centre and DP World Vancouver. *Photo caption: Sermin Tata, WIL project liaison at CapU, at Port Day 2025.*
- WIL hosted *Let's Talk WIL* on October 23 at CapU Lonsdale. The session welcomed internal and external partners and had the goal of deepening employers' understating of the various ways they can engage with CapU students through work-integrated learning. The session generates new partnerships with local businesses and organizations and will increase the number of WIL opportunities available to CapU students. *Photo caption: Attendees participate in activities at Let's Talk WIL.*



TEACHING & LEARNING

- Brad Wuetherick is joining CapU as of October 27 as the acting director, teaching & learning, while Brit Paris is on maternity leave. We're very excited to welcome Brad.
- We have officially launched [PebblePad](#) as CapU's preferred ePortfolio tool and are actively onboarding instructors and students. We have built out a second [Hyflex](#) classroom, this time in Squamish. *Photo caption: Hyflex classroom in Cedar Building on North Vancouver campus.*
- Traffic on the [Centre for Teaching Excellence webpage](#) is up 28 per cent over this time last year.
- Christina Lennox, educational developer in Indigenous pedagogies, has revamped our resource webpage for [Indigenization and Decolonization](#). We encourage all CapU community members to check it out.
- In September and October 2025 alone the Centre for Teaching Excellence team held over 265 consultations and facilitated 19 workshop sessions with over 60 individual participants.



CREATIVE ACTIVITY, RESEARCH & SCHOLARSHIP AND GRADUATE STUDIES

- The CapU Research Ethics Board (REB) convened for its first meeting of the 2025–26 academic year. The REB is composed of 19 members, including the returning REB chair, Caroline Soo (left), and Kristina Miljić (right), who is CapU's new research ethics officer. Kristina brings extensive experience in research ethics from her work at the University of Toronto and Simon Fraser University, where she supported researchers and students across academic and research settings. Over the past year, CapU's REB received more than 100 research ethics applications from faculty and students, reflecting continued growth in creative activity, research and scholarship across the University.
- Congratulations to Diana Twiss (Faculty of Education, Health & Human Development) for being awarded her second SSHRC College and Community Social Innovation Fund grant for her project titled "Courageous Dialogues for Classroom, Campus and Community." The project, co-led with Selkirk College, "responds to the growing challenge of polarization in post-secondary institutions, libraries and literacy organizations—spaces meant to uphold intellectual freedom but increasingly marked by conflict, censorship pressures and ideological hostility."
- Congratulations to Anita Ewan (Faculty of Education, Health & Human Development) for being awarded a Vancouver Foundation research grant for her project titled "Early Learning, Early Harm: Racism and Reports in Vancouver's Childhood Spaces." The project supports the development of a community-led participatory action research project "exploring how anti-Black racism in Vancouver's education system contributes to disproportionate and harmful child welfare involvement for Black families with children in early learning through middle school (ages 0 to 12)."
- CARS participated in Partnering with Purpose, a collaborative event hosted at CapU Squamish. Organized with the alumni association, WIL and the CDC, the event brought together 50+ attendees, including alumni, students, industry leaders and community members, for an afternoon of dialogue, innovation and regional engagement. As part of the panel discussion, Andrea Heaney, CARS project manager, provided an overview of funding opportunities available through external research grants. Former CARS student research assistant David Lisle presented valuable insights into his applied research experience and contributions to the project "Human Impacts on the Biodiversity in the Howe Sound Basin."



3. Finance & Administration



FINANCE & ADMINISTRATION

FINANCIAL SERVICES

- On October 17, Ryan Dunlop was welcomed into the role of interim manager, general accounting. Ryan joins CapU after several years with the Vancouver Airport Authority and brings a wealth of knowledge and experience.

CORPORATE SERVICES

- The Senior Leadership Council approved the new OP.423 Parking and Parking Services Policy and rescinded ARM1032 Parking, Special Permits. The Senate rescinded policy S2002-04 Definition of a Full-time Student.
- Five new procurement agreements were developed, including a finalized contract for customs brokerage services. Third-party contract templates were updated to include a new privacy schedule and 92 purchase orders were processed, totalling approximately \$2.6 million.
- Privacy impact assessment processes were updated, and nine freedom of information requests were processed.

FACILITIES SERVICES & CAMPUS PLANNING

- The new student housing building at the North Vancouver campus is now connected to the district's water system and BC Hydro utilities, which are key milestones for the project.
- The request for proposal for the Birch Building chiller replacement project was finalized and the contract was awarded to the leading proponent. The project is scheduled to start at the beginning of November.
- The Bosa Centre for Film & Animation heat pump system upgrade project is underway and remains on schedule and on budget.
- At the Squamish campus, upgrades to the food services area in the Squamish Services Building were completed. The main boiler plant upgrade is underway and is expected to be completed in November to ensure the heating system for the Academic and Library buildings is fully operational before the winter season.
- Safety and emergency services reorganized their security operations and parking services oversight. New parking lot hours and rates were introduced at the North Vancouver and Squamish campuses.

DIGITAL TECHNOLOGY SERVICES

- The Enterprise Resource Planning (ERP) Workday project is well into the testing phase and work is in progress to develop training materials and a sustainment model. A communications campaign has been launched to keep university teams informed of all the work taking place. In parallel to the ERP project, the integration hub project is also well into the testing phase of interfaces.
- Digital Technology Services (DTS) launched October cybersecurity month with a campus-wide event featuring a keynote speaker. DTS continues to create awareness about the university's collective efforts and responsibility in protecting university data. A new cybersecurity training platform was launched to provide role-based training.
- In collaboration with academic integrated planning and the registrar's office, work for the Cataloguing & Curriculum Management System (CCMS) has started with identifying scope and planning the approach for delivery of new ways of working and a system to support these workflows/processes. The CCMS will deliver a single definitive source of reliable curriculum information and will support timely and efficient development of programs.



4. People, Culture & Diversity



PEOPLE, CULTURE & DIVERSITY

EMPLOYEE EXPERIENCE

- HR business partners facilitated a joint training session on September 2 with the Capilano University Faculty Association (CFA) on a general overview of processes. This training is geared towards new chairs, coordinators and convenors but is open to all employees.
- HR business partners facilitated a joint training session with the CFA on October 7 on the evaluation process.
- Two members of the team were involved in ERP testing (up to 35 hours per week) from September 22 to present.

PEOPLE SERVICES

- HR continued support for the ERP project, which is currently in testing phases for both the main project and the seniority calculation project.
- A compensation philosophy document is in draft form. Administration of compensation document has been started.
- Compensation and classification advisor worked on six job reclassification files, 10 new jobs and four job updates.
- HR data analyst has compiled a draft HR dashboard; it is currently under review with the HR leadership team.

TALENT ACQUISITION

- Provided strategic support to the director, teaching & learning search committee. Bradley Wuetherick started his temporary role on October 27 and will remain in the role until January 8, 2027.
- Provided strategic support to the acting dean, fine & applied arts search committee. Jennifer Nesselroad started her temporary role on October 14 and will remain in the role until April 30, 2026.
- Provided strategic support to the provost & vice-president, academic search committee. A candidate has been recommended for hire, and an offer is being prepared with a targeted start date of January 2026.
- Started the recruitment process for the new director, academic planning & quality assurance. Committee meetings are scheduled to begin October 31.
- Presidential search Round 2 interviews were held on October 16 and 20. A recommendation is being put forward to the board by the chair of the president search committee.
- Began supporting testing for ERP project.
- Began the process of creating standard operating procedures for recruitment and selection of director, teaching & learning and provost & vice-president, academic roles.



ORGANIZATIONAL DEVELOPMENT

- Seventeen employees attended the third new employee orientation since launching a reimagined session in July 2025. Forty five participants across the three sessions gave 100% positive feedback on an evaluation survey.
- DEI advisory council completed its first meeting on August 28; the DEI framework was reviewed, feedback collected and approved. Next steps for building the roadmap are underway through ongoing consultations.
- The team delivered CapU introduction and DEI presentation for the federal Dimensions cohort alongside AJ Monk, as part of each participating PSI sharing their plans and institutional overview.

LABOUR RELATIONS

- Formal notices to bargain, to replace the 2022–2025 collective agreements, have been received from both the CFA and MoveUP.
- Bargaining meeting dates have not yet been scheduled. The university will post to the [CapU bargaining updates webpage](#) as dates and developments are confirmed.
- The university has initiated the required notice and consultation process under the Labour Relations Code, related to the potential budget deficit mitigation initiatives. These discussions are ongoing and are being managed collaboratively with union partners.



5. Strategic Planning, Assessment & Institutional Effectiveness



STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- The integrated planning team coordinated timely communications and ad hoc support for SLC members to complete and submit their planning initiatives for fiscal year 2026–2027. This process is close to completion, and the team is preparing a summary report including all VP portfolios. The team has also been actively contributing to ensure alignment among integrated planning submissions, deficit mitigation strategies and budget planning.

ENVISIONING 2030

- The planning team has continued to collaborate with PCD to refine the content and delivery approaches for the way in which Envisioning 2030 is presented during onboarding events. The PCD team has the opportunity to strengthen a message that helps new employees understand alignment and relationships between university plans. As part of this work, the team suggested that PCD uses for onboarding the university purpose slide show prepared for the most recent President's Perspective.

STRATEGY, ANALYTICS & TRANSFORMATION

- The institutional research (IR) team continued to support university leadership and strategic enrolment management (SEM) through the development of dashboards, predictive modelling and diagnostic reports.
- In early September, a refreshed version of the SEM forecasting model was completed. This update was accompanied by a detailed methodology explainer document outlining the model's inner workings. The model was also validated against actual data, demonstrating strong predictive accuracy—particularly at the university level. Further enhancements are underway, including the automation of model calculations using a modern Python environment, the introduction of program-level predictions, and the development of a dashboard to improve access to model outputs.
- In the area of descriptive analytics, the team developed a new Daily Application Tracker dashboard that enables daily monitoring of applications and year-over-year comparisons. To further support recruitment efforts, an Application-Offered-Registration (AOR) Simulation dashboard was created. Currently in beta testing, this Tableau product allows users to explore various “what-if” scenarios based on recruitment targets, conversion yields, and the number of applications required to meet recruitment goals. Several existing dashboards were also enhanced: Student-at-a-Glance now includes a program campus filter, Section Planning supports term-over-term comparisons, and Official FTE has been refreshed to allow benchmarking with other post-secondary institutions using the latest official FTE data.
- The team also launched several key survey initiatives, including the Fall 2025 Welcome and Welcome Back surveys, the 2025 New Mature Student survey, and the 2025 Admission Offer survey.
- As part of our data literacy strategy, the IR liaison delivered two CapU Analytics webinars, attended by more than 60 employees. IR is also developing a survey to better understand users' analytics needs. The insights gained will inform the design of the next generation of dashboards, planned for rollout in the second quarter of 2026.

