



AGENDA OPEN MEETING OF THE BOARD

Tuesday, April 30, 2024

4:45 pm to 6:45 pm

Main Campus, Room BR126

We respectfully acknowledge the Lil'wat, Musqueam, Squamish, Sechelt and Tsleil-Waututh people on whose territories our campuses are located.

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
1. Approval of Agenda – Ash Amlani, Chair MOTION: <i>THAT the Board approve the agenda as presented.</i>	Approval		2 min	Page 1
<i>(Disclaimer: The Consent Agenda includes the minutes of the Board's previous meeting, Committee reports since the previous Board meeting, and correspondence. A Board member that approves of the Consent Agenda agrees to the information and its accuracy, without significant amendments or the need to separate a sub-schedule from the Consent Agenda for amendment and approval.)</i>				
2. Consent Agenda – Ash Amlani, Chair MOTION: <i>THAT the Board approves the following items on the Consent Agenda:</i>	Approval		2 min	
2.1. Minutes from the February 27, 2024 Board Meeting		2.1		Page 3
2.2. Board Committee Reports <i>(These reports summarize the draft minutes of the Committee's last meeting; any motions coming forward from the Committees are in the regular agenda.)</i>				
2.2.1 Audit and Risk Committee		2.2.1		Page 10
2.2.2 Executive and HR Committee		2.2.2		Page 11
2.2.3 Finance Committee		2.2.3		Page 14
2.2.4 Governance and Planning Committee		2.2.4		Page 24
2.3. Correspondence		2.3		Page 25
3. Place Holder: <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	3 min	-
4. Board Chair's Report – Ash Amlani, Chair	Info	Verbal	3 min	-
5. Senate Reports				
5.1. Vice-Chair – Sue Dritmanis	Info	Verbal	10 min	-
5.2. Senate Liaison – Patricia Heintzman	Info	Verbal		
6. President's Report – Paul Dangerfield, President	Info	Verbal	5 min	Page 30
7. Academics – Dr. Lauren Styles, VP Academic and Provost				
7.1 Creative Activity, Research and Scholarship (CARS) & Graduate Studies – Dawn Whitworth, AVP CARS & Graduate Studies	Info	7.1	20 min	Page 53
MOTION: <i>THAT the Board of Governors receive an update on the progress of the implementation of the CARS Framework/Strategic Plan for information.</i>				
8. Executive and HR Committee – Ash Amlani, Chair				
8.1 Revision of B.511 Discrimination, Bullying and Harassment Policy – Melissa Nichol, Strat Dir, People, Culture & Diversity	Approval	8.1	7 min	Page 55
MOTION: <i>THAT the Board of Governors approve the revised B.511 Discrimination Bullying and Harassment Policy as presented.</i>				

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
<p>8.2 B.517 Conflict of Interest Policy, Revision of B.506 Standards of Conduct Policy, and Rescission of B.311 Employee Student Relationships Policy – Melissa Nichol, Strat Dir, People, Culture & Diversity</p> <p>MOTION: <i>THAT the Board of Governors approves new policy B.517 Conflict of Interest Policy, approves amendments to B.506 Standards of Conduct Policy, and approves the rescission of B.311 Employee-Student Relationships.</i></p>	Approval	8.2	8 min	Page 66
<p>9. Finance Committee – Patricia Heintzman, Committee Chair</p> <p>9.1 B.212 Honoraria and Gifts Policy – Narisha Jessani, Director Finance</p> <p>MOTION: <i>THAT the Board of Governors approve the revisions to B.212 Honoraria and Gifts Policy.</i></p> <p>9.2 Approval of B.218 Capital Assets Policy – Narisha Jessani, Director Finance</p> <p>MOTION: <i>THAT the Board of Governors approve the new policy B.218 Capital Assets Policy.</i></p>	Approval	9.1	15 min	Page 86
	Approval	9.2	15 min	Page 93
<p>10. Governance and Planning – RJ Wallia, Committee Chair</p> <p>10.1 B.111 Strategy Development and Review Policy, and Rescission of B.101 Vision, Values, and Mission, Goals & Strategic Directions – Toran Savjord, VP Strategic Plan, Assess & Inst. Effect and Aurelea Mahood, AVP Academic and Vice Provost</p> <p>MOTION: <i>THAT the Board of Governors approves the new policy B.111 Strategy Development and Review Policy and rescinds B.101 Vision, Values, Mission, Goals & Strategic Directions.</i></p>	Approval	10.1	10 min	Page 102
<p>11. Election of New Board Chair and Vice-Chair(s) – President Paul Dangerfield</p>	Election	-	10 min	-
<p>12. Meeting Close</p>	-	-	-	-

Next Board of Governors Meeting: June 25, 2024



MEETING MINUTES OF THE BOARD

Tuesday, February 27, 2024

4:45 pm to 6:45 pm

[In Person, BR126](#)

Board Members Present

Ash Amlani, Chair	Yuri Fulmer
Rodger So, Vice Chair	Patricia Heintzman
Paul Dangerfield, President	Mayumi Izumi
Troy Abromaitis	Shreya Miglani
David Ayriss	Majid Raja
Janet Cox	RJ Wallia

Staff

Tally Bains, VP Finance and Administration
 Kartik Bharadwa, VP People, Culture & Diversity
 Toran Savjord, VP Strategic Plan, Assess & Inst. Effect
 Kari Wharton, Interim VP, University Relations
 Laureen Styles, VP Academic & Provost
 Rav Goodison, AVP Digital Technology Services
 Miranda Huron, Director Indigenous Education & Affairs
 Aurelea Mahood, AVP Academic & Vice Provost
 Melissa Nichol, Strategic Director People, Culture & Diversity
 Lesley Cook, Executive Assistant, Board of Governors
 Angela Ruggles, Executive Assistant, VP of Finance & Admin

Regrets

Sam Teclé

Guests

Sue Dritmanis, Senate Vice Chair

We respectfully acknowledge the Lil'wat, Musqueam, Squamish, Sechelt and Tsleil-Waututh people on whose territories our campuses are located.

The Chair called the meeting to order at 4:45 p.m.

1. Approval of Agenda

It was moved (Rodger So), seconded (Mayumi Izumi) and resolved;

THAT the agenda be approved as presented.

2. Consent Agenda

It was moved (Rodger So), seconded (Mayumi Izumi) and resolved;

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

- 2.1. Minutes from the November 28, 2023 Board Meeting
- 2.2. Board Committee Reports:
 - 2.2.1 Audit and Risk Committee
 - 2.2.2 Executive and Human Resources Committee
 - 2.2.3 Finance Committee
 - 2.2.4 Governance and Planning Committee
 - 2.2.5 Investment management
- 2.3 Correspondence

3. Place Holder

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

4. Board Chair's Report

Ash Amlani, Board Chair gave a verbal report. She reminded Board members that at the November meeting the Capilano University Student Union presented and that one of their topics was about food insecurity. Last week information regarding the Eat Care Share Campaign was circulated. Ash encouraged Board members to donate before February 29th. Secondly, the Ministry of Post-Secondary Education and Future Skills is hosting "Governing in the Public Interest" on April 26, 2024. There is still room for Board members to attend. If you're interested please contact Lesley Cook, EA to the Board.

5. Senate Reports

5.1 Vice Chair

Senate Vice Chair, Sue Dritmanis introduced herself to the Board of Governors. She's an instructor and a former co-chair in the School of Communication, Faculty of Business & Professional Studies. She's been at Cap for 17+ years, joined Senate 3 years ago, and became Chair of one of its subcommittees, Academic Planning and Program Review, known as SAPPRC.

Very sadly, we lost our Senate Vice-Chair, Robert Thomson in December. We're grateful to Stephen Williams who stepped in as Acting VC when Robert left on medical leave earlier in the fall. She's grateful to have been elected to step in for 6 months as Senate Vice Chair and to update the Board on important academic decisions made at Senate since October.

There have been some productive discussions about the academic schedule at several meetings. The Registrar is reviewing Senate's concerns around December/January timelines. Senate would like students, staff, and faculty to have more time between the end of term in December and the start of term in January.

Senate welcomed new Senate members Dr. Laura Kinderman, Dean of the Faculty of Business & Professional Studies, and Alysha Monk, Research Grants Officer, representing staff in November. Senate also approved revisions and updates to the Senate Bylaws and Senate Election Procedures. Senate welcomed a new student representative, Gurjot Singh in December. Micki McCartney presented on Chénchenstway, and Dr. Brit Paris presented on the new Digital Learning Framework. Senate voted to adopt and implement this framework.

In January Senate approved a list of 472 students for graduation, representing a 12% increase over Fall of 2022. Senate voted in favour of revisions for the Programs of Study Outcomes Policy and new procedures.

Senate approved a slightly revised Senate Meeting Schedule in February. The President's Office undertook research to ensure that meeting dates do not conflict with significant religious or cultural celebrations, and the August and September dates were shifted to allow for a Senate Orientation and social gathering in August, followed by the Senate meeting later in September. Senate also welcomed a new Alumni representative, Emily Walmsley.

5.2 Senate Liaison

Patricia Heintzman, Senate Liaison and Board member commented that as Sue's report was comprehensive, she didn't have anything further to add.

6. President's Report

President Paul Dangerfield thanked the Board for accommodating him virtually. He joined the Board meeting from Singapore while he's attending the Universities Canada-in-Asia Conference. Capilano University hosted a workshop which was run by CapU Alumni and is part of an alumni ambassador network across the globe.

He noted that there is an additional cover report attached to the President's Report regarding the international student visa cap by Immigration, Refugees and Citizenship Canada (IRCC). The intake cap is intended to stabilize new growth over a 2-year period, standardize the quality of education, and add safeguards for international students in B.C. The application of these new standards is primarily aimed at the private post-secondary sector, which will be impacted the most. The government's action involves all levels of government and how each post-secondary institution in the private and public sectors oversees their international students. There will be implementation of a provincial attestation letter process. Prior to the government's announcement Capilano University had already incorporated many of the quality controls and safeguards for its international student body as part of CapU's regular and on-going institutional standards. The University is well prepared for any further changes ahead.

7. Board of Governors Closed Meeting

7.1 Enterprise Resource Planning System Project

Board Chair Ash Amlani provided a highlight from the Board's Closed meeting. After much discussion and a lengthy process, Capilano University has chosen an Enterprise Resource Planning (ERP) system. She was happy to announce that Workday is the new system and Deloitte is the implementation partner. VP Finance and Administration, Tally Bains and the team will be working on the plan and integration.

8. Executive and HR Committee

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

Melissa Nichol, Strategic Director, People, Culture & Diversity summarized the revision process. She went through the changes to the policy.

- Reference to "fairness", has been removed as equity and fairness do not always co-exist
- Indigenous Identity has been added to the list of protected grounds to reflect updated legislation
- Language that read as a guarantee, where it may not always be achievable, was clarified. For example, section 4.2 was changed to read, "endeavor to ensure" and section 4.3 now reads "committed to provide".
- Section 1.3 includes language around procedural fairness, that's in alignment with B.506 Standards of Conduct

Section 6.3 includes a reference to the Conflict of Interest Policy, and uses language consistent with the Board of Governors Manual.

It was moved (Rodger So), seconded (RJ Wallia) and resolved;

THAT the Board of Governors approve the revisions to policy B.512 Human Rights, Diversity, Inclusion and Equity as presented.

8.2 B.514 Acting President Policy

Melissa summarized the background and the requested revisions to the policy. The following recommended changes were reviewed and applied.

- Language was added to provide clarity on whether the assigned Interim President is included for quorum purposes.
- The language was clarified to note the difference between Acting President versus Interim President and to further define the roles and responsibilities of each position.
- Prescriptive steps on which Vice President assumes the acting role were removed.
- The President will assign an Interim President, normally from the existing Executives was added.
- The President will inform the Board Chair and the Board of who will take the role of Interim President for coverage of the President's temporary absence.

It was moved (Rodger So), seconded (David Ayriss) and resolved;

THAT the Board of Governors approve the revisions to policy B.514 Acting President Policy as presented.

9. Finance Committee

9.1 Fiscal 2024/25 Operating and Capital Budget

Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness, gave an overview of the Integrated Planning (IP) process for Fiscal 2024-25. The IP process is annual and provides guidance for CapU's resource allocation decisions and operational activities. It links the planning process to budget development and brings them into line with the Ministry's Mandate Letter.

He summarized the IP timeline. The University is shifting into the next 3-year cycle of Envisioning/Illuminating 2030. The focus for IP 2024/25 is to continue to shift to plan and budget for a 3-year cycle, enhance and refine the planning and resource allocation process, and ensure the long-term financial stability of the University.

In November, the members of the Senior Leadership Committee (SLC) were asked to provide input on priorities for planning and budgeting. The focus for IP and resource allocation priorities includes the following: Academic Initiatives Support, Implementation for new plans, Employee Engagement, and Squamish Campus. See pages 61-62 of the agenda package. This year the SLC wanted to undertake more work to do with the refining process. The Administration worked with them to accomplish that. This further contributed to this IP year being the most refined in 7-years.

Tally Bains, VP Finance and Administration gave an overview of the Operating and Capital Budget. The operating budget is a surplus of \$3.1 million with revenues of \$177.3 million and expenses of \$174.2 million. The 2024/25 operating budget includes \$9 million of additional resource allocations to support university priorities to ensure alignment with Envisioning 2030 and Illuminating 2030.

The Executive team also took time to review and update the budget resource allocation principles to reflect the university's current state and ensure alignment with Envisioning/Illuminating 2030. Supporting the long-term financial sustainability of the university was ranked as the number one priority.

The changes in the Fiscal 2024/25 budget compared to the Fiscal 2023/24 budget align with the variance between the Fiscal 2023/24 forecast and budget. Tally explained the majority of the changes were in the enrolment category plus salary budgets were updated to reflect the new collective agreements for faculty and staff.

The Capital Budget Summary (table 1.4) is broken down into further categories: New Capital Projects (table 1.5), Capital Budget (table 1.7), and Major Projects in Flight (table 1.8).

Tally reiterated that the most important part in developing the budget is examining revenues. Due to the strike action this process was started a little bit late. The Strategic Enrollment Plan was being developed alongside the development of the budget which combined with ongoing issues with legacy systems caused challenges in determining revenue figures. The team also looked at what was needed in Squamish. Securing Squamish housing and offering more programs in Squamish will change these numbers.

The new ERP system, Workday, will help with all the legacy systems' challenges. Workday will first address the area of faculty payroll, and then finance. It's anticipated that Workday will take approximately 2 years to fully implement.

It was moved (RJ Wallia), seconded (Patricia Heintzman) and resolved;

THAT the Board of Governors approve the 2024/25 operating and capital budget.

It was moved (Yuri Fulmer), seconded (David Ayriss) and resolved;

THAT the Board of Governors approve a 2% increase in tuition and mandatory fees for domestic and international tuition for the 2024/25 academic year. The 2% increase will not be applied to the 2D, 3D and VFX programs.

10. Governance and Planning

10.1 Rescission of B.103 Program Advisory Committees

Aurelea Mahood, AVP Academic & Vice Provost, provided the Committee with the background and the rationale for the rescission of B.103 Program Advisory Committees and the creation of Senate policy S2023-01 External Advisory Committees, the corresponding procedures, and standardized terms of reference. This policy was due for review in spring 2023. During the review process, there was an opportunity to separate out elements that should be in a procedures document. The CapU community also wanted to look at the policy through the equity, diversity, inclusion, and Indigenization lens. As a result, the new Senate policy and procedures are much stronger and reflective of the University's values. She summarized the planned timelines for the associated awareness in spring 2024.

It was moved (RJ Wallia), seconded (Rodger So) and resolved;

THAT the Board of Governors approve the rescission of B.103 Program Advisory Committees.

Shreya Miglani left the meeting at 5:47 pm.

Troy Abromaitis joined the meeting at 6:06 pm.

11. Academics

11.1 Chénchenstway

Laureen Styles, VP Academic & Provost introduced Miranda Huron, Director Indigenous Education & Affairs and Chénchenstway a journey of reconciliACTION and learning.

Miranda gave an overview of Chénchenstway. She explained that it's very much a living document, "that responds to Capilano University's internal commitments to Indigenize and decolonize education at CapU campuses and learning locations". The Capilano University community is listening, changing, and adapting as it grows. Host Nations, students, faculty, and staff engagement has been extremely thorough throughout this journey, and that will continue. It's good to take time and have meaningful discussions.

The Chénchenstway film was shared.

The name Chénchenstway was gifted to Capilano University by Elder Latash Nahanee of the Squamish Nation. Overall, the document that has been developed reflects the priorities of the CapU community within themes that align with our responsibilities as a canoe family.

The collaborative development started in 2021 with community engagement sessions. Over three iterations of engagement sessions, the office of Indigenous Engagement and Affairs identified the following themes: Welcoming Paddlers, Honouring Paddlers, Expanding the Canoe Family, Waking Up the Canoe(s), and Reciprocity with Land and Water. These themes are summarized visually and shared on a summary document that is accessible to all.

Miranda responded to questions from the Board of Governors.