INTERNATIONAL

- International registration for CapU for the fall was affected significantly by study permit processing and related conversion challenges, as anticipated. While we received 487 deposits for programs (which was on target), 253 students ultimately registered for the fall semester. This conversion rate of 52 per cent was dramatically lower than our common 90 per cent + rate, but it was also considerably higher than the reported average of 32 per cent for universities across Canada. We currently have around 2,508 international students registered at the university which is 32 per cent of total registration. This is on target with provincial preferred levels of international and domestic registration.
- While current international registration remains within the internationalization plan targets of 30–40 per cent of total registration at the university, it will fall below 30% if current patterns continue. There are many reasons for the drop, which can be categorized broadly into Canada's reputation as a learning destination, policies and procedural changes including study permit processing, and institutional programming realignment with federal economic priorities. The latter is CapU most significant challenge from an international recruitment perspective. The international office is supporting and providing advice and guidance to academic areas to develop programming that will be attractive to international learners from current programming content and expertise. Specifically, we aim to support the development of several post-baccalaureate diplomas that will boost enrolment in upper-level degree courses and align with federal employment priorities.
- An additional strategic priority is to increase articulation partnerships with institutions around the globe that will attract students to complete their degrees at CapU. Under this model, with transfer credit awarded from both institutions, students have the potential to complete what is referred to as a double degree. We completed two articulation agreements with institutions in the Philippines earlier in the year and are actively pursuing agreements with over 10 universities and colleges in India, Nepal, the Philippines, Peru and Indonesia. We anticipate that we will have additional articulation agreements in business and science fields to report on in the next President's Report.
- An important component of being a globally engaged university is to establish academic relationships with institutions around the world and building mobility opportunities for students, faculty and administrators. Since the last President's Report, we have signed mobility and academic exchange agreements with Chandigarh University in India, ESPM in Brazil and Binus University in Indonesia—the first exchange agreements in these respective countries for our university, and we have several more in process. They open new possibilities for intercultural learning, new projects, and academic sharing.
- Our recruitment managers and regional recruitment representatives are participating in events in Latin America, Africa, Asia and Europe. In addition to promoting credential-based programming, we have boosted Visiting International Student Program (VISP) recruitment drives as this one-semester tuition-based exchange does not require a study permit. We are also developing short-term cultural programming options (summer schools) that introduce students from abroad to CapU courses and Vancouver destination experiences. These programs are appealing to students seeking a Canada learning experience often as part of a gap year or a transfer credit option from another university.

STUDENT SUCCESS

STUDENT AFFAIRS

- On October 21, student affairs hosted a training facilitated by Kaylie Maughan, executive director of programs and training at Community Justice Initiatives of British Columbia. Our team along with student housing and athletics &



recreation colleagues learned about: holistic university models of preventative and restorative response; inviting and making room for accountability, change and growth; collaborative meetings and conferences and much, much more. This was valuable learning and will undoubtedly aid in enhancing our range of options for student code of conduct cases.

Accessibility Services	Capilano Student Campus Supports	In-person Student Services
<p>Accessibility Services</p> <ul style="list-style-type: none"> • Provides academic accommodations and assistive technology • Provides academic accommodations, disability support, and assistive technology • Phone: (604) 961-1125 • Email: access@capilano.ca 	<p>Young Adult Support (YAS) Program</p> <ul style="list-style-type: none"> • Provides guidance, support and resources to help manage personal and academic challenges • Provides information about campus living and academic resources • Phone: (604) 961-1125 • Email: yas@capilano.ca 	<p>Academic Advisor</p> <ul style="list-style-type: none"> • Provides academic guidance, support and resources to help manage personal and academic challenges • Provides information about campus living and academic resources • Phone: (604) 961-1125 • Email: advisor@capilano.ca
<p>Learning Services</p> <ul style="list-style-type: none"> • Provides academic accommodations and assistive technology • Provides academic accommodations, disability support, and assistive technology • Phone: (604) 961-1125 • Email: learning@capilano.ca 	<p>Registrar's Office</p> <ul style="list-style-type: none"> • Provides academic accommodations and assistive technology • Provides academic accommodations, disability support, and assistive technology • Phone: (604) 961-1125 • Email: registrar@capilano.ca 	<p>Student Advisor</p> <ul style="list-style-type: none"> • Provides academic guidance, support and resources to help manage personal and academic challenges • Provides information about campus living and academic resources • Phone: (604) 961-1125 • Email: advisor@capilano.ca
<p>Library Services</p> <ul style="list-style-type: none"> • Provides academic accommodations and assistive technology • Provides academic accommodations, disability support, and assistive technology • Phone: (604) 961-1125 • Email: library@capilano.ca 	<p>Financial Aid Services</p> <ul style="list-style-type: none"> • Provides academic accommodations and assistive technology • Provides academic accommodations, disability support, and assistive technology • Phone: (604) 961-1125 • Email: financial@capilano.ca 	<p>Student Advisor</p> <ul style="list-style-type: none"> • Provides academic guidance, support and resources to help manage personal and academic challenges • Provides information about campus living and academic resources • Phone: (604) 961-1125 • Email: advisor@capilano.ca
<p>Health Services</p> <ul style="list-style-type: none"> • Provides academic accommodations and assistive technology • Provides academic accommodations, disability support, and assistive technology • Phone: (604) 961-1125 • Email: health@capilano.ca 	<p>Student Advisor</p> <ul style="list-style-type: none"> • Provides academic guidance, support and resources to help manage personal and academic challenges • Provides information about campus living and academic resources • Phone: (604) 961-1125 • Email: advisor@capilano.ca 	<p>Student Advisor</p> <ul style="list-style-type: none"> • Provides academic guidance, support and resources to help manage personal and academic challenges • Provides information about campus living and academic resources • Phone: (604) 961-1125 • Email: advisor@capilano.ca
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- System navigation is an important service that our student support advisors provide. To that end, we have prepared a one-page summary of the services most frequently referred to on campus as well as a summary of services in the community. The e-version of the summaries will be widely circulated and anyone who would like a colour printed copy is asked to contact YES at earlysupport@capilano.ca.
- The student life team welcomed two new student life assistants, Ju Park and Murray Montgomery. Ju and Murray are enrolled in the Motion Pictures Arts program and will take on social media management and production roles.
- CapU welcomed 1,475 new students to the North Vancouver campus this fall through an orientation program focused on connection and student support. The program included two Welcome Wednesdays, on August 20 and 27, which together welcomed 399 students. Welcome Wednesdays included an engaging faculty panel, a services fair, a luncheon, interactive activities and various workshops. On Aug. 26, students attended the mandatory new student orientation kick-off, led by two student life assistants who introduced key services and opportunities for involvement at CapU. Online workshops were also offered on August 28, contributing to a total of 11 workshops throughout the week, nine in person and two online.
- The term's signature event, CapU Street Party (CUSP), brought together 1,373 students (new and returning) for a day of engaging booths, activities and celebration. Orientation concluded with two social events: the New Student Mixer and the Great Campus Heist, which was an interactive experience promoting exploration and engagement. Lastly, throughout the first week of the term, orientation leaders actively participated in



tabling at the Birch Building cafeteria and Purcell Way, assisting new students with directions, answering questions, and ensuring they felt supported as they began their academic journey.

- From October 5 to 11, CapU celebrated Mental Health Awareness Week. The focus of the week was on supporting mental health through community. A digital media campaign, “Better Together,” was launched on the North Vancouver campus to bring awareness and share helpful tips on engaging in community to support mental health and overall well-being. Student life’s Wellness Wednesday programming integrated the week’s theme by providing a space for students to connect and reflect on their individual and shared communities.
- Student life participated in the Consent Awareness Week national campaign (Sept. 15-19) to raise awareness and educate students about how to uphold consent in everyday interactions. The week’s events included hosting a Consent Coffee Chat facilitated by local experts from Salal Sexual Violence Support Centre and a fun Consent Kahoot trivia game to test students’ knowledge, collectively engaging 28 students. Student life also launched a new print and digital media consent campaign to spread awareness across the North Vancouver and Squamish campuses.



- On September 18, the Student life department facilitated an open mic event that allowed CapU students to share their skills and talent with the CapU community. The event was attended by 20 people.



- On October 16, the student life department hosted a beloved Price is Right event that was attended by 22 students over the lunch break. Students tried their best at guessing the correct prices for a variety of items while competing for prizes.



- On September 2, Student life department in Squamish had a wonderful start to the year with our inaugural Mountain Fest. The event opened with a beautiful welcome from Squamish Nation Elder Delhia and was filled with music, games, great food and meaningful student connections. We were pleased to have strong representation from CapU support services as well as valuable participation from Squamish community partners.



Their support helped make the event a memorable kickoff to the year. The event was attended by 41 students.

- On October 2, the student life department in Squamish organized a screening of *Nosferatu* at Brackendale Art Gallery (BAG). In addition to the movie, students got a chance to explore local artwork and experienced the unique ambiance of the BAG. The event was attended by 12 students.
- On October 14, student life, with the support of our local WildSafeBC representative, hosted a bear spray workshop that received great student engagement. Students participated in classroom learning and gained hands-on experience using inert bear spray canisters. This workshop was especially valuable due to bear presence on campus, as well as the outdoor focus of our Environment & Society classes and Kinesiology trail walks. The event was attended by 12 students.
- On October 15, the student life department in Squamish partnered with local climbing gym Ground Up to host a CapU climbing night in response to student feedback and interest in rock climbing. Students had an amazing time and chose to stay well beyond the scheduled two-hour event. It was inspiring to see experienced climbers support and encourage those who were new to the sport. The event was attended by 10 students.



ATHLETICS & RECREATION

- Athletics and recreation are in full swing. The Centre for Sport & Wellness (CSW) continues to buzz and is full of enthusiasm and energy. Recreation programs have had good participation numbers, and the fitness centre continues to have about 150 visits per day from students and employees.
- Training has been in full swing for all varsity athletic teams. The women's soccer season has just finished. They had a much better second half of the season but unfortunately did not qualify for the PACWEST championships, which took place October 25–26 at CapU Squamish. This is the second time in 12+ months that CapU Squamish has been the host of the PACWEST or CCAA soccer championships.
- At the recent PACWEST championships, the men's soccer team upset the #2 and #1 seeds to win gold at provincials, advancing to CCAA soccer nationals, hosted by Champlain Saint-Lambert, in Quebec, November 5-8.
- Four Blues soccer student-athletes have been [recognized by the PACWEST as season all-stars](#)—Lauren Grey, Sebastian Ciroto, Sophie Pather and Tommy Millar—with Lauren Grey also earning a nomination for an All-Canadian award.



- We are overjoyed and appreciative of our student-athletes who continue to volunteer and have a positive presence in the community. During move-in day at CapU residence, over 60 student-athletes, teamed up with the student housing team, to welcome new residents and their families. Blues student-athletes helped the new student residents move their belongings and furnishings into residence. A beautiful sunny day, music and food, made the event enjoyable for all.



- The CapU Blues participated in the MEND (Mind, Exercise, Nutrition, Do It!) Canada/Tsleil-Waututh First Nation Rugby Program. According to Terry Sedgewick, CEO and founder, MEND Canada, "This initiative is about more than sport—it's about creating opportunities for Indigenous youth to thrive academically, emotionally and physically." The program is delivered once per week in the community and integrated into the school curriculum. CapU is a supporter of the program, despite not having a rugby team. The Blues provide sport mentorship for the youth involved. MEND Canada celebrated its achievements on Oct. 17 at Tsleil-Waututh Community Centre. The festivities included a drum song introduction, lunch, commentary and a gift presentation.
- The men's volleyball program hosted their annual high school volleyball tournament at the CSW, October 17-19, welcoming 12 senior boys high school teams, parents and families to campus. Members of the Blues men's volleyball team officiated and operated the event. Alpha Secondary won gold, while Van Tech Secondary and Windermere Secondary won silver and bronze, respectively.



CAREER DEVELOPMENT CENTRE

- In collaboration with the School of Business, the CDC hosted its second annual CapU Business Career Fair on October 7. The fair saw 16 external organizations represented, including Pepsi Co. Canada, FortisBC, Robert Half, Enterprise Mobility, TD Bank and Vancouver Police Department. The fair welcomed students from different programs and faculties, who also took advantage of free professional headshots that were offered.



- Since the start of the fall term, the CDC team delivered 33 in-person and online workshops, covering a range of career and professional development topics, in collaboration with different faculty members and service providers, and as part of independent CDC programming. In addition, our career development advisors conducted over 130 one-on-one advising appointments, supporting students at various stages of their career development journey.
- Our career ambassador, Elle Pal, and the CDC team connected with over 330 students during in-class CDC intro presentations, CUSP and Mountain Fest, our out-and-about campaigns, and ongoing drop-in hours at the Kéxwusm-áyakn Student Centre in collaboration with IEA. We were able to share information about key CDC services and supports with new and returning students, highlighting the benefits of early engagement in students' professional development.