- Communication and accountability are a priority as we begin to do this work. We are already having ongoing dialogues with the Nations and the CapU community on our steps forward.
- It is recommended that the Board of Governors provide support by having a reflective exercise on their role within the work of Chénchenstway – an activity which could be supported by the office of Indigenous Education and Affairs.
- More on-campus visibility of Chief Joe Capilano and his history is in progress. Elder Latash Nahanee, a descendant of Chief Joe Capilano, is supporting us in our work to honour his Ancestor's story.
- CapU is also planning for a canoe home for Skw'chays.

Laureen clarified that this has come to the Board of Governors for information and that it's a living document that is understood and valued by everyone. This document is for the information of the Board and is not for approval. The process of approval is colonial and the opposite of what Chénchenstway cherishes. Board Chair Ash Amlani added that it's the Board's role to listen.

"A critical part of ReconciliACTION is how we continue to educate ourselves", Laureen Styles, VP Academic & Provost.

It was moved (Troy Abromaitis), seconded (Mayumi Izumi) and resolved;

THAT the Board of Governors receive Chénchenstway for information.

12. Meeting Close

The Open Meeting of the Board finished at 6:45 pm.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.1: AUDIT AND RISK COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Rodger So, Audit and Risk Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Audit and Risk Committee meeting that took place on April 4, 2024.

SUMMARY

The Committee approved the minutes of the February 1, 2024 meeting. The Committee received an update on the ERP project and received cybersecurity training on Board's oversight responsibilities.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Ash Amlani, Executive and HR Committee Chair	

PURPOSE

To provide the Board with a summary of the Executive and Human Resources Committee meeting that took place on April 19, 2024.

SUMMARY

The Committee approved the minutes of the November 20, 2023 and February 12, 2024 meetings. They discussed board oversight, board succession and elections and received an update on the organization restructure of the Digital Technology Services department. The Committee also reviewed the following items for information and discussion:

- **Human Resources policies and processes:**
 - **B.511 Discrimination, Bullying and Harassment Policy:** Melissa Nichol, Strategic Director People, Culture and Diversity presented the revisions to this policy. The Committee passed a motion to recommend that the Board approve the revisions to this policy. This is provided to the Board under separate cover.
 - **B.517 Conflict of Interest Policy, Revision of B.506 Standards of Conduct Policy and Rescission of B.311 Employee Student Relationships Policy:** Melissa presented these policies. The Committee passed a motion to recommend that the Board approve the new policy B.517, the revisions to the policy B.506 and the rescission of B.311. This is provided to the Board under separate cover.
 - **President and Vice-Chancellor Search Procedure:** Melissa presented the recommended changes to the procedure and the Committee passed a motion asking management to seek approval from Senate as the next step.
 - **Appointment of Chancellor:** Kari Wharton, Interim VP University Relations reviewed the process for the appointment of Chancellor and requested that management add the process to the Board Handbook.
- **Approval of the Audited Financial Statements – Change in Process:** Narisha Jessani, Director of Financial Planning informed the Committee of the Ministry’s timeline for the submission of the 2023/24 audited financial statements. The Committee approved the change in process and requested that it be shared with the Board. This report is included as part of this consent agenda.

RECOMMENDATION

This is for the Board’s information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: Audited Financial Statements – Change in Process	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Ash Amlani, Executive and HR Committee Chair	

PURPOSE

At the April 19, 2024 Executive and Human Resources Committee (EHRC) meeting, management presented this report on the due dates for the audited financial statements and requested a change in process that entails the EHRC exercise its powers as set out in the Committees terms of reference to expedite submitting of the audited financial statements to the Ministry.

The EHRC passed the following motion:

THAT the Executive and Human Resources Committee approves the changes to the audited financial statements approval process and requests management to share with the Board of Governors.

The purpose of this briefing report is to share this information with the Board of Governors as per the motion passed by the EHRC.

BACKGROUND

As per section 27(2)(c) of the *University Act*, the Board may appoint such committees as it considers necessary and confer on such committees' power and authority to act for the Board. The Capilano University Board of Governors has constituted the Executive and Human Resources Committee (EHRC) and has provided the authority for the Committee to approve time sensitive matters as per their terms of reference section 3.1 f) "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."

Capilano University is a public sector organization governed by the *University Act* and the *Budget Transparency and Accountability Act (BTAA)*. The BTAA sets out that all government reporting entities will provide statistical, financial and performance reports to their respective Ministry for consolidation and submitting to Ministry of Finance to report to the citizens of British Columbia. The Ministry of Post-Secondary Education and Future Skills posts the annual reporting requirements for public post-secondary institutions on its website to support timeframes set out by the Ministry of Finance.

The Ministry has set June 6, 2023 as the due date for the signed copies of the fiscal 2023/24 audited financial statements. The following provides the schedule for approving these statements at CapU highlighting the current process and suggested process. Under the current process, CapU would be 15 days late in meeting the Ministry deadline. Under the new process, CapU will be 9 days late in meeting the Ministry deadline, 6 business days earlier. This change will support the Ministry in meeting deadlines at their end.

Date	Committee/Board	Current Process	New Process
June 10, 2024	Audit and Risk Committee	<ul style="list-style-type: none"> ▪ Management presents the audited financial statements. 	<ul style="list-style-type: none"> ▪ No change
		<ul style="list-style-type: none"> ▪ KPMG presents the auditors finding reports 	<ul style="list-style-type: none"> ▪ No change
		<ul style="list-style-type: none"> ▪ ARC passes motion to recommend the Board of Governors approve the Fiscal 2023/24 audited financial statements. 	<ul style="list-style-type: none"> ▪ ARC passes motion to recommend the EHRC approve the Fiscal 2023/24 audited financial statements on behalf of the Board of Governors
June 17, 2024	Executive and Human Resources Committee	N/A	<ul style="list-style-type: none"> ▪ Management presents the audited financial statements
			<ul style="list-style-type: none"> ▪ EHRC passes motion to approve the audited financial statements on behalf of the Board
June 25, 2024	Board of Governors	<ul style="list-style-type: none"> ▪ Management presents the audited financial statements 	<ul style="list-style-type: none"> ▪ No change
		<ul style="list-style-type: none"> ▪ Board passes motion to approve the audited financial statements 	<ul style="list-style-type: none"> ▪ Board passes motion to receive the approved audited financial statements for information
ESTIMATED DAYS LATE Note: KPMG needs one day to finalize statements		<ul style="list-style-type: none"> ▪ estimated submission to Ministry on June 27th – estimated 15 business days late meeting Ministry deadline. 	<ul style="list-style-type: none"> ▪ estimated submission to Ministry on June 19th – estimated 9 business days late meeting Ministry deadline.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3: FINANCE COMMITTEE REPORT

PURPOSE: Approval
 Information
 Discussion

MEETING DATE: April 30, 2024

PRESENTER: Patricia Heintzman, Finance Committee Chair

PURPOSE

To provide the Board of Governors with a summary of the Finance Committee meeting that took place on April 4, 2024.

SUMMARY

The Committee approved the minutes of the February 1, 2024 meeting and discussed the following items:

- **Finance Policies:** Narisha Jessani, Director Finance presented the following Finance policies:
 - **B.212 Honoraria and Gifts Policy:** The Committee passed a motion to recommend that the Board of Governors approve the revisions to this policy. This is provided to the Board under separate cover.
 - **B.218 Capital Assets Policy:** The Committee passed a motion to recommend that the Board of Governors approve the new policy. This is provided to the Board under separate cover.
- **International Study Permit Allocation:** Tally Bains, VP Finance and Administration reviewed the effects of the Province's International Study Permit Allocation on the F24/25 budget. The Committee passed a motion to receive the report for information. This report is included as part of this consent agenda.
- **Fiscal 2023/24 Operating Grant Restriction for Operating and Capital Purposes:** Tally Bains reviewed the Ministry changes to the Fiscal 23/24 Operating Grant Restriction for Capital and Operating Purposes. The Committee passed a motion to receive the report for information. This report is included as part of this consent agenda.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3.1: International Study Permit Allocation	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

The purpose of this report is to share the International Enrollment allocation for Capilano University and provide managements assessment of whether there is any impact to the Fiscal 2024/25 budget. This report was presented to the Finance Committee at the April 4, 2024 meeting. The Committee passed a motion to receive the report for information.

PROVINCIAL ATTESTATION LETTERS

The Ministry of Post-Secondary Education and Future Skills has issued provincial attestation letters to eligible post-secondary institutions to allow international applicants to apply to study in B.C. as required by the federal department of Immigration, Refugees and Citizenship Canada (IRCC).

The letter received by Capilano University (*see Attachment 1*) provides information on how the allocation for public post-secondary institutions was determined as shown in table below.

The allocation for public post-secondary institutions is determined as follows:

- Public post-secondary institutions with **less than 30%** international student headcount in 2022/23 receive a 20% increase over the number of study permits approved by Immigration, Refugees and Citizenship Canada in 2023.
- Public post-secondary institutions with international student headcount of **30% or more** in 2022/23: receive the number of study permits approved by Immigration, Refugees and Citizenship Canada in 2023.

Recognizing that Immigration, Refugees and Citizenship Canada may reject a portion of applications, the allocation for all institutions is increased by an additional 50% after the above criteria are applied.

CAPU ALLOCATION AND BUDGET IMPACT

The allocation for Capilano University for the period January 22, 2024 to January 31, 2025 is 3957 study permits (see below).

Capilano University DLI #: 019280078102 <ul style="list-style-type: none"> • 2022/23 International Student Percentage: 38% • 2023 Study Permits Approved: 2638 • Final 2024 allocation (2023 + 50%): 3957

The new international head count included in the Fiscal 2024/25 budget was 1608 (see table below).

Table A1.3: Course Registrations

Course Registration	Spring 2024 (1/4)	Summer 2024	Fall 2024	Spring 2025 (3/4)	Total
Total New Domestic student headcount	88	100	1,476	300	1,964
Total Returning Domestic student headcount	942	1,255	2,592	2,383	7,172
Total Stopout Domestic student headcount	50	35	300	150	535
Total Domestic Headcount	1,079	1,390	4,368	2,833	9,670
<i>New Domestic student avg course reg per headcount</i>	2.70	2.44	3.88	2.70	
<i>Returning Domestic student avg course reg per headcount</i>	3.56	2.04	3.51	3.56	
<i>Stopout Domestic student avg course reg per headcount</i>	2.00	2.00	2.50	2.00	
Total Domestic course registration	3,686	2,880	15,561	9,585	31,712
Total New International student headcount	150	208	800	450	1,608
Total Returning International student headcount	844	2,300	3,041	2,369	8,554
Total Stopout International student headcount	13	40	30	38	120
Total International Headcount	1,006	2,548	3,871	2,856	10,281
<i>New International student avg course reg per headcount</i>	3.50	3.28	3.58	3.50	
<i>Returning International student avg course reg per headcount</i>	3.68	2.67	3.61	3.68	
<i>Stopout International student avg course reg per headcount</i>	3.00	3.00	3.00	3.00	
Total International course registration	3,667	6,939	13,923	10,406	34,936
Total course registration	7,353	9,819	29,484	19,991	66,648

As our allocation is 3957 Provincial Attestation Letters, there should be no impact to the Fiscal 2024/25 budget to reach the new international target of 1608 student headcount.

As per Chris Bottrill, AVP International, as long as the market recovers from the negative impact caused by this debacle, the cap limit is adequate to meet last year's 2638 although this would have to be with more widely distributed registration across programs plus other considerations such as careful allocation of offers and factoring in variable visa processing success rates.

Attachments

#	Name
1	Letter from Ministry – CapU International Allocation



February 29, 2024
Our Ref. 132433

Mr. Paul Dangerfield
President
Capilano University
2055 Purcell Way
North Vancouver BC V7J 3H5

Email Address: pdangerfield@capilanou.ca

Dear Mr. Paul Dangerfield,

As you know, the Government of Canada has mandated a cap on the number of study permit applications to be issued to designated learning institutions for undergraduate, diploma and certificate-level programs.

Within an overall national cap of 606,250 study permit applications for undergraduate, diploma and certificate-level programs for 2024, British Columbia has been allocated 83,000 study permit applications, effective January 22, 2024. Each Province is expected to allocate this number to eligible post-secondary institutions through the issuance of Provincial Attestation Letters to every student. Immigration, Refugees and Citizenship Canada will not accept a study permit application for undergraduate, diploma and certificate-level programs without an accompanying Provincial Attestation Letter.

The Ministry of Post-Secondary Education and Future Skills (the Ministry) has assessed data received from Immigration, Refugees and Citizenship Canada of past study permit authorizations that fall under the federal cap criteria. Based on this data, the Ministry is allocating a specified number of Provincial Attestation Letters to eligible public and private post-secondary designated learning institutions in BC.

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- 2 -

The allocation for public post-secondary institutions is determined as follows:

- Public post-secondary institutions with **less than 30%** international student headcount in 2022/23 receive a 20% increase over the number of study permits approved by Immigration, Refugees and Citizenship Canada in 2023.
- Public post-secondary institutions with international student headcount of **30% or more** in 2022/23: receive the number of study permits approved by Immigration, Refugees and Citizenship Canada in 2023.

Recognizing that Immigration, Refugees and Citizenship Canada may reject a portion of applications, the allocation for all institutions is increased by an additional 50% after the above criteria are applied.

Below is your institution's Provincial Attestation Letter allocation for the period January 22, 2024, to January 21, 2025.

Capilano University DLI #: O19280078102

- 2022/23 International Student Percentage: 38%
- 2023 Study Permits Approved: 2638
- **Final 2024 allocation (2023 + 50%): 3957**

Please confirm whether you accept your allocation or require fewer Provincial Attestation Letters. To do so, please sign and email the attached response form to bc.studypermit.attestations@gov.bc.ca (see Attachment). If we do not receive your response by March 8, 2024, the Ministry will deem that you have declined your allocation and will reallocate your Provincial Attestation Letters to other institutions.

The Provincial Attestation Letter system will launch on March 4, 2024. In order to access the system, your institution must have signed and returned two documents: your acceptance of your allocation of Provincial Attestation Letters; and b) the updated Information Sharing Agreement I sent to you on February 23, 2024.

Your allocation is fixed, whether or not the applicant is approved by Immigration, Refugees and Citizenship Canada for a study permit. Therefore, to maximize the use of Provincial Attestation Letters, each institution should carefully review each student's application to assess whether the applicant has a high probability of meeting federal study permit criteria. The federal government has identified the [applicants who do not require a Provincial Attestation Letter](#) with their application. Please review these definitions closely.

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Next Steps

1. Review and sign the attached Institution Allocation Letter Response Form confirming your institution accepts the number of letters assigned to you. If you require fewer letters, please note the lower number you are requesting.
2. Send your completed response to bc.studypermit.attestations@gov.bc.ca as soon as possible or by no later than March 8, 2024.
3. Return your institution's signed Information Sharing Agreement.
4. Once we have received both pieces of required information and have verified that the information is complete, we will send notification to your Education Quality Assurance contact that your institution has access to the Provincial Attestation Letter system. Typically, this will occur by the next business day after we receive your information. This notification letter will also include the details on how your institution can access the Provincial Attestation Letter system.

Thank you for your assistance and the efforts of your teams to make this process as smooth as possible.

Sincerely,



Bobbi Plecas
Deputy Minister

Attachment: Institution Allocation Letter Response Form for signature and to return to the Ministry

pc: Chris Rathbone, Assistant Deputy Minister, Post-Secondary Policy and Programs, Ministry of Post-Secondary Education and Future Skills.

bc.studypermit.attestations@gov.bc.ca

Chris Bottrill Director, International
cbottrill@capilanou.ca

Attachment

INSTITUTION ALLOCATION LETTER RESPONSE FORMSubmit this form by March 8, 2024, to bc.studypermit.attestations@gov.bc.ca

Allocation Period: January 22, 2024 – January 21, 2025

INSTITUTION NAME

Capilano University

DLI NUMBER

O19280078102

Number of B.C. Provincial Attestation Letters assigned to DLI	3957
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Accept

Reject

Requested reduced allocation	
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My DLI does not require any B.C. Provincial Attestation Letters	<input type="checkbox"/>
---	--------------------------

Signature  Date March 1, 2024

Print Name Paul Dangerfield

Title President & Vice-Chancellor

If the Ministry of Post-Secondary Education and Future Skills does not receive your response form submitted to bc.studypermit.attestations@gov.bc.ca by March 8, 2024, the Ministry will deem that you have declined your allocation and will reallocate your Provincial Attestation Letters.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3.2: Fiscal 2023/24 Operating Grant Restriction for Operating and Capital Purposes	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

The purpose of this report is to share the Fiscal 2023/24 Operating Grant Restriction approved by the Ministry to support operating and capital purposes. This report was presented to the Finance Committee at the April 4, 2024 meeting. The Committee passed a motion to receive the report for information.

BACKGROUND

In Fiscal 2021/22, the Ministry announced that outcome of a change at the government level which provided the ability for the Ministry to restrict an institution's operating grants for capital purposes. This option provided institutions with the ability to use some future financial surpluses for capital purposes to help mitigate the self-funded amortization pressures.

The accounting treatment would lower the institution's current year Provincial grant revenue and create an offsetting liability in the form of a deferred capital contribution, which would be recognized as revenue over the amortization period once the asset is put into use.