- The CDC is actively delivering support to CapU Squamish students and employees. We have been engaged in welcoming new students to the campus as booth participants during the inaugural Mountain Fest and have since delivered two in-person workshops covering resume and cover-letter building skills. In partnership with CapU Squamish, WIL, CARS and the alumni association, CDC co-organized and actively participated in Partnering with Purpose on September 18 at CapU Squamish. The event successfully brought together staff, faculty, alums and community partners in a space that created opportunities for dialogue and future partnerships between our respective teams and community partners.



- Since the beginning of October, the CDC team has hosted four additional professional development events, aimed at supporting students' career growth and personal and professional well-being. We welcomed Marriott Bonvoy and Enterprise Mobility Holdings on campus, who shared exciting career opportunities with their respective organizations during their company information sessions. Focusing on student wellness, as part of our guest speaker series programming, we hosted a financial literacy and planning session delivered by guest speakers Maysam Parsa-Pajouh, Joy Na, and Vanessa Chen from Bank of Montreal. Finally, we hosted a virtual guest speaker session – The Medicine Wheel: A Holistic Approach to Career Development – delivered by Tristyn Sachkowsky, Indigenous career educator from the University of Saskatchewan, focusing on how Indigenous teachings of the Medicine Wheel can guide both personal and professional growth.

ACCESSIBILITY SERVICES

- No updates

COUNSELLING & LEARNING SUPPORT

- No updates

STUDENT HOUSING SERVICES

- The residence life team at the North Vancouver campus has carried strong momentum into the end of September and October, delivering a range of programs and events that have kept the community energized and engaged. Residence life staff have gone above and beyond this year, creating a vibrant and connected student community.



From weekly house dinners, Tuesday basketball games, nature walks, and movie nights to larger signature events such as the sunrise hike in Deep Cove, Halloween costume contest, and the Halloween Haunt, a fully immersive haunted house experience in residence, the team has offered something for everyone. Other highlights included A Murder Mystery, where RAs transported students to a 1920's ballroom dance party with a thrilling twist, and a TEDx@Housing night of academic exploration, where residents shared their research interests and passions with an enthusiastic peer audience.

- Student housing collaborated with our food services partner, Chartwells, on a number of engaging events this term, including a Hot Wing Challenge and a Thanksgiving dinner that brought residents together for a warm, community-focused meal.

- Looking ahead, applications for Spring 2026 and the 2026–2027 academic year opened on October 1. Planning for Summer 2026 housing operations is already well underway, with an increasing number of external groups expressing interest in booking accommodation in the new student housing facility. The housing team will continue working throughout the fall and spring terms to secure additional group stays over the summer, with a focus on increasing summer revenue by 50 per cent and maximizing occupancy.



- This term at the Squamish campus has been a good start for housing operations, particularly in fostering community engagement and student well-being. We have delivered a lineup of events that continue to strengthen residents' sense of belonging, including group hikes around campus that promote both wellness and connection to the local environment, lively casino nights that draw large and enthusiastic participation, and our popular Friday movie nights, which provide a fun and relaxing end-of-week tradition. These initiatives enhance the student experience and demonstrate our dedication to supporting a vibrant, inclusive and active campus community.
- We are pleased to report significant progress on our housing utilization strategy. Our proposal for a temporary use permit with the District of Squamish, allowing short-term tourism rentals of vacant housing units, was officially approved on October 7. Building on the success of our pilot this past summer, we are now preparing for the relaunch of the rental operation beginning in January 2026. This initiative supports stronger operational efficiency, enhances community partnership with the district, and contributes to improved financial sustainability for Squamish campus.

FOOD SERVICES

- The food services department delivered a successful and engaging start to the term at our North Vancouver main campus, prioritizing local partnerships. Our BC Local Product tasting booths showcased regional suppliers and encouraged students to explore homegrown options with



promotions for companies such as Say It Ain't Soda. Farming Karma sampling, Boost App awareness and pizza tasting, and the Subway food tasting continued to draw strong student participation and enhance visibility of our dining services.



- Our “Connecting Through Food” event also made a meaningful contribution, raising \$307.78 through the stir-fry station in support of CapU’s food security program. In addition, the event donated 20 pounds of fresh fruits and vegetables and 25 pounds of grains directly to the program. Together, these initiatives highlight our dedication to fostering student engagement, supporting food security on campus and cultivating relationships with local partners.



REGISTRAR'S OFFICE

ACADEMIC ADVISING

- As part of our ongoing efforts to improve accessibility to advising services, we are now offering in-person, drop-in support every Wednesday, 1–3 p.m. Students can join the queue by scanning the QR code displayed on posters throughout the Library Building. The new service is well received by students and employees, and we are exploring opportunities to expand our advising options even further.

RECRUITMENT & ADMISSIONS

- For the September 2025 graduation, there were 674 eligible graduates, which represents a 77.85 per cent increase from September 2024.
- Manasir (Mana) Hussain joined CapU as a student recruitment advisor. He brings over six years of experience in recruitment and academic advising in post-secondary education, along with strong knowledge of CRM systems such as HubSpot, Salesforce and CampusLogin. His combined expertise in recruitment and advising will strengthen our outreach efforts and enhance the student experience.
- Katrina Xavier joined the admissions team as a temporary admissions facilitator. Katrina has been with CapU since 2016 and brings extensive experience from both the admissions and academic advising teams. Her institutional knowledge and positive energy will further support our goal of delivering an excellent applicant experience.
- The admissions team updated its resources and guidelines to support the Fall 2026 admissions cycle. Key updates include a revised admissions portfolio list, refreshed program area decision sheets, and updated process guides and email templates to ensure consistency and efficiency across all program areas. Program areas were also invited to connect directly with the admissions team to strengthen collaboration and streamline communication.
- Recruitment season is in full swing! Over the past two months, recruitment advisors have completed visits in the following regions: Fraser Valley, Richmond/South Delta, Kelowna/Okanagan South and Victoria. The schedule for upcoming visits can be found on the [Recruitment Update page](#).



- The newly revamped independent visits project is now happening and involves collaboration with program areas to ensure targeted visits align with each program. If you'd like to participate, please reach out to the recruitment team. *Photo caption 1: Recruitment advisors Nancy Wang and Gabriel Leony at the Canadian Universities Event (CUE) fair in Langley. Photo caption 2: Recruitment advisor Hillary Johnston at an event at Mulgrave High School.*



REGISTRATION & STUDENT INFORMATION SERVICES

- During this reporting period, which included the start of the Fall term, the team responded to over 2,000 telephone calls, over 3,100 student emails and produced 1,500 student Cap Cards.

FINANCIAL AID & AWARDS

- Financial aid & awards is pleased to share that 175 students qualified for entrance awards for the Fall 2025 intake, with a total of \$317,159.65 disbursed to new students. These awards help cover essentials such as tuition, books and transportation, reduce financial stress so students can focus on leadership, volunteer work or capstone projects, and foster a sense of community and belonging through alumni support.

SYSTEMS & SCHEDULING

- No updates

6. University Relations



UNIVERSITY RELATIONS

The team has advanced operational planning for 2026–27, with an emphasis on integration across the portfolio to ensure alignment and clarity in priorities for the year ahead.

COMMUNICATIONS

- In preparation for the academic year, the communications team supported several key initiatives: launching the CapU Safe Alert app, advancing communications for the Workday ERP project, and helping executives share important budget decisions tied to the University's deficit mitigation plan. We also partnered with the president's office to deliver two President's Updates (September 2 and October 6), offering employees a direct connection to leadership and a space for dialogue.
- Our social media presence continues to grow during the second quarter of the 2025–26 fiscal year (July 1 to September 30, 2025):
 - LinkedIn: +1,762 new followers | 296K impressions and 2,792 reactions
 - Facebook: +198 new followers | 7.3M+ views and 40K engagements

Top performing content included the announcement of the new associate vice-president and registrar, CapU Squamish's one-year anniversary, and the interim president's welcome message.

- Media coverage about CapU during this period includes the following:
 - Extensive coverage of CapU's production of *R;Link*, a co-production with Korea's Hanyang University, the University of Saskatchewan, and First Nations University was featured in University Affairs' September edition, which included a [10-page photo essay in the online and print edition](#).
 - Squamish council [approved CapU student housing for tourist use](#) beginning in January 2026.
 - The *North Shore News* [interviewed Laureen Styles, interim president](#), on CapU's budget.
 - The launch of CapU's [Production Manager Program for Indigenous Filmmakers](#) was picked up by *Academica* and *Education News Canada*.

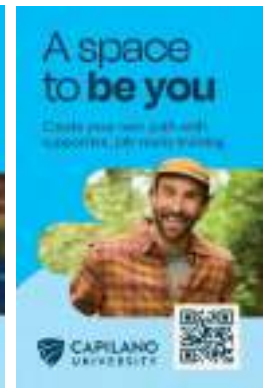
GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

- On October 16, Patrick Weiler, MP for West Vancouver–Sunshine Coast–Sea to Sky Country, visited CapU's North Vancouver campus for a tour of the Fulmer Family Centre for Childhood Studies and the student housing building development with Interim President Laureen Styles and Kari Wharton, vice-president, university relations. MP Weiler was also provided with a copy of CapU's Issues and Priorities document, which focuses on campus infrastructure, emergency preparedness and climate readiness, student housing, and international students. MP Jonathan Wilkinson and MP Terry Beech received a copy following their visits to CapU in August and September, respectively.
- On September 28, Squamish Nation elected a new Chairperson and Council. A letter of congratulations was sent to incoming Council Chairperson Wilson Williams.
- On September 2, Terry Beech, MP for Burnaby North–Seymour; Susie Chant, MLA for North Vancouver–Seymour; and District for North Vancouver Councillors Herman Mah and Catherine Pope; visited CapU on Orientation Day and supported CapU in welcoming students to campus as volunteers at the BBQ lunch for students.



MARKETING & DIGITAL EXPERIENCE

- Marketing & digital experience launched a refreshed domestic recruitment campaign targeting prospective students in the Lower Mainland, continuing to leverage the successful “Space to Be You” messaging developed for the prior recruitment cycle. The campaign includes [new video assets](#), refreshed digital and out-of-home advertising assets and landing page enhancements to support lead generation.
- Our first Squamish campus-specific campaign was developed and deployed to position the campus as a destination, where lifestyle and academics align seamlessly. Anchored by the new message “100% Where you belong,” the campaign targeted students across Canada primarily through paid digital efforts utilizing brand new creative assets produced in partnership with Anthill Films, a local Emmy award-winning production company.
 - Watch the video: [Adventure awaits](#)
 - Watch the video: [Study & play in Squamish](#)
- MDX completed the first wave of program-specific advertising for targeted programs. Developed in collaboration with academic leaders, this campaign refined messaging, creative direction, audience targeting, and search engine optimization. It launched in alignment with peak recruitment periods to maximize reach and visibility for priority programs.
- We supported Explore CapU open houses in Squamish and North Vancouver through a mix of digital ads, organic and paid social media content, website engagement strategies, and email marketing – resulting in increased awareness and attendance across key prospective student audiences.
- The team provided photography for several events including the CapU Street Party, Truth & Reconciliation Week and Momentum.



PHILANTHROPY & ALUMNI RELATIONS

- Congratulations to Ellie O'Sullivan who recently moved into the philanthropy officer, individual giving role. Ellie brings valuable experience to the role, having previously been the philanthropy officer, corporate relations and sponsorship, on the team. We are also happy to welcome Pamela Findling back to CapU as manager, philanthropy and alumni relations, filling in for Brittany Haavalsrud while she is on parental leave.