To obtain the restriction, the institution must make a request to the Ministry outlining the purpose for the deferral which must meet the following criteria:

1. The capital purpose must either be for:
 - a. A project that has already been formally approved by government, such as a major capital project; or
 - b. A project that is an operational requirement that happens to be treated as a capital expenditure due to institution's accounting policy. This would include, but is not limited to, equipment to deliver programming and instruction, addressing deferred maintenance, or IMIT projects, such as ERP systems and cybersecurity.
2. The requested capital restriction cannot materially reduce institutions previously forecasted net income figure or be granted if the institution's final net income figure for the fiscal year is in a deficit position.
3. The capital restriction is to be used within the current year it is requested, or the following two fiscal years.

If the requested projects meet the above criteria, the Ministry issues a deferral letter to the institution, confirming those details which support auditors' requirements.

The table below provides a summary of the operating grant restrictions for Capilano University in each of the years since this option became available.

Fiscal Year	Project Name	Detailed Project Explanation	Total Restriction Request	Deferred Project Spending in Fiscal Years :	
				2023/24	
2021/22	Student Housing Building Project	The Student Housing Building Project is planned to deliver a new facility providing 362 beds of student accommodation and food services on our main North Vancouver campus.	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
2022/23	Computer Hardware	Replacement of computer hardware that is at the end of its lifecycle.	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
			\$ 2,500,000	\$ 2,500,000	\$ 2,500,000

FISCAL 2023/24 OPERATING GRANT RESTRICTION

For this fiscal year, the Ministry announced in February 2024 that the restriction is now also available for operating purposes but requests for restrictions must be congruent with the accountabilities outlined in institutions mandate letter.

Based on this new information, Capilano University requested a total operating grant restriction of \$17 million of which \$7 million is for operating purposes and \$10 million is for capital purposes. The tables provide information on the projects and projected cashflows.

Note: Capilano University's surplus at the end of February is \$31 million, the Ministry supports restricting up to a maximum of 60%.

Operating

Project Name	Detailed Project Explanation	Total Restriction Request	Deferred Project Spending in Fiscal Years (\$ dollars):	
			2024/25	2025/26
Squamish Campus Renovations and deferred maintenance	Renovations for classrooms, academic space and childcare facilities and deferred maintenance	\$ 5,000,000	\$ 2,000,000	\$ 3,000,000
North Vancouver Campus Renovations and deferred maintenance	Renovations for Classrooms and academic space, new programming implementation and deferred maintenance	\$ 2,000,000	\$ 500,000	\$ 1,500,000
		\$ 7,000,000	\$ 2,500,000	\$ 4,500,000

Capital

Project Name	Detailed Project Explanation	Total Restriction Request	Deferred Project Spending in Fiscal Years (\$ dollars):		
			2024/25	2025/26	2026/27
Digital Transformation	Implementation of new Enterprise Resource Planning solution, implementation of Digital Learning Framework & purchase of technology equipment	\$ 5,000,000	\$ 1,500,000	\$ 1,500,000	\$ 2,000,000
Squamish Campus Capital Costs	To support the Squamish campus capital expenditures related to furniture, equipment, IT infrastructure & deferred maintenance	\$ 5,000,000	\$ 2,500,000	\$ 2,500,000	
		\$ 10,000,000	\$ 4,000,000	\$ 4,000,000	\$ 2,000,000



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.4: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: RJ Wallia, Governance and Planning Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the April 18, 2024 Governance and Planning Committee meeting.

SUMMARY

The Committee approved the minutes of the February 15, 2024 meeting and discussed the following:

- B.111 Strategy, Development and Review Policy and Rescission of B.101 Vision, Values, Mission, Goals & Strategic Directions:** Laureen Styles, VP Academic & Provost and Jacquetta Goy, Director Risk Management reviewed new policy B.111 and the reasons for recommending rescission of B.101. The Committee passed a motion to recommend that the Board approve the new B.111 policy and the rescission of B.101. This motion is provided to the Board under separate cover.
- Institutional Accountability Plan and Report (IAPR):** Tally Bains, VP Finance & Administration informed the Committee that the Ministry has made some changes to the IAPR timeline so that there is more flexibility for provincial post-secondary institutions. This change will result in the final approval of the IAPR coming to the September Board of Governors meeting. She also shared the letter of thanks that management received from the Ministry regarding how well Capilano University addressed the 2022-2023 Mandate directives.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.3: CORRESPONDENCE	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Ash Amlani, Board Chair	

PURPOSE

To inform the Board of correspondence received since the February 27, 2024 Board of Governors meeting.

INFORMATION

The Board received two letters between March 11 and March 23, 2024.

The first letter is from the Honourable Lisa Beare, Minister of Post-Secondary Education and Future Skills. It's addressed to Board Chair Ash Amlani and it's regarding the challenges that students, apprentices, post-secondary institutions, labour unions, training providers and employers are facing.

The second letter is from Mary Sue Maloughney, Associate Deputy Minister, Crown Agencies Secretariat for the Ministry of Finance. It's regarding BC public appointees, election candidacy policy.

RECOMMENDATION

This is for the Board's information only.



March 11, 2024
Our Ref. 133096

Ash Amlani
Chair, Board of Governors
Capilano University

Email Address: ashraf.amlani@gmail.com

Dear Ash Amlani:

It is a great privilege to be appointed by Premier David Eby as the new Minister of Post-Secondary Education and Future Skills and I am eager to embark on the work ahead.

I am excited to collaborate with you as we take on the challenges that students, apprentices, post-secondary institutions, labour unions, training providers and employers are facing right now. We know that British Columbia is faced with big challenges such as enhancing affordable education, securing student housing and ensuring there are skilled workers across our entire economy.

Government believes that every British Columbian deserves access to affordable, relevant, responsive and meaningful post-secondary education and skills training. The [labour market outlook](#) for the next decade revealed that more than 75% of the one million new job openings in BC will require some level of post-secondary education or training. This highlights the importance of making education and training more accessible, affordable and relevant for British Columbians.

The Ministry of Post-Secondary Education and Future Skills is committed to continue implementing the [StrongerBC: Future Ready Action Plan](#), which is designed to meet the challenges of businesses and British Columbians today and to ensure people have the skills they need to succeed and grow BC's inclusive and sustainable economy. It provides a generational investment in people—because what helps people succeed in our economy, makes our economy succeed for people.

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We are also advancing the implementation of the [Declaration on the Rights of Indigenous Peoples Act Action Plan](#) developed with Indigenous Peoples, First Nations and organizations through intensive consultation. This calls to recognize the integral role of Indigenous-led post-secondary institutions as a key pillar of BC's post-secondary system through core and capacity funding and the development of legislation.

Finally, the Ministry of Post-Secondary Education and Future Skills introduced [new measures](#) to strengthen quality standards and safeguards for international students in BC and ensure a balanced approach to international education that delivers positive outcomes for all students.

With your help and collaboration, we will support students, apprentices and employers across BC.

I look forward to connecting with you to learn from you, share expectations and refine our plans toward achieving these and other goals for the post-secondary sector.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lisa Beare".

Honourable Lisa Beare
Minister of Post-Secondary Education and Future Skills



March 23, 2024

Cliff 277418

Dear Chairs of Public Sector Organizations,

Please review the following information regarding Election Candidate Policy.

BC Public Appointees - Election Candidacy Policy

Overview

Individuals who hold elected positions at the municipal, provincial, or federal level are generally not appointed to public sector organizations. However, someone who is appointed to a public sector organization may choose to run for an elected position. This decision could create a conflict of interest, whether real or perceived, with their role as a provincial public sector appointee. This policy aims to establish a clear assessment and decision-making process for addressing any conflicts that may arise when a member seeks elected office.

Policy

If an existing public appointee is running for public office, they must take a leave of absence effective not later than the date of the writ. The Board Chair is responsible for assessing any real or perceived conflicts of interest once the member goes public with their campaign and the member may be asked to take a leave earlier.

If an existing Board member is elected they will be expected to resign their appointment.

If an existing Board member's term is up for re-appointment, and they have indicated they are seeking public office, the re-appointment will be put on hold until after the election.

If a potential candidate for a Board position indicates they are seeking public office, their candidacy will be put on hold until after the election.

Members must disclose to the Board Chair if they are seeking public office and the Board Chair must disclose this information to the governance committee, ministry and CABRO.

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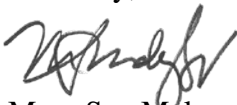
- 2 -

General conduct principles for public appointees and conflict of interest information can be found [here](#).

Assessment and Decision-Making Process

1. Appointed member discloses their intent to run for an elected position in a municipal, provincial or federal election to the Board Chair.
2. The Board Chair or governance committee will assess any real or perceived conflict of interest that may arise before the writ period. The member will take a leave of absence at the writ or before if the Chair or governance committee assesses there is risk of conflict of interest.
3. The assessment, relevant reasons and/or terms for leave put in place before the writ will be documented by the Board Chair or governance committee and shared with the Ministry and CABRO.
4. The Board Chair informs CABRO of any member seeking election, together with their assessment and decision on leave period via email (ABC@gov.bc.ca).
5. CABRO informs the ministry and/or Minister of the decision as appropriate.
6. If a Board Chair is seeking election, they will notify CABRO and CABRO will carry out the assessment of conflict and determine timing of leave.

Sincerely,



Mary Sue Maloughney
Associate Deputy Minister
Crown Agencies Secretariat
Ministry of Finance

Cc: Tribunal Chairs

PRESIDENT'S REPORT TO THE BOARD

Reporting period from February 6 to April 8, 2024

PRESIDENT'S OFFICE

The provincial budget for the next fiscal year was unveiled on February 22, 2024. We continue to work with colleagues at the provincial level to deliver high quality education to learners and to best serve communities.

From February 24 to March 2, I travelled to Asia to attend the [Canada in Asia Conference](#) (hosted by Universities Canada and the Asia Pacific Foundation of Canada). While overseas, [CapU's alumni relations](#) team hosted three alumni workshop events in Singapore, Hong Kong and Ho Chi Minh City. These workshop events were amazing ways to connect and learn from alumni, and explore global opportunities where CapU can expand innovative academic and work-integrated learning programming for students in Canada and abroad.

Our operational expansion into CapU Squamish is moving along at a steady pace with a newly hired Associate Vice-President (AVP) to lead the launch, growth and management of the campus. The AVP will play a pivotal role in shaping the campus's identity, fostering academic excellence, and establishing a creative, vibrant and community-connected university experience.

Earlier this year, the [Government of Canada](#) mandated a cap on the number of study permit applications to be issued to designated learning institutions for international students in undergraduate, diploma and certificate-level programs. Within the overall national cap, [B.C. was allocated 83,000 study permit applications](#). B.C.'s Ministry of Post-Secondary Education and Future Skills provided CapU with its Provincial Attestation Letter (PAL) allocation for the period of January 22, 2024 to January 21, 2025, totaling 3,957.

ACADEMIC & PROVOST

FACULTY OF ARTS & SCIENCES

- » The psychology department celebrated the second annual PSYC Night on April 5 at the Shipyards. The evening was filled with food, socializing, sharing research, recognizing excellence, awards and activities.
- » The psychology department has established the Rhona Steinberg Award in honour of Rhona Steinberg. This year's recipient is Chris Lennox.
- » The English and creative writing departments are delighted to announce the publication of the 2024 issue of *The Liar: The Burned Issue*. After a campus-wide contest sponsored by the Faculty of Arts & Sciences, over 250 students submitted art and writing for the issue. Students in ENGL 396: Literary Publishing, facilitated by Leah Bailly, created this journal from contest to acquisitions to layout to launch. The official launch party was on April 4 at CapU Lonsdale.

- » In collaboration with the AHIS department and library, the art history department celebrated its 8th annual Spring Lecture on March 21 with 60 guests and a special presentation by artist Drew Young, entitled 'No Vampires Allowed.' A graduate of the IDEA School of Design program, Drew is an internationally-exhibited painter and muralist. Based in Vancouver, he has influenced the city's local art scene and mural culture. Drew is the co-founder and lead curator for the Vancouver Mural Festival, and the creator of the magnificent mural, entitled *Flutter*, on the Bosa Centre for Film and Animation. Drew recounted, among other stories, the creation of his more recent works and gave a fascinating look into his journey of becoming an acclaimed artist. Faculty of Arts & Sciences Dean Tracy Penny Light also attended. This talk was coordinated by art history instructor, Efrat El-Hananyrt. Librarians Michel Castagné, Cathy Mount and Talia Armour came with a beautiful book display. Participants also created a button memento of Drew's artwork.



FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » Faculty Victoria Schroff was invited to the Honourable Lieutenant Governor's residence in Victoria to receive a King's Council for her work in animal law.
- » Faculty Karen Roussy received confirmation that she is an approved sandbox paralegal under BC Law Society's Innovation Sandbox initiative.
- » Faculty Michael Molson and Milla Zaenker received the 2024 Teaching Excellence Award.
- » Faculty Milla Zaenker was named top 16 coaches in Vancouver 2024 by *Influence Digest*.
- » From March 14–15, Enactus Capilano competed head-to-head against other Enactus teams across Western Canada in Calgary, Alberta. They presented their social enterprise projects in three categories: 1) TD Entrepreneurship Challenge; 2) Desjardins Youth Empowerment Challenge; and 3) Enactus Canada Alumni Innovation and Impact Challenge. After giving three outstanding presentations, Enactus Capilano won regional runner up in two of the categories (entrepreneurship and youth empowerment) for their project "Square One," a micro-enterprise that teaches high school students on the North Shore financial literacy skills that now includes a new budgeting app called "Start Smart." Square One impacted over 650 high school students this year with a projected long-term social return on investment of \$1.1 million in the local community.
- » On March 5, 70 students and 16 employers participated in a resume speed dating event, hosted by the School of Business in collaboration with Work-Integrated Learning (WIL) COLAB. Focused on providing students with actionable feedback on their resumes, this event exemplifies our commitment to bolster professional development within the academic community.



- » On March 13, the Accounting Student Association (CAA) and Finance Student Association, in collaboration with the School of Business, orchestrated an event with 35 enthusiastic students and five distinguished industry professionals from accounting and financial planning. The event provided an invaluable platform for knowledge sharing and networking. Attendees heard firsthand accounts of market dynamics and professional experiences from industry experts, offering crucial insights for their future endeavours. The success of the event underscores our dedication to providing enriching experiences and fostering meaningful connections within the academic and professional community.



- » The International Business Panel, organized by the International Business Student Association and supported by the School of Business, convened on March 14. It featured four distinguished guest speakers hailing from diverse backgrounds encompassing legal, logistics, sales and government sectors. Students received a comprehensive exploration of potential career pathways within the realm of international business and networking opportunities to establish connections with industry professionals.



- » MONOVA will highlight seven of the CMNS 261 posters (City Studio project posters) in the exhibit that they are planning for Reconciliation Month in September.
- » We have added two new faculty release sections in the School of Communication dedicated to creating new programs and service courses:
 - CMNS 220 (Advanced Business Writing and Editing) has been extremely popular throughout CapU. We developed a similar course specifically for Legal Studies, Tourism, Outdoor Rec and MOPA.
 - This release section will allow the department to explore similar opportunities in other schools and embark on new micro-credentials and specialized communication concentrations.

FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » On April 6, faculty and students from the Education & Employment Access program participated in the opening ceremonies for the Arnold Wallner Search and Rescue Station, operated by North Shore Rescue near the Cleveland Dam on Capilano Lake. They have partnered them to produce an educational video to increase access and promote safety in the outdoors for disabled and neurodiverse people. On February 22, Susie Chant, MLA for North Vancouver-Seymour and Parliamentary Secretary for Accessibility, highlighted the work of the Education & Employment Access and Discover Employability programs in the B.C. legislature.
- » Nancy Van Groll and Adrienne Argent, Early Childhood Care & Education faculty, were accepted into doctoral programs at UBC, starting in September 2024. Nancy will join the Language and Literacy Education department. Adrienne will join the Curriculum Studies program and has received the President's Academic Excellence Initiative PhD Award for her outstanding academic record and contributions to early childhood education.
- » Through the efforts of the Community Development & Outreach department, CapU received funding from the BC Ministry of Municipal Affairs Newcomer Services Program to provide language support and settlement services in the Squamish region from 2024–2029. This award is part of a wider provincial initiative to increase support for newcomers to B.C to settle into their communities, practice their English, and find employment: [Expanding multi-language support, services for newcomers | BC Gov News](#)

- » The University received funding from the Ministry of Post-Secondary Education and Future Skills to continue delivery of the Health Care Assistant Partnership Pathway program through 2026. This program is delivered in partnership with Vancouver Coastal Health in North Vancouver and on the Sunshine Coast and is designed to meet the pressing need for qualified health care assistants in the region. Students are supported during their studies by ongoing employment with the local health authority.

FACULTY OF FINE & APPLIED ARTS

- » In March, the BlueShore Centre for Performing Arts was thrilled to host 'The SpongeBob Musical,' a stage adaptation of the popular cartoon. The nearly sold-out performances were met with overwhelming enthusiasm. Students from Musical Theatre, Technical Theatre, Acting for Stage and Screen, Costuming for Stage and Screen and the Arts and Entertainment Management programs performed under the guidance of Musical Director Jeremy Hoffman. The production was a vibrant display of creativity, featuring a live band, stunning visuals and a faithful representation of the beloved characters. The success of 'The SpongeBob Musical' underscores our commitment to delivering excellence in education.



- » CapU's renowned Costuming for Stage and Screen program was featured on Global BC's Arts and Culture Scene and Curious Minds segment. The segments illustrated how students in the program develop the expertise to craft costumes that embody characters, breathing life into theatrical productions and screen projects alike. Through hands-on learning, our curriculum mirrors the dynamics of professional workshops, ensuring students are well-prepared for the demands of the industry. This feature a testament to the exceptional educational journey offered here. View the segment: [Learning the Art of Costuming](#)



- » Dianne Whelan, an award-winning Canadian filmmaker, photographer, author and public speaker, was recognized for her '500 Days in the Wild' documentary. The film, which premiered at the 2023 Whistler Film Festival, was honoured with a mention for the Best Documentary Award, won the Audience Award, earned the Audience Favorite Award at the 2024 Victoria Film Festival, and received the Grand Prize at the Vancouver International Mountain Film Festival (VIMFF) 2024. It's a captivating chronicle of Dianne's ambitious multi-year journey along the entire stretch of the Trans Canada Trail. Whelan, an alumna of CapU, graduated in 2008 with a certificate in Documentary Film. Dianne frequently contributes to the University's programs as a guest speaker.



- » CapU Arts and Entertainment Management student Harmeet Virdee is nominated for the [Top 25 Under 25 Award](#) by the Surrey Board of Trade for living out her mission to "build community through the celebration of Surrey artists." Virdee established a monthly jazz series called [Surrey Jazz Nights](#), a volunteer-run initiative that creates performance and mentorship opportunities for emerging young artists in Surrey at Blenz Coffee in Sullivan Heights. It offers a free venue for both young musicians to share their art and audiences to attend.

- » Documentary Film (DOCS) student Sydney Whalen's first-term film, *'The Reflection'*, was accepted into the Cannes Film Festival Official Selection and a monthly competition.
- » We're proud of our first Filmmakers in Indigenous Leadership Management & Business Affairs (FILMBA) cohort. The cohort comprises 22 diverse participants from various regions: nine from B.C., eight from Alberta, one from Saskatchewan, two from Manitoba and two from Ontario. The program commences on April 20. A wide variety of experience is represented in the cohort, including a former program manager of Creative BC and a TELUS Originals production executive. The participants from the NBC IDA Indigenous Screenwriting program have successfully transitioned to the second phase, where they will work on their feature film scripts under the guidance of their story editors.
- » On March 7, in collaboration with CapU, Arts and Entertainment Management students hosted a *RAISE Film Festival*. The festival was created to celebrate and connect local student filmmakers through a series of short films and Q&As. Held the Bosa Centre for Film & Animation, the event featured nine short films, all written, directed and produced by CapU students and alumni.
- » Music programs thrived with a series of remarkable events:
 - The annual Music Diploma program recognized seven students, awarding them a total of \$3,000 in prizes.
 - On March 15, 50 visiting students from a Calgary high school participated in band, choir and acting workshops led by our School of Performing Arts faculty after a campus tour.
 - Guitar students showcased their talent at Pyatt Hall on March 23, setting the stage for internationally-acclaimed Canadian classical guitarist Dale Kavenagh.
 - The CapU Chamber Choir orchestrated a heartwarming benefit concert for our neighbours in Vancouver's Downtown Eastside at Brentwood Presbyterian Church on April 1.
 - *Sound & Motion*, a choral celebration, was held on April 6. It honored our students' musical achievements throughout the academic year.



FACULTY OF GLOBAL & COMMUNITY STUDIES

- » SDG Week Canada, held from March 4–8, 2024, was a dynamic event spearheaded by Roy Jantzen, instructor from the Faculty of Global & Community Studies. The week featured engaging discussions, a native species planting activity, informative exhibition booths showcased by faculty, external partners, the CSU and various student groups. The event was spotlighted in an article in the pages of *Capilano Courier* magazine, providing an in-depth exploration of its significance and impact. Read the article here: http://www.capilanocourier.com/2024/04/01/sdg-week-at-capilano-university-and-why-sustainability/?trk=feed-detail_main-feed-card_feed-article-content
- » All KINE students are required to complete KINE 397 BKIN Field Studies I. As student numbers increase, so do our placement numbers. By comparison of 2022/23–2023/24 hosts increased by 24.4 per cent, rising from 31 in 2022/23 to 41 in 2023/24, while placement students



saw a 20.8 per cent increase from 38 in 2022/23 to 48 in 2023/24. We anticipate this number to increase as the KINE student enrolments increase. Highlight: several of the students were offered full-time employment from their field placement hosts. Our hosts were impressed with the professionalism of the students and almost all are happy to host another one in the following term or year. In the eyes of students, many mention this as a real highlight and credit the experience in the field to their next pursuit.

KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » ABE: We are pleased to have 18 unique Sunshine Coast students, each taking regular ABE classes (several enrolled in more than one subject). In addition, we have P2HL (ABE Indigenous students) studying with us, whose progress Heather Ingram has shared: One of the standout students, a residential school survivor, is bravely tackling algebra for the first time and has expressed their growing confidence as a learner. Another has built an *icosahedron*, and another has completed their first physics course. A mature student who promised themselves that though they were “unsuccessful in high school,” they would return to their education. One student applied for their Adult Dogwood graduation certificate. Heather says, “So many other successes, they are just quiet ones.”
- » Caring Shed: The Spring term courses at the Carving Shed are wood carving and medicine plant, with 10 students each. Jessica Silvery reported that both classes had waiting lists.
- » The Shíshálth Timeline is progressing. The application is in the hallway at the kálax-ay campus. The purpose of this work is twofold: to Indigenize the campus so Indigenous learners can feel a sense of belonging and as a teaching tool for non-Indigenous learners; integrating the original colonial history timeline and the territory map now has the original place names and the Shíshálth Nation's history, as told by their Elders. Jessica Silvey says, “It is the richest part of the timeline because it shows how they survived during colonial oppression. Not only did they survive, but the Shíshálth people also returned to their culture.”
- » Emily Carr is involved in the partnership with the Sunshine Coast Arts Council.
- » *Vital Signs Report*: This is the first time that CapU, kálax-ay was invited to contribute to the local *Vital Signs Report* on a specific page, Learning. We look forward to further conversations across the communities on the coast concerning educational needs as they contribute to the economic and social health of the region.

INDIGENOUS EDUCATION & AFFAIRS

- » On March 13, CapU hosted Indigenous high school students from the North Shore and as far away as the Yukon to participate Inspiration Nation, an all-day, activity-filled event to introduce future paddlers to all that CapU has to offer.
- » IEA has been working collaboratively with CTE and libraries to identify how faculties and employees have been reaching out to our areas for support in Indigenization and decolonization efforts. The departments aim to develop a framework outlining support structure to clarify what supports can be given from which offices, and to identify potential gaps in the services that our departments currently provide.
- » IEA is developing a structure of cultural responsibility for the caretaking of Skw'chays. IEA has partnered with safety & emergency services to outline CapU's logistical responsibilities in this work. IEA is working closely with Ses Siyam and his family to understand our cultural obligations and our responsibilities within community work. IEA is also working with the faculties and CARS to develop opportunities to explore faculty partnerships and areas of learning within this work.

LIBRARY

- » CapU library hosted 50 student visitors from Seymour Heights Elementary School's grade 6 and 7 classes. Together with community engagement librarian, Ashley Manhas, the students discussed the CapU library of the past and present. Students explored the library's spaces and services through a self-guided tour where they imagined themselves as future CapU students. Many students enthusiastically shared that they'd like to study here but most importantly, they emphasized that they felt welcome and comfortable navigating the academic library space. The session closed with students drawing the CapU library of the future--"help the world".

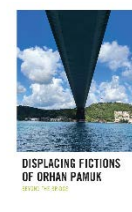


- » Celebrating Poetry Month in April, the library offered visitors the opportunity to create a blackout poem.



- » The library has been offering students light snacks, including figs and nuts as a small version of Iftar for students engaging in Ramadan.

- » In March, the library hosted CapU Instructor Hande Gürses to sign and celebrate her new book, *Displacing Fictions of Orphan Pamuk!*



CapU Instructor
Hande Gürses
Author Reading + Q&A
Wednesday, March 13
12-1 p.m.
Janet MacDonald Room (LB109)
CAPILANO LIBRARY

- » Scholarship: Scholarly Communications & Copyright Librarian Sabrina Wong recently published [Equity, Diversity, and Inclusion in Institutional Research Data Management Strategies: A Contributive Justice Approach](#) in the [International Journal of Librarianship's special issue on Scholarly Communication](#). Sabrina also participated in the Evidence Synthesis Institute (ESI) Canada training program for librarians.

ACADEMIC INITIATIVES & PLANNING

- » We are pleased to welcome Claire Carolan as director, academic planning & quality assurance, effective April 16, 2024. As director, Claire will support the development and renewal of academic programming and lead complementary academic planning initiatives in collaboration with campus partners across CapU learning locations.
- » On February 28, CapU received approval from the Minister of Post-Secondary Education and Future Skills to implement and launch the Bachelor of Environment and Society (Environmental Studies), Bachelor of Environment and Society (Environmental Science), a Minor in Environment and Society and other associated programs of study leading to a variety of outcomes, including concentrations. Academic initiatives and planning, in collaboration with the registrar's office and key campus partners such as MDX and IR, will be supporting the Faculty of Arts & Sciences with the implementation of the launch of the new programs of studies. Congratulations to all involved. CapU is looking forward to welcoming the first Environment and Society students in Fall 2025.
- » The final one-year progress report associated with the first cycle of centrally supported academic review was presented to the Senate Academic Planning and Program Review Committee at their March 2024 meeting. The second cycle of academic review, which includes cyclical academic unit review every seven years, launches with Cohort A (School of Allied Health, School of Humanities, and Institute of Interdisciplinary Studies) in the upcoming 2024-25 academic year.

WORK-INTEGRATED LEARNING

- » March is Work-Integrated Learning (WIL) Month. CapU was pleased to announce that Prabhkirat Kaur was awarded the Student of the Year and Holiday Inn & Suites North Vancouver (Holiday Inn North Vancouver) received CapU's Work-Integrated Learning (WIL) Partner of the Year award. The awards acknowledge an individual and an organization for outstanding work and commitment to supporting WIL at CapU in 2023. Holiday Inn North Vancouver was also awarded the ACE-WIL Industry Partner of the Year Award 2023 from the Association for Co-operative Education and WIL BC/Yukon. In 2023, Holiday Inn North Vancouver hosted five CapU students from the Diploma of Tourism Management International program and participated in a WIL project with School of Communication faculty.



- » On March 5, the WIL team and School of Business organized a preparatory event for students. Aimed at supporting student success, the event hosted 15 community/industry partners who met with them and provided individual feedback regarding their career and employment readiness.



- » Each year our WIL associations promote and celebrate WIL programs in March. This year in the School of Tourism and School of Outdoor Recreation, we hosted and participated in several events for work experience and co-op students. On March 15, we hosted an alumni panel and speed networking event titled, "CapU from Then to Now" focused on six alumni leaders from our programs. The goal was to provide students with valuable insight on opportunities to succeed in the tourism and outdoor recreation industry. Feedback from students showed their gratitude for including international student alumni and those from diverse backgrounds. The alumni included:

- **Richard Sung—Gray Line Westcoast Sightseeing**, Senior Mgr. Guest Services + Business Insights <https://www.linkedin.com/in/richardsung/>
- **Kevin Pearce—Sky Helicopters**, President <https://www.linkedin.com/in/kevinpearce27/> ;
- **Bruno Berteli—Vancouver Aquarium**, Assistant Manager of Guest Experience <https://www.linkedin.com/in/brunoribeiroberteli/>
- **Meghan Walters—Invictus Games Van Whistler 2025**, Human Resources Manager <https://www.linkedin.com/in/meghanewalters/>
- **Samantha Glennie—BC Hotel Association**, Manager, Member Services <https://www.linkedin.com/in/smglennie/>
- **Adriel Axel Andreas—Shangri-La Group**, Guest Hospitality Ambassador / Relief Night Manager <https://www.linkedin.com/in/adrielandreas/>

- » This event coupled with the tourism hiring fair on March 22 in partnership with the CDC where CapU hosted 19 employers from the tourism industry, and the business etiquette event on March 21 with Tim Ellison <https://www.linkedin.com/in/tim-ellison-7a7125b7/> General



Manager of the Vancouver Club and etiquette expert made for a well-represented and fruitful WIL month for CapU.

TEACHING & LEARNING

- » We congratulate Yi Cui, educational developer, on the birth of her baby girl and welcomed Lydia Watson to the CTE as the parental leave replacement.
- » The CapU Digital Learning Framework officially launched this term and will guide the adoption and implementation of digital learning tools and supports.
- » The 2023–2024 Teaching Excellence Award recipients are Alejandra Sánchez Álvarez (School of Education and Childhood Studies), Rachel Baitz (School of Social Sciences), Joshua Boyd (School of Allied Health), Michael Molson (Schools of Business & Legal Studies) and Milla Zaenker (School of Business).
- » On March 5, over 20 people attended a special recognition lunch for those using Open Educational Resources. The event was co-hosted by the Capilano Students' Union and the CTE, and made possible through a grant from BCCampus.
- » Scholarship of teaching and learning/publications:
 - Mary Giovannetti and Bettina Boyle presented at the VCC Teaching and Learning Conference on March 1 on their work with students as teaching and learning partners in a faculty learning community (Title: *Partnering with Students: The Value of Student Voice in Teaching & Learning*). They were joined by two faculty and two students.
 - Bhuvinder Vaid was invited to speak on *the Learning Innovation: The Teaching & Learning Podcast* on positionality in teaching and learning (<https://learninginnovation.podbean.com/e/the-positionality-effect-building-empathy-through-reflection-and-transparency-about-your-place-in-the-world/>)
 - Bettina Boyle was awarded the CARS-SSHRC Explore Grant and section release for the research project: *Unveiling the Pedagogical Potential: Exploring the Efficacy of Student Self-Assessment and Self-grading in First-Year University Courses*. Lydia Watson was also awarded section release for her project titled, *Fostering Student Belonging and Community in the Classroom: Investigating the Impact of Co-Created Rubrics on Presentations in a Foundational Communications Course*
 - *Preparing University Students for Post-Graduate Work in an AI-Driven World*, co-authored by Barry Magrill and Jamie Magrill (forthcoming, ISSOTL)



CREATIVE ACTIVITY, RESEARCH AND SCHOLARSHIP & GRADUATE STUDIES

- » The CARS-SSHRC Explore grants support faculty-led, small-scale research projects funded by the Social Sciences and Humanities Research Council (SSHRC). Congratulations to recent CARS-SSHRC Explore grant awardees:
 - Sarah O'Sullivan, Faculty of Arts & Sciences
Living With HIV During the "End of AIDS" in Uganda
 - Hasrat Grewal Gill, Faculty of Education, Health & Human Development
Eduardo Azmitia Pardo (co-applicant), Faculty of Arts & Sciences
 - *Promoting Human Rights and Well-being of International Students in B.C.*



- Bettina Boyle, Centre for Teaching Excellence
Unveiling the Pedagogical Potential: Exploring the Efficacy of Student Self-Assessment and Self-grading in First-Year University Courses



- » The CARS Faculty Release Section Allocation Competition awarded the following faculty with section allocations to support their CARS research. Congratulations to the following faculty:
 - **Andrea Actis**—*Taking the UFO/UAP Phenomenon Seriously*
 - **Bettina Boyle**—*Unveiling the Pedagogical Potential: Exploring the Efficacy of Student Self-Assessment and Self-grading in First-Year University Courses*
 - **Jared Burrows**—*Vancouver Jazz History Archive*
 - **Hasrat Grewal Gill & Eduardo Azmitia Pardo**—*Promoting Human Rights and Well-Being of International Students in BC.*
 - **Trevor McFadyen**—*The Gamification of Innovation: Fueling Innovation Behaviours Using Gamification*
 - **Sarah O’Sullivan**—*Living with HIV During the “End of AIDS” in Uganda*
 - **Diana Twiss**—*Moving Beyond Polarization 2.0: Capacity Development for Campus and Community*
 - **Lydia Watson**—*Fostering Student Belonging and Community in the Classroom: Investigating the Impact of Co-Created Rubrics on Presentations in a Foundational Communications Course*

FINANCE & ADMINISTRATION

FINANCIAL SERVICES

- » The financial services department was busy with fiscal year-end and preparations for the 2023/24 financial statement audit.
- » The 2024/25 operating and capital budget was presented and approved at the February 27, 2024 Board of Governors meeting.

CORPORATE SERVICES

- » Corporate services welcomed Polina Makedonskaya as the new privacy, access to information and records management coordinator.

FACILITIES SERVICES & CAMPUS PLANNING

- » The safety team has been supporting an extensive occupational hygiene investigation regarding water quality and indoor air quality in the Fir Building. An external certified industrial hygienist and our area medical health officer have verified that CapU potable water sources are within acceptable limits. Air quality results will be released later in April.
- » Work to standardize on-campus parking in Squamish has started and we have successfully transitioned our security and parking contracts.
- » Facilities welcomed three new team members, Branko Novakovic (electrician), Parikshith Narayanaswamy (facilities operations assistant) and Khoi Tran (maintenance worker I).
- » In partnership with BC Hydro, we started the conversion of existing lighting to LED in the Academic and Recreation buildings in Squamish, as part of our carbon neutral initiatives.