- Scotiabank, through its ScotiaRISE initiative, made a generous commitment of \$250,000 in support of the Discover Employability Program. This program helps young adults with learning differences develop the skills employers are looking for. With this investment, Scotiabank sets an important example by demonstrating that inclusion is not just a value, but a catalyst for stronger communities and a resilient future.
- Thanks to the generosity of donor and alumnus Robbie Morrison, a documentary film student will once again receive an award from the Motion Picture Arts Student Program Fund this year.
- In support of Indigenous learners, philanthropy & alumni relations, in partnership with Indigenous education & affairs, launched the Indigenous Initiatives Support Fund. This new fund aims to reduce barriers to education and create opportunities where they are needed most.
- The 2024–2025 Donor Impact Report is now available. The report highlights the work of the philanthropy & alumni relations team, with a focus on stories of donors and students. We also launched *Donor Connect*, a newsletter to keep donors informed about CapU initiatives and foundation achievements.
- The team supported and hosted several events during this period:
 - In September, we welcomed students back at the CapU Street Party. Nineteen sponsors and community partners were invited to participate, and they contributed \$11,300 in sponsorship revenue and gifts-in-kind of tickets and prizes to benefit students.
 - On September 18, the team collaborated with work-integrated learning, the Career Development Centre, the Office of Creative Activity, Research & Scholarship, and the Squamish campus to host *Partnering with Purpose*. This event brought together forty-nine attendees, including alumni, for a panel discussion and networking session that deepened connections between the university and external audiences.
 - On October 2, the team hosted *Momentum*, CapU's annual donor recognition event. The event brought together 89 donors, employees and students for an afternoon of high tea, live music, and inspiring stories from both student award recipients and the donors who support them. The events & ceremonies team supported the signature event by transforming the library space, turning it into an elegant tearoom featuring an authentic high tea menu, coordinating décor, and live jazz music performed by Capilano University jazz students Nolan Crooks and Bella Fedrigo.
 - On October 16, the Capilano University Alumni Association hosted its annual general meeting with forty-two people in attendance, followed by the *Our Earth Film Festival* at the BlueShore Theatre.
- We are pleased to welcome Bright Nest Cleaning and Gateway Theatre as new premium partners on the CapU Perks App, expanding the range of exclusive benefits available to alumni and the campus community.



UNIVERSITY EVENTS & CEREMONIES

- On September 2, the team worked in close partnership with student life to bring the CapU Street Party (CUSP) to life. More than 1,350 new and returning students were welcomed through a vibrant transformation of the campus' south end into themed activity zones. This year's event introduced a fresh take on the traditional barbecue menu in partnership with Chartwells, which was enthusiastically received by attendees. The meal was served by a broad group of campus representatives and community partners, including MP Terry Beech, MLA Susie Chant, Councillors Herman Mah and Catherine Pope.
- The CapU Alumni Annual General Meeting, held on October 16, provided an opportunity for Karina Escobar, student event assistant, who led the setup and logistics for the event independently. Since joining the team in April, Karina has been building her event planning skills, and this event marked a milestone as she managed all catering, logistics, and setup. The event was well received by attendees, who later joined the *Earth Film Festival* at the BlueShore Theatre.



CapU Main Campus

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

CapU Lonsdale

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

CapU Squamish Campus

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

kálax-ay Sunshine Coast Campus

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

Laureen Styles, EdD

Interim President & Vice-Chancellor
President's Office
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BOARD OF GOVERNORS REPORT

AGENDA ITEM 7.1: <i>Illuminating 2030</i> Update	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 25, 2025	
PRESENTER: Tracy Penny Light, Interim Vice President, Academic & Provost	

PURPOSE

The purpose of this report is to provide the Board of Governors with a yearly update on the progress of [*Illuminating 2030*](#), highlighting collective achievements and showcasing stories that bring the academic plan to life through a dynamic digital portfolio.

BACKGROUND

Each year, the Vice-President, Academic & Provost (VPAP) provides an update to the Board of Governors on the progress of *Illuminating 2030*. Historically, this update was provided in briefing note form, which limited the ability for members of the CapU community to “see” the progress in action. Moving forward, this update will be presented each Fall as a digital portfolio (ePortfolio) that makes visible notable activities completed in the previous academic year. This five-year update reflects on our collective progress and showcases stories that bring the academic plan to life.

The Illuminating 2030 ePortfolio

The ePortfolio serves as a living record that highlights initiatives, collaborations, and achievements across the three pillars of *Illuminating 2030*:

- Where We Are: Community
- Who We Are: Imagination
- What Learning Looks Like: Distinct University Experience.

It is designed using PebblePad, the university ePortfolio system. In addition to showcasing recent accomplishments, the ePortfolio also provides an overview of *Illuminating 2030* itself, the 2024 report, and related background materials and resources. Together, these elements document the evolution of our academic journey and collective progress. The portfolio can be found [here](#). A brief overview of what can be found in each section of the ePortfolio follows.

Community

Throughout the first half of *Illuminating 2030*, Capilano University has deepened its commitment to community-engaged learning and partnerships—locally, regionally, and globally. Guided by our academic plan, these efforts have strengthened relationships with Indigenous Rightsholders, expanded collaborations with municipalities, industries, and international partners, and fostered new spaces for dialogue, creativity, and reconciliation. From the launch of the Squamish Campus and renewed Indigenous partnerships to sustainability initiatives, intercultural productions, and community-based research, these activities reflect the vibrancy and diversity of our learning

community. Together, they demonstrate how CapU continues to learn with and from the communities we serve.

Imagination

Building on our tradition of creativity and curiosity, Capilano University continues to nurture imagination as a defining feature of our academic identity—where innovation, inquiry, and collaboration come together to shape new possibilities for learning and discovery. Guided by *Illuminating 2030*, our faculty, students, and partners have advanced research, teaching, and creative activity that expand the boundaries of knowledge and practice. From new technologies and facilities that enhance immersive and digital learning, to interdisciplinary research collaborations, Indigenous program renewal, and the celebration of faculty scholarship, CapU continues to imagine and co-create a more connected, inclusive, and sustainable future for our communities and the world.

Distinct University Experience

As *Illuminating 2030* reaches its midpoint, Capilano University continues to shape a distinct and transformative learning experience grounded in creativity, inclusivity, and innovation. The University has advanced new programs, spaces, and learning models that reflect our commitments to reconciliation, sustainability, and academic renewal. Highlights include the opening of the Fulmer Family Centre for Childhood Studies, the development of graduate studies governance, and the launch of new interdisciplinary degrees and digital learning frameworks. Together, these initiatives reflect CapU's dedication to fostering flexible, place-based, and learner-centered pathways that prepare students to lead and contribute meaningfully in a rapidly changing world.

Attachments

#	Name
1	<i>Illuminating 2030</i> – 2025 Report (link only)
2	<i>Illuminating 2030</i> – 2024 Board Report





BOARD OF GOVERNORS REPORT

AGENDA ITEM 7.1: Illuminating 2030 Update	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 26, 2024	
PRESENTER: Tracy Penny Light, Interim VP Academic & Provost	

PURPOSE

The purpose of this report is to provide the Board of Governors with an update on [Illuminating 2030](#) (I2030) activities. I2030, the university's academic plan, outlines priorities in alignment with the goals of [Envisioning 2030](#) and creates a shared understanding of academic directions to 2030.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors receive for information the update on Illuminating 2030.*

BACKGROUND

The foci and actions of I2030 were derived through broad consultation with the university community and provide the academic direction for the university to 2030. The plan was approved by Senate in February, 2021. As the plan notes it, "...inform[s] the types of learning opportunities and academic contributions that we will foster, as well as how we will cultivate imaginative and transformative learning" (I2030, p. 11). Each year, faculty, staff, and academic leaders engage in many activities in support of I2030 and the VPAP provides an update to Senate on the progress of *Illuminating 2030*. This year, the update was provided at the October 2024 meeting and Senate was advised that an annual report will be provided each Fall for the duration of the plan. Provided here are illustrative examples of the plan in action that highlight goals associated with the new Squamish campus, Strategic Enrolment Management (SEM) aimed at increasing domestic recruitment and retention, and graduate studies. These highlight some recent activities across all three pillars of the plan: community, imagination, and distinct university experience. While certainly not exhaustive of academic activities and impacts over the past year, they do illuminate some of the ways that those involved in the academic mission of the university are working collaboratively and reflectively with many others in the university community to: (a) foster integrative approaches that support high-quality learning experiences that engage internal and external communities; (b) optimize domestic recruitment and retention; and (c) implement holistic and evidence-informed processes to support operational sustainability.

SUMMARY

COMMUNITY: The Squamish campus is a place where the university's journey of reconciliACTION and learning, [Chénchenstway](#), is visible through the intentional focus on reconciliation and Indigenous resurgence as central themes that guide activities. Of note is the recently signed Prior Learning Assessment and Recognition (PLAR) agreement with the Squamish Lil'wat Cultural Centre, that enables a pathway for Indigenous learners to have their prior learning recognized for university credit into programs of study. Additionally, CapU's formal and informal partnerships with regional municipalities and districts, businesses and industries, not-for-profit and community organizations, and other interested partners aligned with the University values is ongoing. The campus provides new opportunities to develop a local action plan for the Sea-to-Sky corridor in collaboration with the region's local governments, leaders and sector organizations.



IMAGINATION: Courses and programs of study were curated for the initial Squamish campus launch in Fall 2024 to maximize student interactions across courses and programs, and to foreground place in students' learning experiences through experiential and applied learning. The new context provided an opportunity to pilot an integrated approach to academic planning that is being further supported by SEM across all learning locations. This approach enabled coordinators an opportunity to think together about the best ways to offer courses that maximized interactions between students learning in different programs of study, such as the Degree and Diploma in Early Childhood Education and the Bachelor of Arts with a major in Interdisciplinary Studies. Additionally, foundations were laid to have an explicit focus on the broad concept of sustainability. Also of note is the scaffolding for students learning at the new campus that enables them to study in the recently approved [Bachelor of Environment and Society \(Environment Studies stream\)](#) beginning in Fall 2025. A new Certificate in Research on Environmental Sustainability (the SUSTAIN Initiative) is also being developed with students as partners in the process.

DISTINCT UNIVERSITY EXPERIENCE: There is ongoing action underway to identify, develop and implement governance and operational requirements for the delivery of graduate-level credentials as evidenced by the recent approval of the [S2024-02](#) and [S2024-03](#) policies at Senate in October 2024, and the approval to create a Senate subcommittee on Graduate Studies in November 2024. These actions, along with work to review the university's academic policies and procedures for alignment with the recently updated [DQAB \(Degree Quality Assessment Board\) degree criteria standards](#), will enable the development of new programs of study, including at the graduate level, that will distinguish Capilano University. The Squamish campus creates a new opportunity for planning credentials that leverage qualities of a unique destination to help ensure that CapU's academic programs are infused with the learning opportunities and priorities set out in *Illuminating 2030*.