DIGITAL TECHNOLOGY SERVICES

- » The digital technology services department welcomed its fourth director in February, Chris Jacques, as the director of academic and student systems. He brings extensive experience in transforming organizations using digital innovations.
- » The digital technology services team presented at BCNET April 2024 on the topic of using a business architecture framework to help support the development of a digital roadmap.
- » The project charter and business requirements to inform the HyFlex pilot project were completed and a digital solution design is in progress.
- » Contract negotiations are in progress for the ERP project and planning has started with the newly hired project manager, Jan Streeton.
- » The cybersecurity team rolled out Multi-Factor Authentication (MFA) to approximately 100 CapU MAC device users, as well as provided training to the Board of Governors' Audit and Risk Committee.
- » The faculty retroactive pay project to update changes to how faculty are paid due to the ratified collective agreement has been completed. Additionally, a faculty earnings statement report that included missing information about how faculty earnings were calculated has been completed.

POLICY, PRIVACY & GOVERNANCE

- » New *Frontlines* privacy and access to information pages were launched. The new pages make the privacy impact assessment process more accessible by providing guidance on privacy related matters, helpful FAQs and a new form to be used for initial privacy assessments.
- » Freedom of Information and Privacy Protection Overview training has been finalized, piloted, and rolled out to all employees as an eLearning course.
- » The policy office continues to make progress with updating the CapU policy suite. Updates to B.512 Human Rights, Diversity, Inclusion and Equity Policy and B.514 Acting President Policy were reviewed and approved by the Board in February and B.103 Program Advisory Committees rescinded. OP.608 Password Policy and OP.606 Student Records Management and Access Policy were reviewed and approved by Senior Leadership Council during the February and March meetings and E.208 Long Distance Calls - Telephones was rescinded.

PEOPLE, CULTURE & DIVERSITY

HUMAN RESOURCES

- » The people services team welcomed Meenaloshini Kalaiselvi Sethuramasamy. Meenu comes to us with HRIS analyst experience and will be working closely with the HR business analyst and HR advisor compensation and classification to cover them as they work with the ERP implementation teams.
- » We hosted four online financial health workshops with over 40 employees and one online eldercare workshop with 25 employees in attendance. We also facilitated the annual Love Your Heart campaign with 83 employees

participating in teams to track their exercise minutes.

- » Launched the very first Manulife survey, *The Wellness Report*, with 81 employees participating. We will receive an aggregated data report in about six weeks, which will help us make data-driven decisions around benefits and wellness programming. Individuals who participated received their own health-risk assessment report upon completion of the survey.
- » We hosted the annual Employee Long Service Awards on April 4, 2024 for 199 employees celebrating between five years and 50 years. This is the first time we had a 50-year employee at CapU's 56 years. Gerrie Waugh, a School of Business instructor who started in 1974 when Peter Spratt was named principal of Capilano College, and it was the year after we opened the North Vancouver campus.
- » The employee experience team co-facilitated two joint faculty process training sessions for search hire and evaluation.

LEARNING & DEVELOPMENT (NEW)

- » With the integration of WorkTango as our new interim performance appraisal platform, a comprehensive training series was created, consisting of three parts, to equip both administrative and exempt employees with the necessary skills to utilize the tool effectively and input their performance and developmental goals. Part one of the series focused on refreshing employees on how to set SMART goals aligned with the E2030 and I2030 objectives. This training was tailored for leaders and employees, ensuring their familiarity with the appraisal framework, the tool, departmental objectives and the deadline for goal inputting into WorkTango.
- » Part one training took place in February, with 12 sessions offered virtually, in-person and via self-serve options. Out of 139 targeted employees, we achieved an 86 per cent attendance rate, with an additional 14 per cent opting for self-serve. Post-training, we provided resource packs with checklists, guides and recorded tool demos for ongoing support.
- » As part of our commitment to increasing awareness of DiSC workshops, we collaborated with the communications team to distribute messages about upcoming workshops, both in person and online. Our efforts in delivering the DiSC 1: Creating Our Common Language workshop resulted in an 11.76 per cent increase, reaching a total of 209 employees.
- » In March, we led the Leadership Forum on Embracing Difficult Conversations, offering tools and frameworks for navigating such dialogues. The forum attracted approximately 40 leaders from across campus.
- » "Embracing Difficult Conversations" was conducted for the president's EA group, serving as a pilot from an employee-to-employee perspective. The session had full participation and received unanimous positive feedback.
- » The team is diligently establishing standardized processes, including the implementation of a centralized inbox, the adoption of SOPs, and the conducting of audits on data, learner licenses and attendance for mandatory training. These measures are aimed at maintaining data integrity and establishing benchmarks to effectively track progress.

LABOUR RELATIONS (RENAMED FROM COLLECTIVE BARGAINING)

- » David Ling joined the team in February as interim director, labour relations for Stephanie Kellar who is on maternity leave.

- » In February, delivered two sessions each of Labour Relations Training Part I and Part II to administrators and exempt employees.
- » In March, held two sessions of the 2022–2025 CFA collective agreement changes presentation to administrators and exempt employees.

STRATEGIC PLANNING , ASSESSMENT AND INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » Significant progress was made to refine the timeline, scope and particular roles and responsibilities around Integrated Planning (IP). As part of the Senior Leadership Council (SLC) full-day retreat, the IP team will present a draft document with progress to date for SLC members to provide first impressions and feedback. The purpose is to get valuable information from SLC to develop and proceed with the overall refinement of the IP process.

ENVISIONING 2030

- » The planning team was actively working to identify effective ways to engage new senior employees with *Envisioning 2030* themes, goals and priorities. An activity esd planned for the next SLC retreat in which participants will use an *Envisioning 2030* tracker. The three-fold purpose intends to get participants more familiar with themes, goals and priorities, to celebrate progress in the implementation, and to adopt the tracker as a monitoring tool to be used in upcoming planning cycles.

STRATEGY, ANALYTICS & TRANSFORMATION

- » Progress continues in the design phase of Strategic Enrolment Management (SEM). In collaboration with the associate vice-president academic & vice-provost, deliverables included a set of draft SEM definitions, terms of reference for the executive sub-committee and University-level key enrolment indicators. In addition, the seven-year university-level enrolment model is in its fifth iteration which includes forecasted course registrations broken down by schedule type (lecture, lab, PMI) and course subject. This analysis is being piloted to inform next academic year's section planning.
- » The team has almost completed the data collection phase for this fiscal's IAPR. The next phase is to compose the first draft of the IAPR, along with the CDW submission and FTE reporting. In parallel, the team has completed the CDW modernization project. The next year will be a monitoring phase, which includes running both the original process and the modernized process in parallel for quality assurance.
- » Finally, the team concluded a pilot project which explored using advanced Large Language Models (LLMs) to customize an AI assistant (chatbot) trained on select publicly available Capilano University course outlines. The purpose of this pilot was to develop a Minimum Viable Product (MVP) to gain practical experience in adopting AI/ML and to identify both opportunities and limitations for leveraging this in other potential use cases.

CONTINUING STUDIES

- » After careful consideration, the University is suspending its redevelopment of the Continuing Studies department. This decision was not made lightly and follows several months of course offerings being paused while we undertook research and analysis. The landscape and market for continuing education courses has changed significantly over the years, especially due to the pandemic, with increased competition from both

private and public entities. The decision also follows the need to prioritize academic initiatives and the development of the CapU Squamish campus.

INTERNATIONAL

- » On January 22, IRCC announced a cap on international student study permits. This included putting in place institutional allocations through a provincially-administered Provincial Attestation Letter (PAL) process. On March 4, the Province of B.C. announced allocations and began the PAL process shortly after. CapU's PAL allotment for 2024 is 3,957 which is 50 per cent more PAL's than the 2,638 study permits issued to CapU international students in 2023. This means that with careful management we have the necessary flexibility to make offers to applicants that will ultimately result in successful study permit approvals for about the same number of registrations as we achieved last in 2023.
- » In our efforts to continue to diversify our international student population, we have engaged four regional representatives for North Asia, Southeast Asia, China and Latin America, and we are in the process of hiring an additional regional representative for the continent of Africa. The regional representatives are actively building networks and a strong reputation for CapU to help bring well-prepared students from around the world to enrich the learning experience for all at the University.
- » With exceptionally high retention of international learners, we were able to reduce the intake for 2024 to 2022 levels and therefore stabilize the growth of international registration. As a result, 371 new international students have registered for studies in Summer 2024. Fall applications are lower than 2023, which we believe is a reflection of the uncertainty in the marketplace following the cap announcements in January 2024. However, we currently have over 500 deposits and are on track for SEM targets. The additional step of issuing PAL's is now underway in our admissions department, and we have issued around 450 to enable students that have paid deposits to proceed with study permit applications.
- » Building on the initiative to gather CapU alumni at the Universities Canada "Canada-in-Asia" event in Singapore last February, held gatherings in Singapore, Ho Chi Minh City, and Hong Kong to connect with over 20 faculty. These events were attended by Paul Dangerfield, Brittany Haavaldsrud, manager of alumni relations and Chris Bottrill from the University. Brittany did an extraordinary job of bringing alumni together for the new Global Alumni Ambassador initiative, which provides enhanced knowledge and networks for our current and future students, alumni and employees. Past director of the McRae Institute and Asia Pacific Management Coop Program, Scott McLeod led an engaging and informative Asia insights workshop in Singapore that showcased the depth of knowledge, insight and network of our highly accomplished graduates.

STUDENT SUCCESS

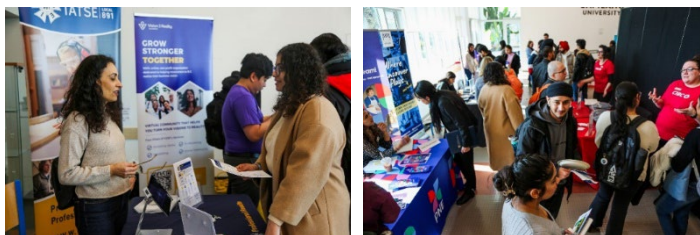
ATHLETICS & RECREATION

- » Capilano Blues Women's Volleyball won the silver medal at provincials in February which qualified them for the National Championships in Red Deer March 4-10, 2024. Winning their first match at the nationals (a first for CapU women's VB in 17 years), the team battled to a fifth place finish. Last season, the team failed to qualify for provincials. 2023-2024 was a marked improvement with new coach John Swanson.
- » Men's Basketball battled hard and won the bronze medal at the provincial championships, February 29-March 2, but did not advance to the Nationals. The Women's Basketball team finished fourth in provincials.

- » Capilano University Blues Athletics program announced its inaugural Blues Hall of Fame recipients at its annual Athletics Awards banquet on April 3. The first 15 recipients in the categories of athlete, coach, and builder, have been integral in building the foundation of excellence that Capilano Blues Athletics strives for every year. The Blues Athletics Hall of Fame will work with a reinvigorated Blues athletics alumni to build this recognition into a cornerstone for annual gatherings and events.
- » CapU Blues athletics student-athletes have been successful academically. So far going into the spring exam period, over 60 per cent of CapU Blues athletes have achieved a GPA of 3.0 or greater and over 90 per cent have achieved a GPA of 2.0 or better.

CAREER DEVELOPMENT CENTRE (CDC)

- » On March 7, the CDC hosted its first in-person Jobs for U! Hiring Fair since the pandemic. The fair welcomed 20 employers from across different industries, including banking, healthcare, tourism, childcare and motion picture arts (e.g. CIBC, Northern Health, Parq Vancouver, District of Squamish, and IATSE Local 891), just to name a few. 257 students and alumni connected with exhibitors while learning about current and potential future employment opportunities.



- » In collaboration with School of Tourism Management and Outdoor Recreation, the CDC hosted its Tourism Hiring Fair on March 21, welcoming 19 employers from the tourism industry including Fairmont Hotel Vancouver, Marriott Canada, Discover Canada Tours, and Capilano Group to name a few. 190 student attendees from across different faculties.



- » Our advisors delivered 25 in-class workshops, reaching 438 students, six CDC workshops reaching an additional 94 students and two How to Prepare for a Hiring Fair workshops supporting 62 students in preparation for attending the two CDC hosted hiring fairs. They also supported 279 students during in-person and virtual one-on-one appointments, providing guidance on a wide range of career development topics.
- » The CDC partnered with several campus departments and service areas including CIE, Education and Employment Access, WIL, residence and tourism to introduce services, deliver content and provide support to 56 students from a variety of programs. These partnerships included engagements such as: job search strategies for international students, next steps panel, WIL resume speed dating, pathway to meaningful employment, and business etiquette: Professional Manners Matter. In addition, the CDC worked with the Capilano Legal Association (CLA) to provide resume support and professional LinkedIn headshots to 27 students during a CLA hosted networking event on February 16.

- » CDC hosted an intimate community partners appreciation event on February 15 to award several community partners and program participants with Certificates of Appreciation for their support to provide students with different engagements such as: Mentorship and Informational Interview Referral programs; Industry Day; and Guest Speaker Series.
- » Additionally, our student career ambassadors introduced our programming and services to 214 students through in-class CDC intro presentations, Out and About, and general tabling around campus. Our multimedia career ambassador, Nickolas Papadopulos, worked closely with his fellow CAs to host two LinkedIn Portrait Photoboos, providing an additional 122 students with professional quality LinkedIn photographs.



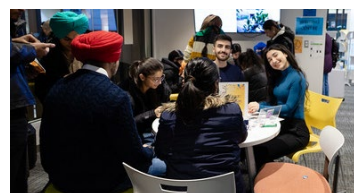
COUNSELLING & LEARNING SUPPORT

- » This term, counselling services set out to connect with various services to facilitate collaboration and effective student support. On February 14, counsellors met with associate registrars, Harb Johal, financial aids & records, and Jordon Lovig, academic advising & scheduling. In March, there were meetings with the student housing and CDC teams. In April, Dawn Cheng from health services met with accessibility advisors, counsellors and learning strategist.
- » Between February 6 and April 3, we booked 437 50-min appointments and 64 urgent drop-in appointments. The most common personal concerns students had during this time were anxiety, depression, trauma and relationships. The most common academic concerns were attention difficulty, motivation and stress Management. During this time, 83 learning skills appointments were also booked.
- » A new 75-minute weekly learning support drop in was scheduled on March 5. Students could stop by at the Library Building to see the learning strategist for study skills support. Between March 5 and April 3, 13 drop ins were seen.

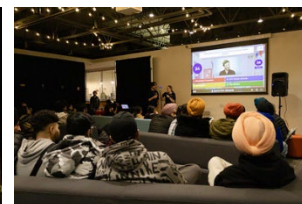
STUDENT AFFAIRS

- » In February 2024, Brook Davison joined the student affairs team as a student success facilitator. Brook has worked in several departments at CapU since 2012, including The Blueshore at CapU, University events and facilities. Her focus will be on creating dynamic student engagement events.

- » During the week of March 4, we hosted Capture the Spirit Week featuring three exciting events. Crafty CapU on March 5 drew an enthusiastic crowd of 50 students eager to add their artistic touch to a massive four-sheet CapU mural designed by IDEA students. The bracelet making station was popular.



- » On March 4, over 75 students gathered for the ever-captivating Student Film Showcase. Nine talented film students showcased their short films, followed by engaging Q&A sessions with the directors, adding an interactive element to the event. Popcorn and refreshments were enjoyed by all.



- » On March 5, The Big Party was held in the cafeteria from 5–8 p.m. This event was spectacular, with 404 students in attendance. A lively atmosphere as enjoyed with a DJ, arcade games, cornhole, air hockey, mocktails,

and snacks. Students danced the early evening away, creating lasting memories of camaraderie and connection. A huge thank you to all our student affairs program assistants and the 30 enthusiastic volunteers who made this week such a huge success.



- » On March 26, student affairs hosted the peer leadership appreciation event. This midday affair celebrated 50 outstanding student employees and volunteers from various Peer Leadership programs across campus. Peer leaders indulged in tasty snacks and refreshments while participating in karaoke, bingo, and musical chairs. The event provided an excellent platform for peer leaders to network and forge new connections with their counterparts from diverse programs.

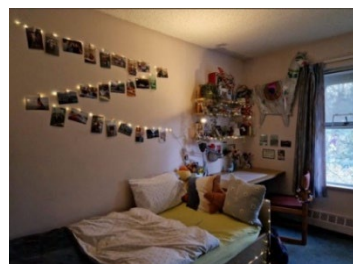
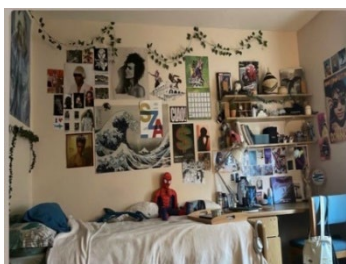


STUDENT HOUSING SERVICES

- » This Spring term, we welcomed 32 new students into our housing community. And as part of our commitment to enhancing student life, our dedicated team organized over 70 engaging events and programs, both within housing and in collaboration with the surrounding community. These initiatives serve to enrich the student experience and foster a sense of belonging and well-being among our residents.



- » We're pleased to share the success of our recent "Best Room in Residence" contest! Students from all backgrounds, living in our buildings showcased their creativity, transforming their spaces into reflections of their unique styles. Check out the photos of the top placed competitors below.



- » Recognizing the pivotal role of food in fostering community, well-being, and student success, we have undertaken significant enhancements to our housing food services. We are thrilled to announce the addition of a new chef, a sous chef and five new associates to our culinary team, three of whom are current students residing in our housing facilities. In addition to bolstering staffing, we implemented rigorous health and safety



checks, introduced consistent safety and process audits and revamped our menu offerings to better cater to the diverse preferences of students. We also have established multiple channels for students to provide feedback on our food services, culminating in the inaugural feedback dinner event. This event provided students with a delicious meal and offered them a platform to directly influence the future direction of our dining hall offerings.

- » Applications for Summer 2024 opened on February 1, 2024, and we have received a total of 105 applications to date. While this represents a 12 per cent decrease compared to our 2023 numbers, it is noteworthy that we observed a 10 per cent increase in applications from in-country/domestic students. This trend underscores our commitment to enhancing recruitment and retention for domestic and in-Canada international students. Additionally, we continue to offer students the flexibility of monthly contracts, empowering them to tailor their summer housing arrangements to suit their individual needs.

REGISTRAR'S OFFICE

FINANCIAL AID & AWARDS

- » A total of \$495,961 in Scholarship, Bursary, and Award (SBA) funding was disbursed to **389** new and returning students in the Spring 2024 term.
- » The team facilitated a "Tax Tips for Students" info session, in partnership with RBC, as well as a "Funding Your Education" session for Foundry North Shore.

ACADEMIC ADVISING

- » For the 2024 Summer registration period, the academic advising team added two in-person drop-in advising sessions in addition to our standard services, which include personal appointments, online drop-in advising and course planning workshops. Both sessions were well attended, and the team is planning to expand in-person services even further during high volume periods moving forward.

RECRUITMENT & ADMISSIONS

- » Our inaugural information session for CapU's Squamish campus was a resounding success. Over 135 attendees, including community leaders and engaged parents, explored the Fall 2024 programs. This strong interest from the Sea-to-Sky community solidifies the value of CapU's expansion. Building on this momentum, our recruitment team is actively following up with attendees, scheduling visits to local high schools, and setting up prospective student advising appointments.
- » The admissions and recruitment teams are pleased to report on the recent success of the CapU Conversion Event. This was a virtual initiative designed to connect prospective students directly with CapU's team of admission facilitators. Over four evenings, over 180 appointments were booked, and the admission facilitators provided personalized guidance and support to help students progress through and complete the application process. The event generated overwhelmingly positive feedback from both students and parents, highlighting the value of this innovative approach to enhance the application journey for prospective CapU students. We are already exploring ways to build on this success.

SYSTEMS & SCHEDULING

- » The scheduling working group held its third monthly meeting where members discussed standards and best practices to maximize use of learning spaces as we move towards eventual publication of both the fall and spring schedules prior to the opening of fall registration. This will allow our students to select their fall courses and plan forward for the subsequent term.

- » Digital technology services began work with the scheduling unit to implement Infoslem Data Collection Utility (DCU). The DCU is a digital solution which will streamline scheduling processes and reduce the need for many hours of duplicate data entry, across multiple information systems.

UNIVERSITY RELATIONS

University relations includes the departments of communications, government relations & community engagement, marketing & digital experience, philanthropy & alumni relations and university events. University relations' goals are to: enhance the University's reputation and brand, develop positive relationships and secure resources to support University priorities, provide learners and employees an exceptional digital experience, market the university and bring the community together through various communication channels.

COMMUNICATIONS

- » The communications team is working to build awareness and excitement for the CapU Squamish campus, both internally and externally. During this time, the team shared media releases as well as employee updates including: [Brian Storey joins Capilano University as Associate Vice-President, Squamish](#); [CapU Squamish offers preview for prospective learners](#); and [Capilano University and District of Squamish formalize memorandum of understanding](#). This is in addition to numerous other news stories, including: [Capilano University recognizes top work Integrated Learning student and employer awards](#); [CapU student nominated for Top 25 under 25 award](#); and [Celebrating culture through food and flavours](#).



President Paul Dangerfield, District of Squamish Mayor Armand Hurford, and Vice-President, Academic & Provost Laureen Styles sign an MOU

- » Among its internal communications work, communications promoted Black History Month through social media, emails, web content, and, in partnership with Marketing & Digital Experience (MDX), a joint video featuring reps from administration, MoveUp, Capilano Faculty Association (CFA) and Capilano Students' Union (CSU).
- » In February, the team did a media release, internal communications and social media to support the launch of Chénchenstway. This was followed by sharing the news about the University's launch of BC Sans, a new font on the CapU website that properly supports special characters and syllabics found in Indigenous languages in BC. Both announcements garnered a great deal of media and social media interest.
- » In March, with support from Digital Transformation Services (DTS), the communications team rolled out the intranet, *Frontlines*, as the default start page for browsers on all employee computers. In the first week, the homepage saw a 75 per cent increase in the number of views and a 64 per cent increase in the number of visitors compared to the previous seven days. This change was followed up by the creation of a dedicated section on *Frontlines* for Squamish updates. The enhancements to the intranet make it easier for employees to access information, updates and resources from the University, helping to contribute to employee engagement.
- » CapU continues to expand its social media presence. During this timeframe, engagement was driven largely by updates about Squamish, Chénchenstway, construction updates, the new website font, job postings shared by the HR team, and, notably, the upcoming departure of President Paul Dangerfield, who the team worked with to produce his departure announcement. From February 6 to April 1:
 - X had over 17,900 impressions

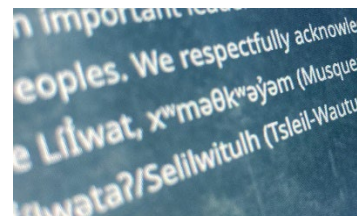
- Facebook had a reach of over 770,200, over 17,400 page views and 169 new followers
- LinkedIn had over 115,000 impressions, 11707 page visits and 1,972 new followers; at one point, CapU surpassed Simon Fraser University to have the third-highest number of engagements over a 30-day period among BC post-secondary institutions

GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

- » On February 22, President Paul Dangerfield met with Minister of Natural Resources and MP for North Vancouver Jonathan Wilkinson for a conversation about three key issues for Capilano University: student housing, federal government changes regarding international student numbers, and public transit.
- » District of North Vancouver Mayor Mike Little visited main campus on March 5 for a walking tour of the construction of the Centre for Childhood Studies and the student housing complex with President Paul Dangerfield and Vice-President, University Relations Kari Wharton.
- » While on campus for a CSU event on March 26, North Vancouver-Seymour MLA Susie Chant and Minister of Public Safety and Solicitor General Mike Farnworth met with Vice-President, University Relations Kari Wharton and Senior Advisor Public Affairs Linda Munro for a visit to the CCS construction site. This was followed by a tour of the Children's Centre by Sara Sutherland, manager of the Children's Centre and Brad Martin, dean, Education, Health and Human Development. As Minister of State for Accessibility, MLA Chant also visited CapU on February 17 to meet with students and faculty from CapU's Education and Employment Access certificate program.
- » CapU's interim vice-president, university relations, Kari Wharton, communications director Pamela Findling, and senior advisor, public affairs Linda Munro continue to meet regularly with government relations consultants from Global Public Affairs. A strategic planning session for the year ahead took place on March 25.

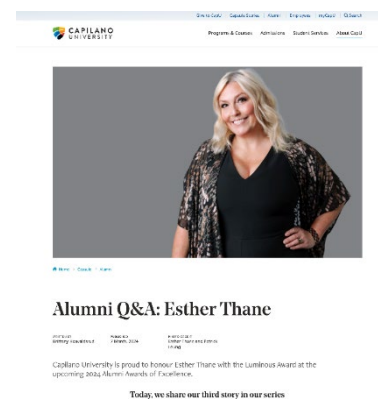
MARKETING & DIGITAL EXPERIENCE

- » The MDX team has been busy with multiple program campaigns and initiatives during this period. In support of the Squamish campus launch, MDX developed a suite of targeted digital ads to promote the six program areas opening in Squamish for Fall 2024. We also launched a digital campaign to advertise the Interaction Design Diploma program, including Meta and Google ads, info session promotion, competitor targeted digital ads and search engine optimization. Plans are underway to augment this campaign with out-of-home tactics in the Lower Mainland. For the School of Business, the team developed custom print materials for the Bachelor of Business Administration program to clearly communicate its six concentration options.
- » In addition to a fulsome digital advertising campaign, MDX created several assets for the Explore CapU Squamish Info Session event, including social media posts, posters, newspaper ads, a presentation template, and promotion on the CapU website with a popup and homepage slide that directed visitors to the Eventbrite page. In addition, we recruited a team of students to participate in a photo shoot on the Squamish campus to have photos displayed at the event. Promotions helped to garner over 250 RSVPs.
- » Three notable website launches happened during this period. MDX launched a new font, BC Sans, on the University's website that can properly support special characters and syllabics found in Indigenous languages in B.C. The new font aligns with CapU's values and respectful practices and ensures our font is highly readable and capable of displaying Indigenous languages properly. Our team also worked with communications and the Office of the President to build a renewed [President's Office section](#) of the website. We redesigned the information architecture and updated content to provide a modern look and user-friendly experience, while



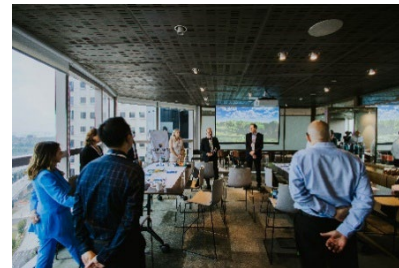
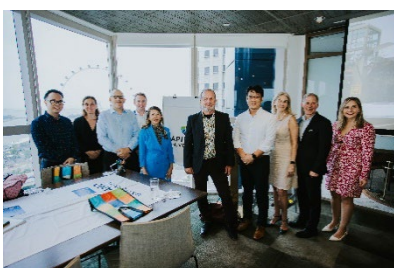
highlighting the esteem of the office and showcasing Paul's achievements and vision for the University. Finally, MDX worked alongside the digital technology services team to implement and test a new internal site search tool, SearchStax, ensuring a smooth transition to the new product with minimal disruptions to visitors.

- » MDX collaborated with video production partner, Georgia Street Media, to produce new program videos for [Jazz Studies](#) and [Music Therapy](#). The videos include full length versions for program pages along with 15-second cutdowns for use in advertising. In addition, we had new footage captured in the Bachelor of Science and Bachelor of Arts in Psychology classrooms, to update their existing videos which were originally shot during the pandemic.
- » Since February, we published 10 new Capsule stories, including four featuring [alumni](#) recipients of this year's Alumni Awards of Excellence. In addition, we created two career path stories highlighting the [Education Assistant](#) and [Financial Planning](#) programs; a story about the new [relaxed performances](#) at the BlueShore Theatre; and a one-on-one with Early Childhood Care & Education educator, [Adrienne Argent](#).
- » On the events front, February was Black History Month and MDX supported the events by creating a video introducing the Change Education Series' activities and outlining the importance of recognizing this heritage. Our visual media specialist attended several celebrations and activities, capturing images of special moments, visitors and cultural displays. In March, MDX supported the Alumni Awards of Excellence event with social media posts, web, email and Eventbrite graphics, invitations, program booklet, North Shore News full-page ad and event display graphics. Our visual media specialist also attended the event on March 27 to capture images of the celebrations.



PHILANTHROPY & ALUMNI RELATIONS

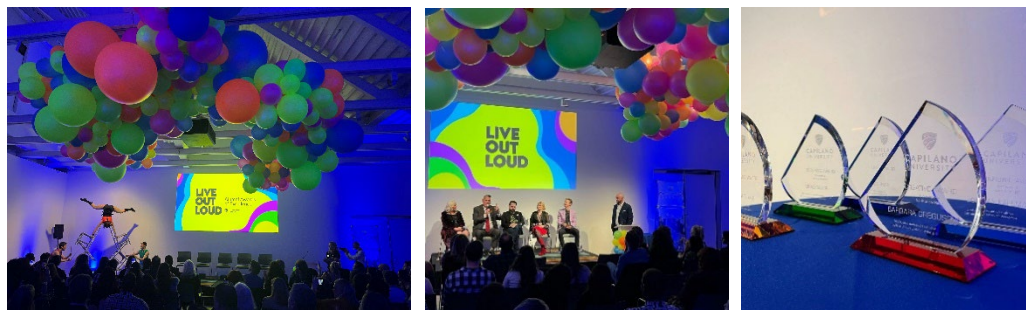
- » Over \$100,000 in direct student support was raised in February as part of the six-week Double Your Gift match appeal in support of the Eat Care Share Fund. A generous matching gift was provided by the Y.P. Heung Foundation to help address food security challenges with CapU students. The CapU community of donors, alumni and employees raised a total of \$50,020 that will be matched by Y.P. Heung Foundation. The Eat Care Share appeal saw a 75 per cent increase in new employee giving with a great number of new payroll/monthly gift donors added. Thank you to everyone who contributed.
- » From February 27 to March 1, 2024, the Alumni Relations team hosted a series of workshops across Southeast Asia, spanning Singapore, Hong Kong, and Ho Chi Minh City for select Capilano University alumni. The purpose of the workshops were to bring together key individuals to share insights, opportunities and provide expertise pertaining to CapU and the Asia-Pacific region. Additionally, the initiative aimed to cultivate new connections with alumni and establish a regional presence through the launch of the CapU Alumni Global Ambassador program.



- » A special thank you to Scott Macleod, senior vice-president, Human Capital Leadership Institute (HCLI) and Chris Bottrill, AVP international, who facilitated the workshops and engaging discussions on the dynamic landscape of Asia Pacific and the pivotal role of education in shaping its future. A highlight of the series was a workshop held at the prestigious Hotel Icon in Hong Kong, where esteemed keynote speaker Kaye Chon, Dean & Chair Professor at Polytechnic University of Hong Kong, delivered an enlightening presentation. Following this, attendees were treated to an exclusive tour of Hotel Icon and the School of Hotel & Tourism Management.



- » The alumni relations team had the honour to recognize the following five outstanding alumni recipients for the 2024 Alumni Awards of Excellence: James Beck, Unified Award; Esther Thane, Luminous Award; Brad Baker, Enduring Award; Barbara Gregusova, Creative Award; and Jordan Kallman, Confident Award. The 2024 awards show, held Wednesday, March 27 at the Polygon Gallery, was hosted by previous alumni award recipient Andrew Kopecki.



- A special thank you to our sponsors and partners for their support of the 2024 Alumni Awards of Excellence event. Thank you to our presenting award sponsors, Neptune Terminals, North Shore News, Clark Wilson LLP and Quay Pacific Property Management, as well as our Silver sponsor DIALOG. Additionally, thank you to affinity partner TD Insurance and premium perks app partner, Bell Mobility for their generous contributions.



- » Bell Mobility has renewed their premium perks partner sponsorship, reaffirming their commitment to supporting our alumni community. With this renewed partnership, we will be able to further enhance opportunities and resources available to our alumni network, facilitating continued professional growth, networking, and engagement.

UNIVERSITY EVENTS & CEREMONIES

- » University events were delighted to support the President's Office in coordinating CapU and the District of Squamish's memorandum of understanding signing event on February 8. This important event formalized the partnership between CapU and the district and outlined important shared goals. The event was attended by CapU staff, faculty and executive as well as representatives from the district who all enjoyed a thoughtful welcome from members of the Squamish Nation.

- » In February, the events team attended the NAACO (North American Association of Commencement Officers) 2024 conference in Fort Worth. This conference is a valuable opportunity for the team to ensure they are adhering to industry standards and universal protocols for convocation ceremonies. This year Ceremony & Protocol Officer Alexa Morgan was invited to represent CapU in a panel on the subject of working with administration.
- » On February 28, university events supported the launch of Chénchenstway, a starting point for the University's work towards reconciliation at CapU campuses and learning locations. The event, which took place on main campus, was opened with a welcome by Elder Sabra Thompson and drumming by Willie Lewis. The event enabled CapU attendees to learn about this new living document and enjoy soup and bannock together afterwards.
- » The annual Long Service Awards, a recognition event to honour CapU's most dedicated employees for their long service was on April 4. The team was delighted to support this worthy event and proud to host one of their team members Alexa Morgan as a guest celebrating five years of service.
- » The 15th annual Alumni Awards of Excellence happened on March 27 at the Polygon Gallery. Once again, this Live Out Loud themed event didn't fail to delight attendees with opening performances from the Underground Circus and comedian Erin Jeffrey, followed by captivating talk show-style discussions with the award recipients. The events team always enjoy supporting alumni relations at this event to recognize alumni that have achieved greatness in their field.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 7.1: Creative Activity, Research and Scholarship (CARS) & Graduate Studies	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Dawn Whitworth, AVP Creative Activity, Research and Scholarship & Graduate Studies	

PURPOSE

The purpose of this presentation is to update the Board of Governors on the implementation of the *CARS Framework/Strategic Plan 2022-24* for information.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors receive an update on the progress of the implementation of the CARS Framework/Strategic Plan for information.