Attachments

#	Name
1	Illuminating 2030 Report
2	I2030 Update to Senate Memo (October 2024)
3	Envisioning 2030 Report



CAPILANO
STUDENTS' UNION

Impact of International Tuition Fees Increases

Presented by Christopher Girodat

Executive Director, Capilano Students' Union



Background

- BC's Tuition Limit Policy caps domestic tuition fee increases at 2%
- CapU has historically voluntarily aligned international tuition fee increases
- International students are looking at a 5% increase for the second year in a row
- Existing international students were not given an opportunity to anticipate or plan for the increased cost



Opposition

CSU conducted a Tuition Impact Survey of 506 respondents, which found that:

- 91% oppose a 5% increase
- 74% oppose a 2% increase
- 65% of domestic respondents expressed concern for their international peers



Impacts

International student respondents reported they would be very likely to (%):



Retention

- 54% of second-year international students said they would transfer if the 5% increase proceeds
- 63% of all international student respondents said they are likely to transfer
- A 5% increase mid-program signals unpredictability in tuition planning
- Huge risk to enrolment, community continuity, and long-term trust



Affordability

- International students at Capilano University report having to skip an average of seven meals a month
- International students also pay an additional \$75 per month healthcare fee
- Off-campus work for international students is capped at 24 hours per week
- Even working maximum allowable work hours, international students would still accumulate significant debt under current tuition levels



Recommendations

- 1 Remove the increase for returning international students
- 2 Create new emergency bursaries for international students affected the most
- 3 Engage in meaningful and transparent consultation
- 4 Avoid service cuts and reductions that impact direct student services



Rebuilding Trust

- In Envisioning 2030, one of CapU's core values is "Transparency and honesty"
- Capilano University publicly stated that tuition increases would stay at 2%
- Students made multi-year financial plans based on this information
- Provincial guidelines reinforce that mid-program increases should be avoided
- Predictability matters for students far from home





Thank you



Memorandum

TO: Capilano University Board of Governors
 CC: Tally Bains, VP Finance and Administration, Capilano University
 Toran Savjord, VP Strategic Planning, Capilano University
 From: Christopher Girodat, Executive Director
 Josh Thomas, Director, Policy and Campaigns
 Date: November 14, 2025
 RE: **Tuition Impact Survey Outcomes**

Recommendations

1. **Remove or moderate the increase for returning international students.** New students have the opportunity to apply to different institutions or adjust their budgets, but returning international students do not have the same ability to move to a more affordable institution.
2. **Create new financial assistance for students who are struggling the most.** If an increase is unavoidable, creating new bursaries, hardship funds, or scholarships for students in financial need would help to mitigate food insecurity, rent delays, and student retention issues caused by financial distress.
3. **Engage in meaningful consultation.** Before any decision is finalized, create opportunities for students to hear from the administration and ask questions to ensure transparency and preserve trust, like the student tuition town hall we are co-organizing in mid-November with Tally Bains, VP finance & administration.
4. **Avoid service cuts and reductions that impact direct student services.** If cuts are necessary, prioritize cost-cutting measures that avoid impacting student services and staff layoffs that would worsen student experiences.

Purpose

This report summarizes the key outcomes of the Capilano Students' Union tuition impact survey conducted from October 6–10, 2025, for consideration by the Capilano University executive in its 2026–2027 tuition planning work.

Executive Summary

The survey [n=506] finds strong student opposition to tuition increases, with opposition rising sharply as the percentage increase grows. International students express

Memorandum

substantially higher levels of opposition and higher likelihood of adverse impacts to those increases than domestic respondents. Nearly half of domestic respondents are very concerned about the impact of increases on their international peers.

Discussion

- **Students broadly oppose international tuition increases of any amount**, with stronger opposition to higher increases; 73.99% of respondents somewhat or strongly oppose 2% increases, 90.64% of respondents oppose a 5% increase, and 93.97% of respondents oppose an 8% increase on the highest end [n=496]
- Of the international students who are also second-year students, 53.6% reported that they would **likely or definitely transfer post-secondary institutions** if the university proceeds with the 5% tuition fee increases in its assumptions; this signals potential risk for further loss of returning students [n=153]
- Of domestic student respondents, **64.2% of domestic students are concerned** about the impact of fee increases on international students [n=176]
- Of international student respondents, assuming a 5% international increase contemplated in the university's three-year forecast, international students may face the following **significant difficult choices** as a result of such an increase:
 - 71.52% of respondents are very likely to have to work more hours, which may push some international students into difficult situations (such as working under the table) to afford an education. [n=323]
 - 63.26% of respondents would be very likely to purchase fewer groceries, which further contributes to student food insecurity, a problem we know from other surveys already faces our community. [n=313]
 - 63.26% of respondents would be very likely to pursue cheaper housing, further pushing international students away from the North Vancouver campus and requiring further commuting distances and times, taking more time away from that available for study and part-time work. [n=316]
 - 55.77% of respondents would be very likely to take on more debt, further contributing to the affordability crisis students are facing. [n=312]
 - 62.62% of respondents would be very likely to transfer from Capilano University to another post-secondary institution, creating the potential for further risk of lost returning students. [n=313]

Memorandum

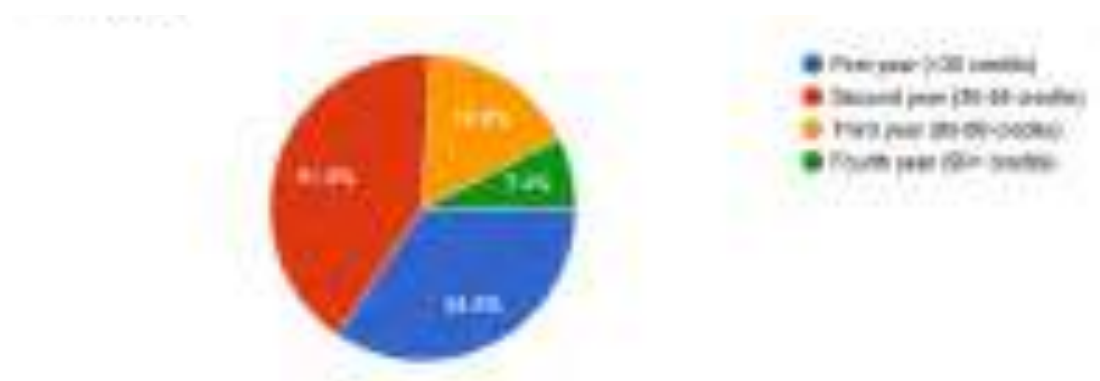
- 48.38% of respondents would be very likely to stop pursuing a post-secondary education and to leave the system altogether, creating the potential for further risk of lost returning students. [n=308]
- 77.6% of respondents strongly support the idea of the university proactively **sharing information with students about future tuition increases** at the start of their program (for example, sharing planned increases over the next four years if the student is accepted into a four-year program). [n=495]
- 80.7% of respondents somewhat or strongly support the idea of the provincial government **increasing financial support for Capilano University** to reduce the university's reliance on tuition to balance its budget. [n=492]
- 67.6% of respondents somewhat or strongly support the idea of the provincial government **regulating international tuition fee increases**. [n=488]
- In terms of **internal efforts to balance the budget**, students were most concerned impacts on affordability, academic selection, student services, and ancillary costs such as the book store, parking, and food and beverage services

Appendix

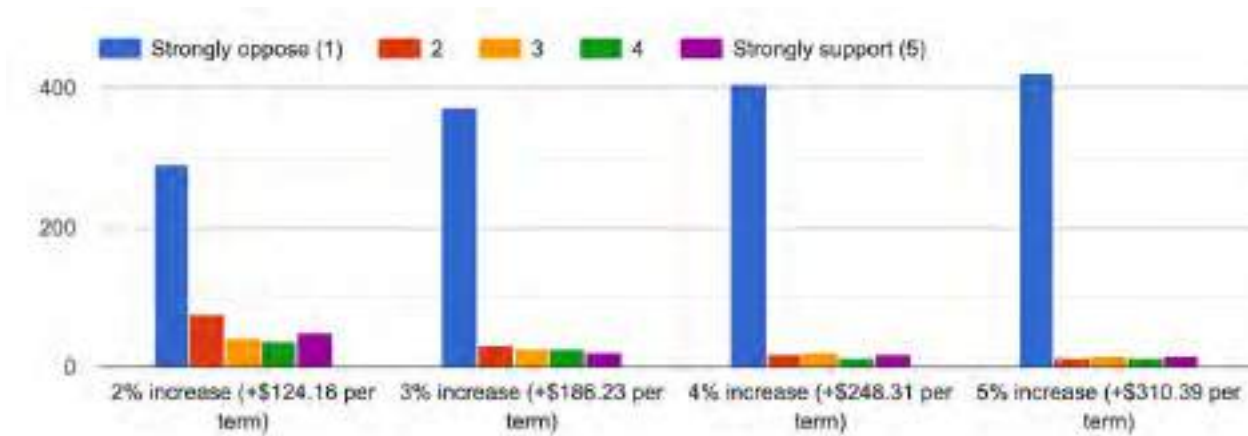
1. Residency

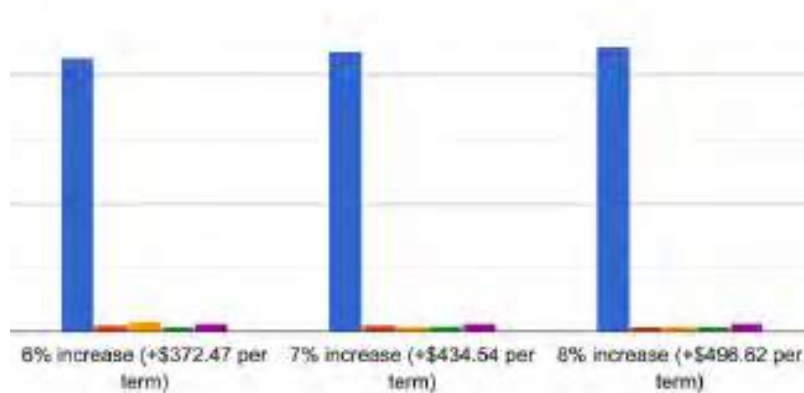


2. Year of study

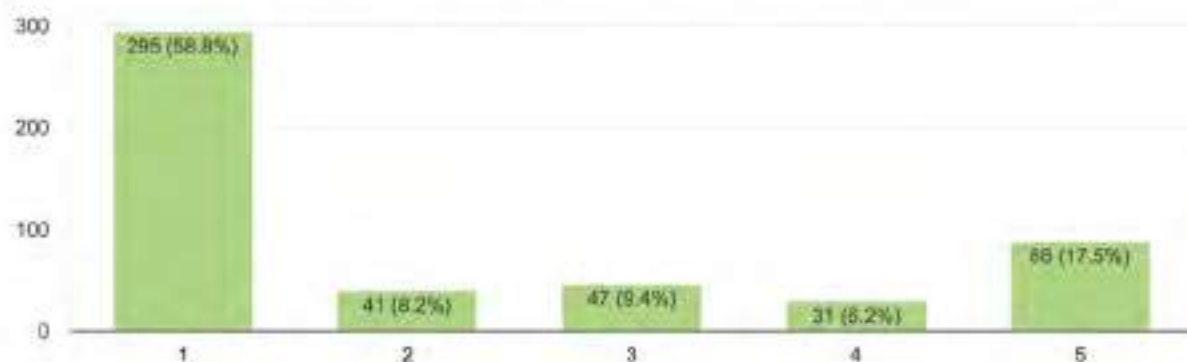


3. How much do you support or oppose the following potential increases in international tuition? (figures assume nine credits per term with no tuition surcharges)

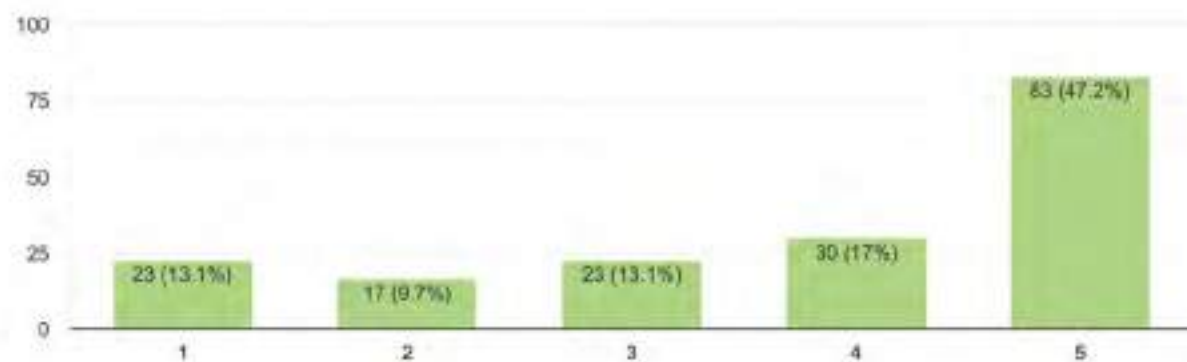




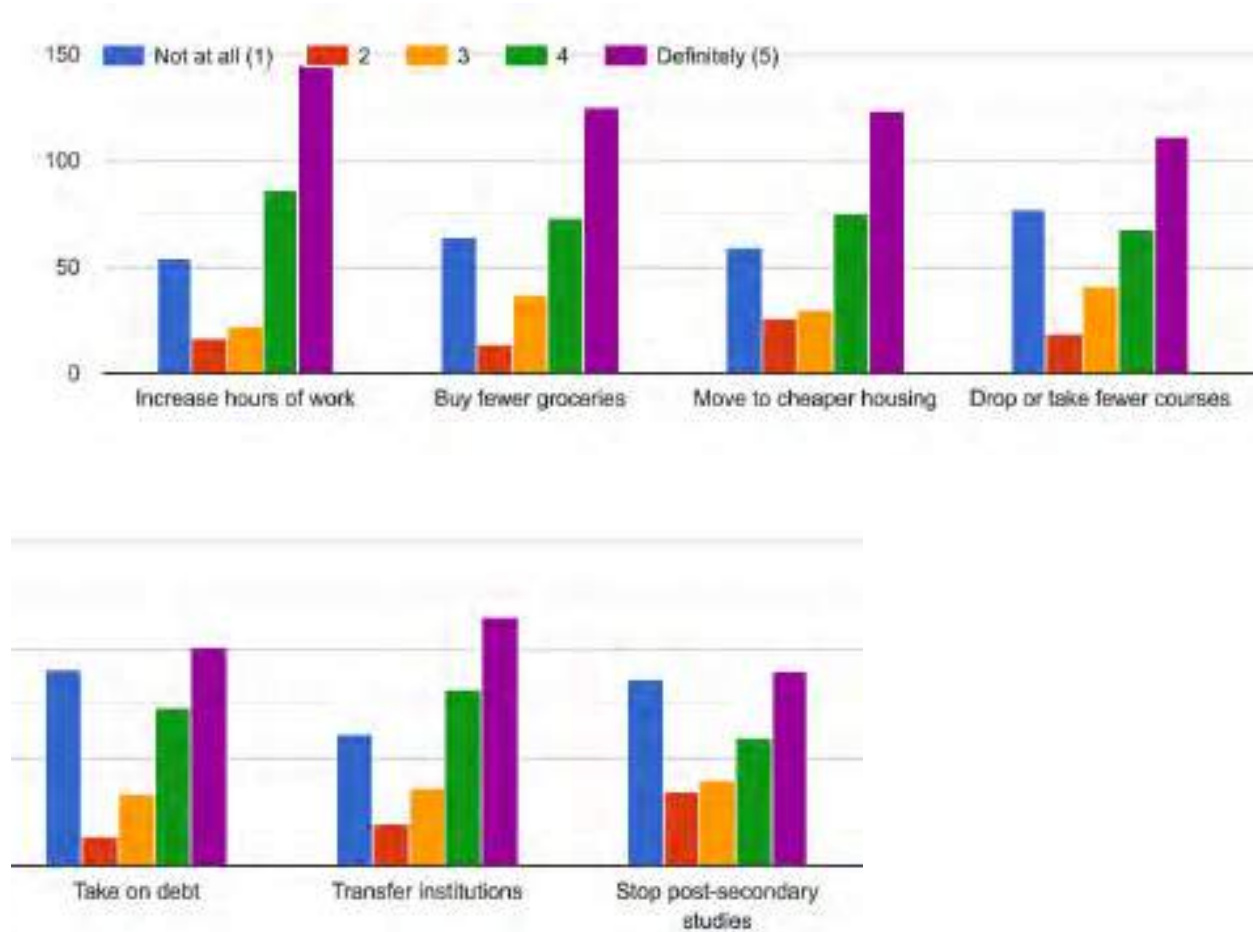
4. How much do you support or oppose the idea of different tuition increases for new international students (who have not yet been accepted) and continuing international students who have already started studies at Capilano University? (e.g., a higher increase for new students and a lower increase for returning students)



5. How concerned are you about the impact of international tuition increases on your international student peers?

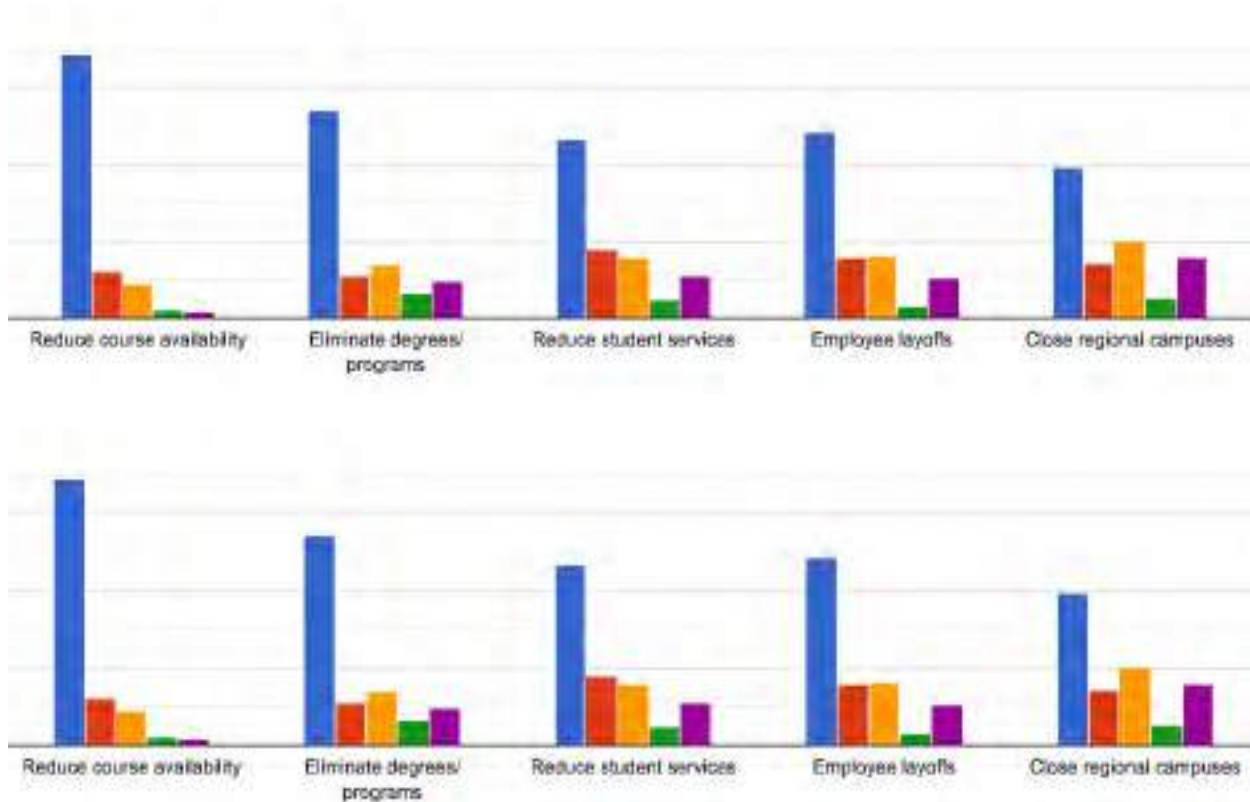


6. If the university were to approve a 5% increase in international tuition for new and returning international students, how likely would you be to do each of the following:

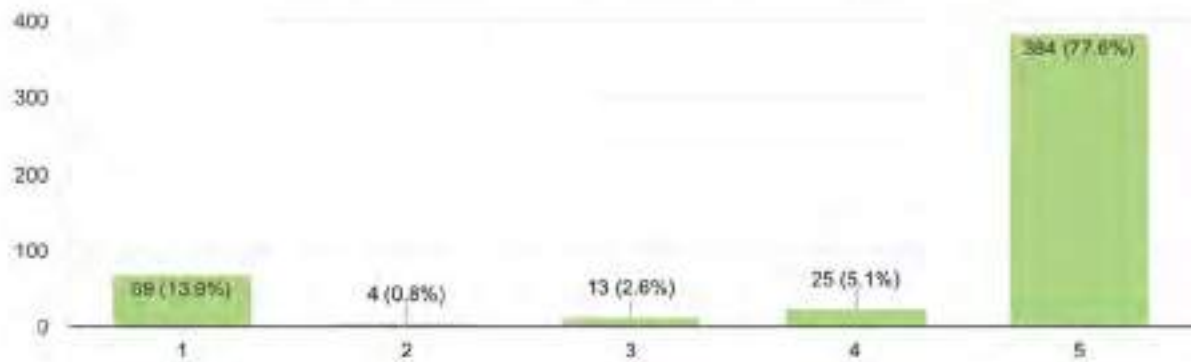


7. How much do you support or oppose the idea that the university should explore the following ways of balancing its budget to reduce the need to increase tuition?

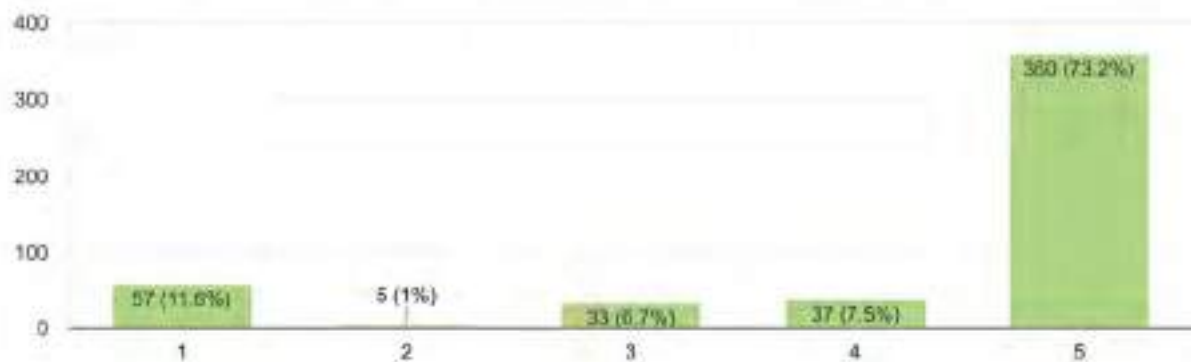
Strongly oppose (1) 2 3 4 Strongly support (5)



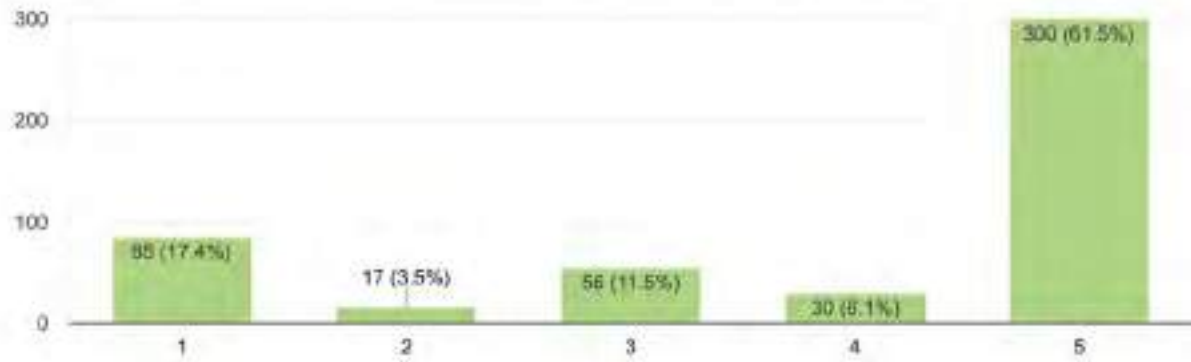
8. How much do you support or oppose the idea that the university should inform a student of future increases to tuition at the start of the student's program? (e.g., sharing planned increases over the next four years if the student is accepted into a four-year program)



9. How much do you support or oppose the idea that the provincial government should increase government funding for post-secondary institutions to reduce reliance on tuition?