BACKGROUND

In late 2019 the university struck up the inaugural office of Creative Activity, Research and Scholarship (CARS). In September 2022 the CapU Board of Governors was presented with the inaugural CARS Framework/Strategic Plan 2022-24. The plan articulated the university's commitment to CARS activities across and beyond all of the university campuses and learning sites. The plan has served to create a shared understanding of CARS directions and provided reference and guidance to other University plans. The CARS Framework/Strategic Research Plan has been used to guide the development of CARS activities, directing the University in current and future actions, activities, investments and strategic level resource allocation decisions. This presentation will update the Board on the implementation of the plan and the progress to date.

SUMMARY

Reflective of the goals in *Envisioning 2030*, *Illuminating 2030* and the *CARS Framework/Strategic Plan*, students and faculty have been supported in building and expanding their creative activities, research and scholarship accomplishments both on and off campus. These activities have been mobilized with internal and external supports such as research grants, partnership brokering, and regulatory and strategic research development. In this presentation the Board of Govenors will gain insights into the implementation of the CARS plan, and more specifically the progress made in the following four key capacity-building areas that were identified in the plan:

- 1) Supports for student and faculty CARS activities, both on and off campus;
- 2) Increasing external funding for CARS activities;
- 3) Leveraging internal funding, in conjunction with Faculties and other CapU initiatives;
- 4) Supporting and developing CARS off-campus partnerships.

Impact to budget:

The university has a commitment to developing CARS and more recently Graduate Studies, and this has been evidenced in a recent staffing increase from 2 FTEs to 3 FTEs. The increased budget will further build capacity in key areas such as supporting new research centres, developing new policies, and celebrating and communicating CARS activities.

What we're doing next:

In the fall and spring, we will undertake the university-wide consultation needed for the development of a new CARS Plan. Also new to the CARS portfolio, is a university commitment to the development and implementation of graduate studies. The development and implementation of graduate studies will take a strategic, collaborative and phased approach and this will be presented to the Board in the fall.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.1: B.511 Discrimination, Bullying and Harassment Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Melissa Nichol, Strategic Director, People, Culture & Diversity	

PURPOSE:

At the April 19, 2024 Executive and Human Resources Committee meeting, management presented this briefing note on the background information regarding the legislatively required annual review of the above noted policy and to support it's renewal. The committee passed a motion to recommend the Board of Governors approve the revised B.511 Discrimination, Bullying and Harassment policy, as presented.

MOTION:

The following motion is proposed for the Board of Governors.

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

BACKGROUND:

The table and report below provide a high-level summary of this policy.

Policy Number and Name:	B.511 Discrimination, Bullying and Harassment		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input checked="" type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	June 19, 2018
		Revised Date:	February 2023
		Next Review Date:	April 2025
Procedure # and Name:	Not Applicable		
VP Responsible:	Kartik Bharadwa, VP, People, Culture & Diversity		
Proponent Responsible:	Melissa Nichol, Strategic Director, People, Culture & Diversity		



Rationale for review

WorkSafeBC legislation requires an annual review of Health and Safety policies and procedures. Guidance from WorkSafeBC indicates that the review should consider incidents or complaints in the past year and clarify or amend policy and procedures where necessary.

Context / Summary

Upon discussion with those in People, Culture and Diversity with responsibility for investigating or stewarding complaints and investigations under this policy, it was determined that no changes to the policy were necessary. Significant changes to the procedure were recommended. These changes have now been made and the revised procedure will be brought to the next SLC for approval. .

Changes

No substantive changes have been made to the policy. Some minor formatting changes have been made in line with policy office standards.

Risk, Benefits and Strategy alignment

This review addresses the legislative requirement for an annual review.

Consultation

It was determined that as changes are very limited consultation was not required beyond the Human Resources team at this time. No legal review required. It is the intention of the Human Resources team and the policy office to conduct a more fulsome review of the policy and procedure including broader consultation and during the next annual review.

Review and approval process timelines


Date	Committee or Group	Purpose
April 19, 2024	HR and Executive Committee	Review and recommend for Board decision to approve.
April 30, 2024	Board	Final approval of decision.

Plan for associated training or awareness raising

We have reviewed and renewed our online training, which will be provided to new hires and, annually, to existing employees.

Attachment:

#	Name
1	B.511 Discrimination, Bullying and Harassment Policy).

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.511	Vice-President, People, Culture & Diversity		
Policy Name			
Discrimination, Bullying and Harassment Policy			
Approved by	Replaces	Category	Next Review
Board	E.501	AHR	February, 2024
Date Issued	Date Revised	Date in effect	Related Policies
June, 2018	February, 2023		B.101 Vision, Values, Mission, Goals and Strategic Directions B.511.1 Discrimination, Bullying and Harassment Procedure B.401 Sexual Violence and Misconduct Policy <u>B.700 Privacy and Access to Information Policy</u> B.701 Student Code of Conduct Policy B.506 Standards of Conduct Policy B.512 Human Rights, Diversity, Inclusion, and Equity Policy S2003-01 Academic Freedom Policy <u>Respectful Learning and Working Environment Statement</u>
Section 15 Annual Review Completed: February 2023			

1. PURPOSE

University Commitment

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

Based Harassment, Sexual Harassment, and Personal Bullying and Harassment.

Academic Freedom

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

2. DEFINITIONS

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

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

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

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

“Discrimination-Based Harassment” is Personal Harassment and Bullying which is based on a Prohibited Ground, and includes sexual harassment.

“Employee” means any person employed by the University.

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

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

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

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

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

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

Personal Harassment and Bullying does not include:

- a) the exercise of appropriate managerial or supervisory direction, including appropriate performance management and the imposition of discipline;
- b) reasonable action taken by an instructor relating to management of the classroom and assignment of course work;
- c) constructive criticism;
- d) reasonable changes to assignments or duties;
- e) correction of inappropriate behaviour;
- f) instructional techniques such as using irony, conjecture, and refutation, or assigning readings or other instructional materials that advocate controversial positions; or
- g) respectful expression of differences of opinion.

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

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

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

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

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

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

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

3. SCOPE AND JURISDICTION

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

4. ROLES AND RESPONSIBILITIES

Members of the University Community

- 4.1 All Members of the University community All Members of the University Community are integral to creating a respectful and safe environment and are expected to treat each other with dignity and respect, and are prohibited from engaging in Harrassment.
- 4.2 All Members of the University Community have a responsibility to ensure awareness of, and adherence to this policy, all other University policies and procedures, and all applicable laws.
- 4.3 Members of the University Community must participate in any procedures taken under this policy. Failure to comply with the provisions or any resolution agreed upon or imposed as a result of this policy and its associated procedure may result in disciplinary action by the University.
- 4.4 All Members of the University Community, including those in positions of authority, involved in a complaint have the obligation to respect and maintain the confidentiality of information as described in section 8.

Individuals with Supervisory Responsibilities

- 4.5 Supervisors and managers are responsible for fostering and maintaining work and learning environments free from Harassment, and for taking prompt remedial action should Harassment occur.

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

5. ACCESS TO OTHER PROCEDURES

General

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

Collective Agreements

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

6. COMPLAINTS

- 6.1 A Member of the University Community who believes that they have a complaint of Harassment is encouraged to make a direct request to the accused that the unwanted behaviour or action(s) cease. If their request is unsuccessful, or if they consider it inappropriate or uncomfortable to make such a request, the individual may seek assistance from their supervisor or manager, Human Resources, the Conflict Resolution Advisor or union representative.
- 6.2 The filing of a complaint under this policy and associated procedure in good faith is the right of every Member of the University Community and may be exercised without fear of reprisal or retaliation.
- 6.3 The University will exercise care to protect and respect the rights of both the Complainant and the Respondent. The University will seek to achieve procedural fairness in dealing with all complaints under this Policy, including the following:
 - a) Any complainant who wishes the University to conduct a formal investigation must be prepared to be identified to the respondent. The principles of confidentiality, as outlined in section 8, will be followed.

- b) Respondents must be informed of a complaint made against them under this policy. Complainants and Respondents must be given the opportunity to present evidence in support of their positions.
 - c) Those responsible for interpreting, administering and applying this policy will apply this policy in an unbiased, non-arbitrary manner.
 - d) Complaints made in good faith will be addressed in a timely manner without reprisal.
- 6.4 If the matter becomes the subject of any other problem resolution procedure, including the subject of a charge laid pursuant to the *Criminal Code of Canada*, the University may elect not to take any further action until the other process has been concluded and further action is requested by the Complainant.
- 6.5 If an individual, in good faith, makes a complaint but is not able to satisfy the Balance of Probabilities, the complaint may be dismissed. However, the Complainant may still access support services including but not limited to Counselling and Learning Support, the Employee and Family Assistance Plan or the Conflict Resolution Advisor.

7. INTERIM MEASURES

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

8. CONFIDENTIALITY AND PRIVACY

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

9. TIME LIMITATION

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

10. RETALIATION

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

11. FRIVOLOUS OR VEXATIOUS COMPLAINTS

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

11.2 A frivolous or vexatious complaint is one which:

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

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

12. RECORDS

12.1 Investigative reports and records of proceedings under this policy are confidentially maintained by the Office of Student Affairs or People, Culture & Diversity. All records relating to a complaint will be kept for a period of no less than ten (10) years following the completion of all actions pertaining to a particular incident. After this time, records may continue to be kept on file if deemed necessary by the Office of Student Affairs or People, Culture & Diversity, or will otherwise be confidentially destroyed.

- 12.2 Records are not available to be copied or viewed by Members of the University Community unless required by this policy, its associated procedure or required by law for the purposes of external legal proceedings.

13. DESIGNATED OFFICER

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

14. REVIEW AND AMENDMENT

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

15. RELATED POLICIES AND GUIDANCE

[B.511.1 Discrimination, Bullying and Harassment Procedure](#)

[B.401 Sexual Violence and Misconduct Policy](#)

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

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

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

[B.701 Student Code of Conduct Policy](#)

[S2003-01 Academic Freedom Policy](#)

16. REFERENCES

[B.C. Human Rights Code](#)

[B.C. Workers Compensation Act](#)

[Criminal Code of Canada](#)



BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.2: B.517 Conflict of Interest Policy, B.506 Standards of Conduct Policy and B.311 Employee Student Relationship Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Melissa Nichol, Strategic Director, People, Culture & Diversity	

PURPOSE

At the April 19, 2024 Executive and Human Resources Committee meeting, management presented this briefing note on the new policy B.517 Conflict of Interest Policy, revisions to B.506 Standards of Conduct Policy, and the rescission of B.311 Employee Student Relationships. The committee passed a motion to recommend the Board of Governors approve the new policy B.517, the revisions to B.506, and the rescission of B.311.

MOTION

The following motion is proposed for the Board of Governors.

Motion: *THAT the Board of Governors approves new policy B.517 Conflict of Interest Policy, approves amendments to B.506 Standards of Conduct and approves the rescission of B.311 Employee Student Relationships.*

BACKGROUND

Policy Number and Name:	B.517 Conflict of Interest Policy, B.506 Standards of Conduct Policy and B.311 Employee Student Relationship Policy		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input checked="" type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input checked="" type="checkbox"/> New <input checked="" type="checkbox"/> Review <input checked="" type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	
		Revised Date:	
		Next Review Date:	
Procedure # and Name:	B.311.1 Employee Student Relationship Procedure (to be renumbered to B.517.1)		
VP Responsible:	Kartik Bharadwa, VP, People, Culture & Diversity		
Proponent Responsible:	Melissa Nichol, Strategic Director, People, Culture & Diversity		

Rationale for creation or review

Conflict of Interest was previously included in the Standards of Conduct Policy. Upon review of existing policies, as well as policy gaps, it was determined that a standalone policy on Conflict of Interest should be created and this could also be expanded to include Conflict of Commitment as well as to replace the existing Employee Student Relationships Policy.

Context

Public policy requires employers to have standards regarding conflicts of interest. The university previously addressed this in B.506 Standards of Conduct Policy. In the interest of clarity for employees, we found that having a standalone Conflict of Interest Policy would be more accessible by being a clear resource on the topic, rather than buried within Standards of Conduct. This also allows the university to provide clarity on Conflict of Commitment. In addition, in the interest of reducing the number of policies, and after review it the opportunity was identified to include direction with regard to employee student relationships within the Conflict of Interest Policy, resulting in the ability to rescind B.311, while still maintaining the content of that Policy and it's supporting procedure.

Changes

B.517 Conflict of Interest is a new policy, which includes relevant sections from Standards of Conduct and Employee Student Relationships, with the addition of guidance on directions related to Conflict of Commitment. The language does not deviate significantly from the existing policy language but it has been updated for greater applicability to the academic environment.

The conflict of interest section in B.506 Standards of Conduct Policy has been removed and a summary of the new Conflict of Interest policy incorporated instead.

Risk, Benefits and Strategic alignment

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

Consultation

The new B.517 Conflict of Interest Policy was developed by the Strategic Director People, Culture & Diversity in consultation with the People, Culture & Diversity Department, the Director Risk Management, the AVP, Creative Activity, Research and Scholarship and the University Librarian. A review of comparable policies at the other BC PSIs and selected Canadian universities was also completed and informed policy development. The revisions to B.506 Standards of Conduct were made by the Strategic Director People, Culture & Diversity in consultation with the Director, Risk Management.

Review and approval process timelines


Date	Committee	Purpose
January 9, 2024	SLC Policy Sub-Committee	Initial review and discussion
March 5, 2025	SLC Policy Sub-Committee	Review, propose further improvements and determine if ready for SLC consideration.
March 20, 2024	SLC	To review, ask for further amendments if required or recommend for Board sub-committee consideration
April 19, 2024	Executive and Human Resources Committee	Review, request amendments if required or recommend for Board approval
April 30, 2024	Board	Final approval

Plan for associated training or awareness raising

Constant Contact will be used to communicate the new and updated policies, with the requirement for employees to familiarize themselves with the content.

Attachment:

#	Name
1	B.517 Conflict of Interest Policy
2	B.506 Standards of Conduct
3	B.311 Employee Student Relationship Policy

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

1. PURPOSE

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

2. SCOPE

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

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

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

- a) instances where it is alleged that a deliberate and/or unlawful deception with the intention of obtaining an unauthorized benefit from the University for personal gain has occurred. This is addressed by B.217 Fraud Prevention and Investigation Policy and B.217.1 Fraud Reporting and Investigation Procedure.
- b) The receipt or exchange of Gifts of minimal value as per B.212 Honoraria and Gifts Policy.

3. DEFINITIONS

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

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

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

“Employee” means any person employed by the University.

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

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

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

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

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

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

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

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

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

4. POLICY STATEMENT

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

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

4.2. While the University recognizes the right of Employees to be involved in activities as citizens of the community, conflict must not exist between Employees’ Private Interests and the discharge of their employment duties. Upon accepting a position with Capilano University, Employees must arrange their private affairs in a manner that will prevent actual or perceived Conflicts of Interest from arising, or that could imply that the activity is an official act of the University or is University supported.

4.3. It may not be possible to document every instance in which a Conflict of Interest might occur or be perceived to occur. Since such instances are extensive and cannot all be covered by policy, Employees are expected to always conduct themselves with the highest of ethical standards and in a manner which will bear the closest scrutiny. Examples of Conflicts of Interest include, but are not limited to, the following:

- a) Assigning a required book or text for which you receive royalties.

- b) Involvement in negotiating contracts for the University with a company for which you have a financial interest;
- c) You give preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which you , or a Related Person has an interest, financial or otherwise;
- d) An Employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the Employee's employment;
- e) An Employee benefits from or is reasonably perceived by the public to have benefited from, a University transaction over which the Employee can influence decisions (i.e., investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments); and/or an Employee accepts a personal gift or benefit.

Employee/Student Relationships

- 4.4. It is important to ensure fair methods of instruction, supervision, evaluation and decision-making in relation to Students, and to eliminate any actual, or perceived Conflicts of Interest arising out of relationships between Employees and Students. When an Employee can be rightly accused of actual or perceived conflict, or using their position of authority to inappropriately advance, protect, influence, or harm the interests of a student with whom they have a relationship, there exists a conflict of interest. Such conflicts have the potential to harm the integrity and fundamental mission of the University. Thus, the issue of conflict of interest needs to address situations where there is a reasonable apprehension that a relationship between an employee and a student may confer or may be perceived to confer upon a student an unfair advantage or to subject a student to an unfair disadvantage.
- 4.5. All Employees must recognize the power they have in relation to Students (for example, in grading, practicum supervision, academic advising, counselling, awarding of scholarships, and the provision of references for graduate and professional schools, or employment). This power imbalance between an Employee and a Student must not be used for the personal benefit of either.
- 4.6. Transparency may be a sufficient safeguard following documented disclosure of the relationship to the Administrator responsible for the employee in some situations or a mitigation plan may be required to be put into place including arrangements for instruction, supervision, evaluation or decision-making. The process for disclosing and reporting a potential or an actual conflict of interest between an Employee and a Student is outlined in B.517.1 Employee Student Relationships Procedure.

Conflict of Commitment

- 4.7. A Conflict of Commitment may occur when an Employee engages in activities that are unrelated to the University and are sufficiently demanding of their time to interfere with the discharge of their Capilano University work.
- 4.8. University resources may not be used for activities that do not primarily benefit the University or enhance its reputation. It is considered inappropriate for Employees to make use of University property or other University resources to advance their Private Interests during their employment, including the use of their remunerated University work-time.