10. The provincial government has a tuition limit policy that limits domestic tuition increases to 2% per year. How much do you support or oppose the idea that the provincial government should set policy limiting tuition and fees for international students, too?



Do you have any additional comments about the university's tuition planning for the 2026–2027 academic year?

Yes, i just want from university to think about returning students specifically because they are not aware of any kind of changes will happen so please think about it. According to my view leave returning students at 2 or 3% increase as we now university also have financial difficulties but for new international students they can take more percentage of fee. It would be fine because they are aware before coming to university.

Like on the financial situation of canada i thinks this is worst idea because first the international students fees is 4 times of domestic and i know we took this step by ourselves but the increase of fees every year by 5 percent is bad in addition to the students don't have that work opportunity and hours in practical life by which they can earn, spend their groceries, rent, and tuition fees its already hard and it gonna be more hard. With that i would like to suggest that u should give students opportunities to collect that which service they want while submitting the fees there are many services that don't use and thats not worth for them. Newspaper and other on the above of that the car parking which should be provided by university itself and the books of we are paying like \$2200 per course atleast we should get access to books rest I will say please think about international students and current situation take it practically. best regards

Increasing international student's tuition will cause major mental stress for these already vulnerable students. It concerns me that the university continues to raise tuition for international students, while the amount of supports they are able to access remain the same.

It will deeply impact the student enrolment as well as current students will suffer because of these no brainer policies. Furthermore, international students are students as well, not cash cows. This goes against the values and morals this university stands for, clearly this is discrimination at peak.

As an international student who is working and paying own tuition, I strongly disagree with the increase. International students already paying a lot of money for their tuition (a lot of them are also working and paying their own tuition) and the increase of even 5% will be a lot for international students. This would be resulting in the interest of international students to come and recommendation to study at CapU.

This term tuition increased and resulted into almost \$10k for 12 credits and not including the book/ebook that usually only last for 4 months.

This also will impact on my tuition funds planning since it is becoming very expensive to live and buying stuff (groceries, clothes, gas, etc).

Lower the tuition for international students

As an international student, I am deeply concerned about the recent tuition increase. Many of us already face significant financial burdens from high tuition fees, living expenses, and the challenges of being far from home. Before coming here, there was no clear notice that tuition would increase this much each year. This sudden rise makes it even harder for international students to continue their studies and feel supported. We really hope our voices as international students can be heard and considered in future decisions.

Both international students and domestic students should be equally treated no discrimination as everyone is paying taxes equally so I don't like this big discrimination in tuition fee between them. International students already pay 3 times more then domestic students and still increase in fees make no sense.

I think they should not increase international student fee at all because me being an international student its really difficult to manage the current fee for each semester and by increasing it will make it more difficult

It should not increase

You need to think about all expenses how can you do this. If you are doing really fair just equal international students fees with domestic students

I mean 2 percent increase every year is fine but not the 5 or 10 percent as the salary is not increasing and parking and tuition is increasing like crazy. How people can pay that much amount.

Should not increase the fees for international students
Please stop increasing fee
Why is there a discrimination based on domestic and international students. we all are studying the same thing. we are not getting any extra material, extra notes, or leniency by paying more why the price discrimination then.
We got 5% increases last week so i think this year there should be minimum increase
Costs should be predictable
Don't increase it i am an international student. I will stop studying or go to another institution
What percent of international students remain at CapU for their entire program VS domestic students? Think about how important it is for international students to choose CapU over other Canadian universities. The cost of living is already extremely high, and many international students are forced to pay rent, food costs, working minimum wage part time jobs. Lucky ones may be able to live in CapU residences with meal plans, but still will need to work. Increasing tuition prices bars accessibility for students, and will cause enrolment to decrease.
I DEMAND FOR A REJECTION OF INCREASE OF INTERNATIONAL TUITION, BECAUSE IM IN DEBT
I will also be paying 3-4 th year fee thats too expensive
The fees should not be increased. The students are managing everything themselves and 5% increase is difficult to manage.

Please no. I'm begging. I'm on my knees. It is already 3 times the amount that the international students pay compared to the domestics. I am so close to dropping out and giving up on my education and dreams because of how much the whole thing is. It was already a stretch and a struggle to come back for 2nd year. I am so close to dropping out. I am so close to living on the streets. I don't even have a healthy eating habit anymore because of how much everything is. I am literally starving myself to the point where I feel like I'm gonna pass out. I get that the university is struggling with money too but we are genuinely struggling way more. Sure, the domestic students might be struggling too but especially the international students. It is already so much harder for us, and the fact that the university wants to make it more and more difficult for us to come back each year is absolutely ridiculous, disgusting, and diabolical. It makes me sick to my stomach, the world we live in.

Current tuitions for international students are already extremely high, the increase will strongly affect most of international students and add pressure for already complicated financial situation.

Please dont do this its not easy to manage

5% is higher increase for a international student

The university should focus on internal affairs first - like the prices of food versus the quality, or more hours for student support, before increasing any tuitions

This school is overpriced, everything is expensive in school but students are struggling

It will be too difficult for us if fees get more increased

I strongly oppose any tuition increase. As international students, we already pay significantly higher fees than domestic students. On top of that, we have to work extremely hard to cover our tuition, rent, and other living expenses. With the current 24-hour-per-week work limit and the requirement to take at least three courses each semester, it's already challenging to balance studies and finances. Raising tuition would only make things more difficult and unfair for international students.

It feels like they are doing discrimination with international students.

University should not charge high amounts from international students

I was planning to transfer to the Bachelor of Writing and Literature, but I'm graduating with a two-year degree this year instead because I don't trust CapU anymore
I am very concerned
Why does it keep increasing!??
Tuition fees is too much.
The 5% increase or even more in the fee structure for international students should not be implemented because, already the students here are finding it very difficult to find the entry level jobs to even start their earning. And, this hike in the fees will put more pressure on them and this pressure can sometimes cause complex incidents.
Not fair
It's already increased this year so how much you expect from international students to pay more
Please don't increase the fee
Fees should not be increased
Fees should not be increased
Should not increase fees
International students are already paying for housing, groceries, so i would be very difficult for them to pay for their fees as well as study with attention
It should not increase further since its already unaffordable for many.
I recognize the university is in a tough financial position but they should not be exploiting international students even more to fix their own problem of over-reliance on this as a revenue source. They had years to plan for this. International students didn't.
University should really stop sending the newsletter it costs 50\$ figures or the occasional email for international students I'm fine without them.
Maybe cut the board and executive bonuses before considering cutting programming and raising tuition, perhaps? Maybe?

Amount of fees increase is too much
It's going to be a huge burden on international students and if incase it happens nobody is gonna come here to study
I'm already breaking back working so I can pay this tuition, if it goes up I'm not sure I'll be able to finish my studies at Capilano University.
tuition is already expensive for everyone there is no need to raise it for either domestic or international students.
Please don't increase for current international students.
Fees should not be increased if it does number of educators will decrease
Please don't raise fees it's already a huge if increase more it would be very difficult for students to take admission in CapU
The fees should be decided during the starting of program and should remain same throughout the entire program.
They should put a cap of increase in fees for international students
Academic fee should be same throughout the program. As every student came here to study, if the fee structure would be affordable and reasonable. Every student will indulge more.
Do not increase the fees
please let us afford school. i know multiple international students who will not be able to come back if there are any increases.
I'm writing to express my frustration and disappointment with the recent tuition increase. As a business student, I already face limited course availability, overcrowded classes, and minimal access to academic support or campus resources. It's unreasonable for the school to raise tuition when the quality of education and services clearly hasn't improved. Many of us are struggling to afford these costs while receiving little in return. If this trend continues, students like me will have no reason to stay – transferring to another institution offering better value would make far more sense.

Sincerely,

[name redacted]

Do not increase tuition fee for international students please.

A renovation to the campus to allow for bigger classrooms may help

I think if a student from a foreign country is gifted enough to be given the chance to study abroad in Canada, they should be required to pay more for tuition given local and national organizations financially support gifted students who have found life changing opportunities.

Please make sure whatever decision you made, it bends with students expectations. Also international students are already paying a lot of tuition fees, more increase in fees will make it harder for international students to make both ends meet if you really want to make change in the system please reduce the fees instead of increasing.

Make parking cheaper

This proposed tuition increase is completely unjustified. The current cost of attending Capilano University already feels high compared to the quality and availability of classes we receive. Many students struggle to register for required courses or find the support they need, and instead of addressing those issues, the university seems focused on charging us more.

As a student, this is incredibly frustrating — we feel trapped, doing whatever we can to get by while the cost of our education keeps climbing. There needs to be serious reflection from staff and leadership about how these decisions affect students. CapU is becoming overvalued for what it currently offers, and raising tuition will only push more students away.

– [name redacted], School of Business student

As an international student, I strongly believe that tuition increases should be minimized or avoided whenever possible. Many students already face financial challenges due to living expenses, housing costs, and limited work hours. The university should focus on transparency and early communication about tuition plans so students can plan ahead. I also encourage the university to work with the provincial government to find sustainable funding solutions instead of relying on higher international tuition.

Abusing the financial leverage that institutions have over foreign students creates a dynamic of a "degree mill college", long term this will devalue the prestige and academic standards of the university.

Capilano has a lot more money than reputation, and future planning efforts seem to only focus on finances.

Do not increase the fees. Already students are in DEBT.

International students are expected to be financially prepared before enrolling in the program, so tuition increases would get rid of students who can't fully commit to education. The ones who suffer in group work are full time students who fully commit to education and do not get a job. Students who have part time jobs are working less in group projects, so it would benefit me if tuition fees increases.

I'm an international student studying at capu since September 2023 and at that time i paid about 6200 to 6400 for three courses but now it's 7100+ for just 3 courses, if it continue to happen maybe I'll have to stop my studies or leave the country.

People come to cap because it's affordable, if it's not, then people will come to bcit, sfu and ubc and they're more accessible and has more things to offer

This is a problem caused by the government' immigration policy. Why always ask international students to pay for the debt?

For financing

I think a slight tuition increase would be okay. However, the ultimate best solution would be an increase in government funding for post-secondary institutions. Being a student and paying thousands of dollars for schooling is difficult as is and tuition increases will make that worse. If the government increases funding to cut reliance on tuition, it supports the universities and students together. We see this in the governments of countries like Germany, Sweden, and Denmark; albeit, these places are supported by the EU. Tuition increases are a temporary solution, but increased government funding will be required to keep education accessible in the long term.

we already saw a rise in tuition fees this year, it's unfair that you are just increasing 2% extra or more from international students just because they are paying 60 times or maybe 80 times of what they would have paid in back home. this is very unfair

please don't apply these on any students

Increasing the tuition fee will make us suffer a huge financial burden that can lead us to dropping out and further causing consequences to the university. Hence, be fair to domestic and international students. We already pay 5 times the fee as compared to domestics. Be fair... capU be fair..

International students are already paying an abysmal amount on travel and accommodation. Raising prices on them is a slap in the [redacted] face.

It is too soon to up the tuition, need to give at least one year notice so international student can adjust to it

Dont give us hard time...Please.....

There should be no increases for students already enrolled. We made plans according to the figures provided.

This is so unfair for International students, find another way to make money.

Do not increase the tuition rates for international students at the very least. Everyone should have a right to an education and this is the option for lots of people across the globe. Or increase or decrease based of student income. Increasing the tuition rates will only make it harder for students and young adults to live and survive. They will choose their education first, eat less, and some will struggle to find homes.

Too many international students. They complained to me how their tuition is expensive, but it is not my fault. Many of the international students do not put any effort for the school work; why do I need to get complained to about their tuition by them who show up to class only sometimes? I understand universities rely on international students' tuition, but the balance is already broken. To eliminate some international students who don't care about schoolwork, increasing tuition is a kind of a necessary evil.

I believe it should be fair and proportional. I still think the university needs to pay their employees and keep everyone happy

Please don't increase the fees!!! It's already unaffordable and international students are getting broke day by day

Please don't increase the tuition fee, it's hard to survive.

Lots of the fundings are being spent on unnecessary stuff and we have to pay for it. It is simply not fair.

as an international student the fees is already really high and even have to pay for things that we dont even use . why increase

I don't understand why international fee is going to be increased. The tuition fee is cheaper than other university and this is good point of CapU.

Please dont increase it, it's already quite high. There's a ton of different ways to manage this problem. For example, stop building new buildings and start putting those funds into the deficits.

I know I don't understand all the politics of running a university, but we have to try our best to not limit access to education. CapU is a fantastic school, and it should be an option to as many domestic and international students as possible.

The raise of tuition will actively be the downfall of the school. Students are already incredibly fed up with tuition prices, if they're raised any further, you are losing all the trust that you have built up in your students and showing us that you've never cared about the education: this has always been a business for you. For example, the mass amounts of student fees and additional surcharges are absolutely ridiculous. A fee for the student newspaper? A fee for study spaces? Most of us don't use any of these features yet are still being forced to pay for them. It's not right, it's robbery in a place where many of us are already going thousands of dollars in debt purely for the educational aspect. I remain happy that this is anonymous because I'll wrap my thoughts up with one final point: Shame on you. Shame on you for seeking to exploit the already vulnerable student population further than you already have

If the tuition increases, students that are already struggling to afford coming here, will not be able to afford to attend CapU

people in charge should be taking pay cuts. education should not be a business focused on profit.

The increase should be the same as domestic students so it is fair

I would say that the university should not increase the prices by 5% because it is so hard for an international student to manage their expenses and tuition fee which leads to anxiety, stress, depression and death.

My comments are don't build new buildings, and don't rely on international students money because it creates financial burden and inflation in every aspect of life in Vancouver. Vancouver is already a very expensive city to live please don't make it more difficult.

Please do not increase the tuition fees. It's not fair that domestic students pays only 2% of what international students are meant to pay

If tuitions increase then the students that can no longer afford it will drop out, the students that want to apply but are undecided will turn away at the pricing. The tuition increase will only DECREASE the amount of students at CapU which will decrease the amount of money being made from the university. Not everybody can get financial aid and not everybody can afford such changes.

I don't think it is fair to increase the international student fee, despite not giving international students financial aid. This isn't right

We do not need the newsletter it costs 50\$ and it comes really infrequently

All students domestic or international should be charged and treated the same. The fees and tuitions should be universal for all students attending the college/university institution. We should be supporting a low carbon footprint print so parking could potentially be increased pushing some individuals to access transit or car pool. Also the government should be actively funding the university for the work that they do to help place quality individuals in the economy to improve our professionalism provincially and federally overall. The financial security for the college should not be determined by student tuition.

I currently pay approximately \$25,000 per year in tuition as an international student. With the support of my parents and by working the maximum 24 hours per week allowed, I can barely afford to continue my studies. In contrast, domestic students pay only a fraction of this amount - roughly a quarter of what international students are charged.

Further widening this gap would place even more strain on international students, particularly those at the Squamish campus where housing and living costs continue to rise alongside tuition. I fully understand that the university is facing financial challenges but shifting a larger portion of that burden onto international students risks discouraging future enrollment and driving current students away.

I strongly advocate against any significant increase in international student fees. A modest, standard annual adjustment is understandable but imposing steep increases when many of us are already struggling simply doesn't feel fair or sustainable.

The tuition has risen from 15 to 17k already, that's more than most of universities in Vancouver. A lot of international students are struggling like myself, SOLVE THIS ISSUE WE DONT PRINT MONEY!

It's so hard for every single student to pay that much fees

Please don't make it more expensive, I'm already overworked as is with saving up for tuition and trying to do school. Not all of us are rich, I can't afford meal plans, dorms or anything other than tuition

Bringing more attention to the Squamish campus would be cool

i will definitely drop out if the tuition is raised any higher for domestic [students]. i don't know why so much funding went preemptively into the squamish campus, i understand and support having other regional campuses and they should definitely exist and support students outside of metro-van, but this didn't feel right. additionally, can you please finish the new student residence, too many empty promises.

To increase student services for students who use the services. I am an online student and do not have access to many of the services such as recreation use, yet pay the same as the students who have access.

Exploiting international students is just another way for the West to exploit the global south. I think the universities should be fully subsidised and offer free tuition for domestic students, and what would have been domestic tuition fees for int. students.

I believe the financial difficulties are largely the result of immigration policies. It is unreasonable to shift this burden onto international students. IT IS NOT FAIR! If the university has no other choice but to increase tuition fees, then at the very least, returning students should be allowed to maintain their existing tuition rate.

The cost of living crisis is seriously affecting students too. I feel the way the university is run could be looked at to reduce costs. At Squamish for example we have very few students yet a heavy presence of private security personnel and all the class rooms are open and often lights on. I know this will not make a huge dent in the budget but surely there are other ways to save money than raising tuition...

Would love to see a report on where all the money is going published to students and staff of the university.

If university wants to increase international tuition, it should provide valuable benefits to students: for example, partner with businesses to guarantee an internship, it should be something like a contract that certain companies will employ a number of interns from Capilano University. Just posting job alerts on Career Hub is not enough, career webinars are mostly surface-level information, which can be found online for free. The main point is that paying a higher fee should give students a real benefit and show that getting the degree at CapU is worth it. Same goes for domestic students: both groups deserve to feel that they are not wasting time and that the university can guarantee them a real career.

I would like to see better class times. More hour and a half classes twice a week would be better. Try to get some also out at Squamish campus

Keep domestic low, charge new internationals more

I understand the University needs to be able to run, however as someone who has to rent, afford food, and pay tuition without the assistance of anything but loans, tuition increases really fuck me over. At the very least student loans should raise the amount they're allowed to give out if tuition is increasing as well.

A good part of the reason the university is struggling is because it came to rely too heavily on recruiting international students while hiring too many non-academic staff. For recruitment, this came especially from recruiting heavily from one particular region, sometimes in ways that bordered on taking advantage of potential students.

The university should reduce the number of non-academic staff and the budget allocated to them in order to maintain the number and staff and budget of the faculty, which is needed to provide a university's core purpose.

The university may need to adjust how non-academic departments are run such that a fewer number of individuals are given greater responsibility, expectations, and salary, in order to reduce overall costs and time spent coordinating amongst staff.

The university should focus on providing face-to-face instruction over totally asynchronous courses, or otherwise reduce tuition for asynchronous courses.

The university might be surprised at the results gained from promoting part-time or volunteer work to students in order to supplement eliminated full-time staff positions. For example, such work would seem more beneficial for the student body than most of what the career development centre or student life departments seem to do

Monitor closely which facilities/buildings/campuses are being used and close down/eliminate low-usage!

The increase in everything is a joke, genuinely need to reflect on this whole system and institute.

It is very unfair to increase the fees again this year, for students to have very short notice, students would have not planned their finances according to the increase. This increase could lead to changes which might be hard for students to deal with.

You already increase this year you should wait more

There is no point of joining Capilano if there's are going to increase every time. The only main advantage CapU had over it's competing universities like UBC or SFU was affordable prices and if they are going to increase every time. This is going to be an issue.

International students already pay significantly higher tuition fees compared to domestic students. Why are international students always being targeted for further increases? We are only allowed to work up to 24 hours per week, and we already have many expenses to manage. If this plan to increase fees continues in the future, prospective students may choose not to apply to your institution, and many current students may be forced to drop out or leave.

Thanks

The priority of local universities is to educate the population in that area (eg. Domestic students). When the university has extra space due to lack of enrollment of domestic students, that is when we can open our doors to international students as a way to increase university funding and welcome students from all over the world. However, the university should have a stable budget that does not heavily rely on international students. Additionally, certain parts of the budget are being mismanaged. For example, the CSU, in my opinion, gets way too much money, giving away as much as \$5000 to university clubs annually, which is absurd considering we only have 35 clubs to begin with. I think CapU needs to look at their spending critically and see where they can reduce spending before threatening to raise tuition again and again. Thank you.

Some individuals who attend university are in poverty. These individuals are domestic students and can't afford tuition increases. Even with Government funded student loans, it often doesn't help as these individuals must repay their student loans.

while I understand that increases might be necessary, the financial burden for students is already so hard and impactful and an increase, especially over 5%, would

be really hard to shoulder. I personally might consider ending my academic journey at capu then as the fees are already so high as they are

They charge for very unusual things like newspaper fee, student union member fee(i'm not even a part of it) and many more. Charges like these are waste of our money they don't even ask before charging this, who come to university to read newspaper 🌿 they have to stop charging us for these kind of things.

If tuition increases but government funding doesn't, some of us wont be able to be in school, and thats not fair.

Apparently 2D faculty has no say in the tuition which is insane when it's left at the hands of whoever is in charge. Mind you this program was only 22k back in. The day. Now it's 35k AND WE HAVE TO HAVE AN ENGLISH CLASS AND A COMMUNICATIONS CLASS. Yall need to relax

Not to increase tuition for 2026–2027.

It'd be super hard for us international students to live with that much pressure. Current fee is already too much adding more to it would explode the heart out of me.

I think for international students they should be charged more, that's only fair.

According to me the university should not change any policy for the current students they can think for the new comers

An increase for international students viewed by percentage its always going to be way higher than domestic, therefore if there were to be an increase it should be less than the domestic tuition percentage. Also if there is a decrease on scholarships specially those that are reserved for a specific group of people (that in some way is racist because its not giving fair opportunities to all but favorable environment to some), there might be some funds recovered. Checking with students before making decisions is also a very good idea because especially international students might speak better or worse of the university and that might influence the applications for the future. Again especially internationally, the mouth to mouth and personal experiences at the university might encourage people to apply. (therefore bringing more international students who pay a higher tuition)

Tuition fees should not be increased at all. We are already [redacted] up.

I went into my program knowing approximately how much money I'd need to spend to survive, with a tuition increase that I have not been informed about before starting my program, I am not too thrilled that they could take more money from already enrolled students who just want to have good careers in the future. Some of us are barely slipping by.

I don't think overall people understand how much an international student pays per semester and besides fees, there are so much more expenses. We saw a raise this year, i understand that, but increasing again for international students so much is totally unfair. We have \$7000 per semester for 3 courses and then every month its basic rent of \$600-700 and then additional groceries \$200 and other miscellaneous expenses. Please, understand our situations too. Everyone generates so much from international students, but forget to understand their situation and benefits from them. There is not even any banks who give loan to international students here, they take loans from their home countries, paying so much debt and interest with it. I hope that answer the reason.

My tuition is already 8000 per semester. If it is increased I may be incredibly distressed and unable to attend longer.

I think university should focus on reducing or eliminating other cost which are not providing significant value. For example our publication society.(Capilano courier) or using funds in conducting so many events and more.

The fee of UBC and SFU are gonna be similar to Capu. So i would rather enroll to UBC than Capilano because I chose Capilano because it was affordable.

TBH I don't know a lot about international student's tuition but I think it makes sense for them to pay a little extra but they should not be bearing a heavy tuition. it should be a reasonable tuition you know?

this is not fair for international students

nothing very good

The university has not made clear the purpose for the increase on the Intl. students tuition fees, nor has it laid down an actual plan for its usage, like expanding research funding, improving university services, or even the expansion/ maintenance of campus facilities. If the university goes ahead with this, we as international students can only hope that we get to see substantial improvements for the entire Capilano community, otherwise it would be all for the sake of larger profit margins.