- 4.9. Disclosure of an actual, perceived or potential Conflict of Interest or Conflict of Commitment should be done by following the process laid out in article 5 below. Any Employee who knowingly fails to comply with this policy may be subject to disciplinary action.

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

- 5.1. Employees are required under this policy, to avoid Conflicts of Interest or Commitment, ensuring their private affairs do not create a perceived or actual Conflict of Interest or Commitment. Employees are accountable for prompt and accurate disclosure. Employees seeking to disclose a potential or perceived Conflict of Interest, must follow these steps:
- a) Identify the potential, perceived, or actual Conflict of Interest and disclose verbally to their Administrator.
 - b) Complete Conflict of Interest Disclosure Form
 - c) Submit the Conflict of Interest Disclosure Form to their Administrator as per 5.1.1.
 - d) Following form submission, the Administrator will consult with their People, Culture & Diversity representative to determine if there is a conflict and, if so, if it can be resolved or mitigated.

6. REPORTING POTENTIAL, PERCEIVED OR ACTUAL CONFLICT OF INTEREST

- 6.1. Where a Conflict of Interest or Commitment is determined to be unintentional and absent of wrongdoing, the University may opt for resolving in a manner that allows for restoration and/or education.
- 6.2. In accordance with B.506 Standards of Conduct, Members of the University Community who become aware of a situation they believe constitutes a deliberate act of commission or omission involving a Conflict of Interest have a duty to report following the procedures set out in B.310 Protected Disclosure (Whistleblower) Policy and Procedure.
- 6.3. The process for disclosing and reporting a potential or an actual conflict of interest between an Employee and a Student is outlined in B.517.1 Employee Student Relationships Procedure.

7. DESIGNATED OFFICER

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

8. RELATED POLICIES AND GUIDANCE

B.517.1 Employee-Student Relationships Procedure

B.212 Honoraria and Gifts Policy

B.217 Fraud Prevention and Investigation

B.310 Protected Disclosure (Whistleblower) Policy


B.511 Discrimination, Bullying & Harassment Policy

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

9. REFERENCES

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

DRAFT

 POLICY			
Policy No.	Officer Responsible		
B.506	Vice-President, People, Culture & Diversity		
Policy Name			
Standard of Conduct Policy			
Approved by	Replaces	Category	Next Review
Board		HR	November 2026
Date Issued	Date Revised	Related Policies	
September 16, 2014	November 28, 2023	B.212 Honoraria and Gifts Policy B.310 Protected Disclosure (Whistleblower) B.311 Employee Student Relationships B.511 Discrimination, Bullying & Harassment B.512 Human Rights, Diversity, Inclusion and Equity <u>B.517 Conflict of Interest</u> B.700 Privacy and Access to Information OP.418 At-Risk Behaviour and Violence Response and Prevention OP.420 Safety and Emergency Services	

1. PURPOSE

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

2. SCOPE

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

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

3 DEFINITIONS

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

“Employee” means any person employed by the University.

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

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

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

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

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

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

4 PERSONAL CONDUCT

- 4.1 University employees will provide service to the public in a manner that is courteous, professional, equitable, efficient, and effective. Employees must be sensitive and responsive to the changing needs, expectations, and rights of a diverse public in the proper performance of their duties.
- 4.2 The University is committed to providing a respectful learning and working environment that allows for full and free participation of all members of the University community as outlined in B.511 Discrimination, Bullying and Harassment Policy.
- 4.3 The University is dedicated to fostering an inclusive environment which is supportive of fair and equitable treatment of all members within its diverse community, no matter their social identity as described in B.512 Human Rights, Diversity, Inclusion and Equity policy. Employees are to treat each other with respect and dignity and must not engage in discriminatory conduct prohibited by the Human Rights Code. The prohibited grounds are race, colour, ancestry, place of origin, religion, family status, marital status, physical disability, mental disability, sex, sexual orientation, age, political belief or conviction of a criminal or summary offence unrelated to the individual’s employment.

- 4.4 Further, the conduct of Capilano employees in the workplace must meet acceptable social standards and must contribute to a positive work environment. An employee's conduct must not compromise the integrity of Capilano University or the BC Public Service.
- 4.5 All employees may expect and have the responsibility to contribute to a safe workplace. Violence in the workplace is unacceptable. Violence is any use of physical force on an individual that causes or could cause injury and includes an attempt or threatened use of force.
- 4.6 Employees must report any incident of violence as outlined in the OP.418 At-Risk Behaviour and Violence Response and Prevention Policy. Any employee who becomes aware of a threat must report that threat if there is reasonable cause to believe that the threat poses a risk of injury. Any incident or threat of violence in the workplace must be addressed immediately.
- 4.7 Employees must report safety hazards or unsafe conditions or acts in accordance with the provisions of the *WorkSafeBC Occupational Health and Safety Regulations*. Concerns may be addressed to the employee's direct supervisor, manager, director/dean, a human resources advisor, the Office of Safety and Emergency Services or your association's representative on the Health and Safety Committee in accordance with the responsibilities as outlined in OP.420 Safety and Emergency Services Policy.

2. CONFLICT OF INTEREST

- ~~5.1—A conflict of interest occurs when an employee's private affairs or financial interests are in conflict, or could result in a perception of conflict, with the employee's duties or responsibilities in such a way that:~~
- ~~a) —The employee's ability to act in the public interest could be impaired; or~~
- ~~b) —The employee's actions or conduct could undermine or compromise:~~
- ~~i. —the public's confidence in the employee's ability to discharge work responsibilities;~~
- ~~ii. —a student's well-being by way of using the employee's position of authority to inappropriately advance, protect, influence, or harm the interests of a student with whom they have a relationship; or~~
- ~~iii. —the trust that the public places in the BC Post-Secondary System.~~
- ~~5.2—Conflicts of interest arising from relationships between employees and students are addressed in B.311 Employee-Student Relationships policy and supporting procedure.~~
- ~~5.3—While the University recognizes the right of employees to be involved in activities as citizens of the community, conflict must not exist between employees' private interests and the discharge of their employment duties. Upon accepting a position with Capilano University, employees must arrange their private affairs in a manner that will prevent conflicts of interest (or the perception of conflicts of interest) from arising, or that could imply that the activity is an official act of the University or is University supported.~~

~~5.4—Employees who find themselves in an actual, perceived, or potential conflict of interest must disclose the matter to their administrator (i.e. manager, director/dean). The administrator will consult with their Human Resources representative to determine if there is a conflict and, if so, if it can be resolved or mitigated. Examples of conflicts of interest include, but are not limited to, the following:~~

- ~~a) —An employee uses Capilano’s property, equipment or other resources, including remunerated time, or their position, office or Capilano’s affiliation to pursue personal interests or the interests of another organization;~~
- ~~b) —An employee is in a situation where the employee is under obligation to a person who might benefit from or seek to gain special consideration or favour;~~
- ~~c) —An employee, in the performance of duties, gives preferential treatment to an individual, corporation, or organization, including a non-profit organization, in which the employee, or a relative or friend of the employee has an interest, financial or otherwise;~~
- ~~d) —An employee benefits from, or is reasonably perceived by the public to have benefited from, the use of information acquired solely by reason of the employee’s employment;~~
- ~~e) —An employee benefits from, or is reasonably perceived by the public to have benefited from, a university transaction over which the employee can influence decisions (i.e., investments, sales, purchases, borrowing, grants, contracts, regulatory or discretionary approvals, appointments); and/or an employee accepts a personal gift or benefit.~~

5.1 Employees should avoid situations where their private affairs or financial interests are in conflict, or could be perceived to be in conflict, with their obligations to act in the best interests of the University.

5.2 Employees should also recognize the power they have in relation to Students and ensure that relationship is not used for the personal benefit of either party.

5.3 Employees who are in doubt as to whether their interest or actions could be considered to constitute a conflict of interest or commitment should disclose the matter to their Administrator in accordance with B.517 Conflict of Interest Policy

Acceptance of Gifts, Entertainment, Benefits and Favours

~~5.55.4~~ An employee will not accept from an individual, corporation, or organization, directly or indirectly, a personal gift or benefit that arises out of employment at Capilano University, other than:

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

other than in situations outlined above.

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

- a) The benefit is of nominal value (less than \$50 and not in cash/credit card/coupon);
- b) The exchange creates no obligation;
- c) Reciprocation is easy; and
- d) It occurs infrequently.

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

5.85.7 B.212 Honoraria and Gifts Policy sets out the framework and principles for employees who approve, process, pay or receive honoraria for volunteer services or symbolic, low value gifts intended to show respect or as a token of appreciation.

Future Employment Restrictions

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

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

6 PROTECTION OF INFORMATION

6.1 Confidential information, in any form, that employees receive through their employment must not be disclosed, released, or transmitted to anyone other than persons who are authorized to receive the information. Employees who are in doubt as to whether certain information is confidential must ask their manager for the appropriate authority before disclosing, releasing, or transmitting the information.

6.2 Employees who in the course of their employment handle personal information must take due care to protect that information in line with B.700 Privacy and Access to Information, accessing such information only as necessary for the performance of their duties and reporting any suspected or actual Personal Information Incidents to their supervisor, manager, chair/coordinator, or administrator or directly to the Privacy Officer in accordance with B.700.1 Personal Information Incident Management Procedure.

6.3 Employees that receive requests for information outside of their normal duties should seek the advice of their supervisor, manager, chair/coordinator, or administrator. Personal Information about students or employees should not be released to any third party without the express

consent of the individual or in specific limited circumstances set out in the Freedom of Information and Protection of Privacy Act (FIPPA). Employees who are unsure how to respond to a request should contact the Privacy Office for advice. Requests from outside parties for non personal information that is not publicly available should be sent to the Privacy Officer to manage as Freedom of Information Requests.

- 6.4 Materials that contain confidential or personal information should not be disposed of in regular waste containers, but instead be shredded or in “Confidential Paper – Shredding and Recycling” containers.
- 6.5 Employees shall not be associated with information that the employee knows, or should know, to be false or misleading, whether by statement or omission.

7 ALLEGATIONS OF WRONGDOING

- 7.1 Employees have a duty to report, in accordance with B.310 Protected Disclosure (Whistleblower) Policy and Procedure any situation relevant to the University that they believe constitutes a wrongdoing, that is a deliberate act of commission or omission in the context of University related duties and activities that is dishonest, unethical, or involves a conflict of interest including but not limited to:
- a) abuse of public trust;
 - b) endangering any person or the environment;
 - c) fraud or serious financial misconduct ;
 - d) breach of University policy and/or procedures;
 - e) violation of a legal or regulatory requirement;
 - f) gross or systemic mismanagement or abuse of authority;
 - g) any other act or omission that could seriously damage the University’s operations, reputation, or financial standing;
 - h) knowingly directing or counselling a person to commit a Wrongdoing or colluding with another to commit Wrongdoing;
 - i) obstructing a person’s right to disclose Wrongdoing as outlined in this Policy and
 - j) any Reprisals for seeking advice about or reporting Wrongdoing or participating an investigation of Wrongdoing.
- 7.2 Employees will not be subject to discipline or reprisal for bringing forward, in good faith, protected disclosures of Wrongdoing in line with B.310 Protected Disclosure (Whistleblower) Policy and Procedure.

8 DESIGNATED OFFICER

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

RELATED POLICIES AND GUIDANCE

[B.212 Honoraria and Gifts Policy](#)

[B.310 Protected Disclosure \(Whistleblower\) Policy](#)

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

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


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

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

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

REFERENCES

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

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.311	Vice President, Finance and Administration		
Policy Name			
Employee-Student Relationships			
Approved by	Replaces	Category	Next Review
Board	S2003-05	C	June 2020
Date Issued	Date Revised	Related Policies, Reference	
June 13, 2017		B.311.1 (Employee-Student Relationships Procedure) E.501, E.702, B.310, B.401, B.506	

1. PURPOSE

- 1.1. Capilano University is committed to ensuring a fair and equitable learning environment for all students, therefore, conflicts of interest and the appearance of conflicts of interest must be avoided. Employees must avoid conflicts of interest that may impede or compromise their responsibility to instruct, supervise, evaluate, or make decisions about students in a fair and equitable manner. It is important to ensure fair methods of instruction, supervision, evaluation and decision-making in relation to students, and to eliminate any actual, or perceived, conflicts of interest arising out of relationships between employees and students.
- 1.2. The purpose of this Policy is to provide a reporting mechanism for students and other members of the University community.

2. APPLICATION OF THE POLICY

- 2.1. This Policy is specifically to address relationships between employees and students.
- 2.2. For the purposes of this Policy and its associated procedures:

“**employee**” means any person employed by the University, and

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

3. POLICY STATEMENT

3.1. Conflict of Interest – Employee – Student Relationships

- 3.1.1.A conflict of interest exists in any situation where an employee has non-professional

interests that conflict, or could be perceived to conflict, with the employee's professional responsibilities to a student.

3.1.2. When an employee can be rightly accused of actual or perceived conflict, or using his/her position of authority to inappropriately advance, protect, influence, or harm the interests of a student with whom he/she has a relationship, there exists a conflict of interest. Such conflicts have the potential to harm the integrity and fundamental mission of the University. Thus, the issue of conflict of interest needs to address situations where there is a reasonable apprehension that a relationship between an employee and a student may confer or may be perceived to confer upon a student an unfair advantage or to subject a student to an unfair disadvantage.

3.1.3. Employees are responsible for seeking guidance from the Dean, the senior administrator responsible for the employee, or the Associate Vice President, Human Resources before engaging in any activities that might be perceived as involving conflict of interest.

3.1.4. In addressing such conflicts of interest, the University seeks to protect both the institution and all members of the University community who could be impacted.

3.2. The Limitations of the Policy

3.2.1. It may not be possible to document every instance in which a conflict of interest might occur or be perceived to occur. Since such instances are extensive and cannot all be covered by policy, employees are expected to conduct themselves at all times with the highest of ethical standards and in a manner which will bear the closest scrutiny. For instance, faculty members and students should be aware that relationships between faculty members and students involve trust and disparities in power, and may give rise to perceptions of bias, unfair advantage, or unfair treatment. All employees must recognize the power they have in relation to students (for example, in grading, practicum supervision, academic advising, counselling, awarding of scholarships, and the provision of references for graduate and professional schools, or employment). This power imbalance between an employee and a student must not be used for the personal benefit of either.

4. DISCLOSING AND REPORTING

4.1. Identifying a Professional Relationship between an Employee and a Student

4.1.1. A professional relationship exists between an employee and a student when the employee has or might logically be expected to have a direct supervisory, evaluative or decision-making role with regard to a student.

4.1.2. A professional relationship also exists when an employee is undertaking tasks associated with his/her professional role (e.g. program admission, registration, placement testing

etc.) and the employee has the ability to act in a manner that would appear to a reasonable person to benefit or disadvantage a student.

4.2. Identifying a Relationship between an Employee and a Student

4.2.1. For the purposes of this Policy, relationships include, but are not limited to:

- Family relationships such as those between spouses or spousal equivalents, parents and children, siblings, in-laws, grandparents and grandchildren, and close relatives of spouses, including step- or in-law relatives;
- Friends or their relatives;
- Commercial or business relationships;
- Relationships between persons whose economic interests are closely interrelated;
- Present or previous romantic or sexual relationships; and,
- Other significant relationships.

4.2.2. If an employee is in doubt about whether a particular relationship could be viewed as creating a conflict of interest, he/she must consult with the Dean, the senior administrator responsible for the employee, or the Associate Vice President, Human Resources before engaging in professional activities that might be perceived as involving conflict of interest.

4.3. Obligation to Disclose

4.3.1. Just as employees have a responsibility to instruct, advise, supervise, evaluate, and make decisions about students in a fair and equitable manner, they also have a duty to avoid conflicts of interest and to disclose situations that have a potential for conflict of interest and that may impede or compromise the fulfillment of their responsibility.

4.3.2. The University expects employees to assess their own interests, involvement and activities and to disclose any conflict of interest or potential conflict of interest as described in this Policy in accordance with the procedures set out in B.311.1 Employee – Student Relationships Procedure.

4.3.3. The University requires prior disclosure of any circumstance in which an employee's professional judgment may be called into question because of a conflict of interest or the potential for conflict of interest.

4.3.4. Failure to disclose an actual or potential conflict of interest is a serious matter and a breach of trust and may result in disciplinary action, up to and including termination from

employment.

4.4. Opportunity to Report

4.4.1. Students and third parties may report concerns about a potential conflict of interest in accordance with the procedures set out in B.311.1 Employee – Student Relationships Procedure.

4.5. Protection from Reprisal

4.5.1. The University will not tolerate any reprisal, either direct or indirect, against any student or third party who, in good faith, reports or discloses a concern about a potential conflict of interest under this Policy. A member of the University community who retaliates against a student or a third party is subject to disciplinary action up to and including termination from employment or expulsion from the University.

5. DESIGNATED OFFICER

5.1. The Vice President, Finance and Administration is responsible for the administration of this Policy and the development and subsequent revisions of any associated procedures.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.1: B.212 Honoraria and Gifts Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Narisha Jessani, Director Finance	

PURPOSE

The purpose of this report is to provide the background information on B.212 Honoraria and Gifts Policy in order to support approval of the revised policy. This report was presented to the Finance Committee at the April 4, 2024 meeting. The Committee passed a motion to recommend that the Board of Governors approve the revisions.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve the revisions to B.212 Honoraria and Gifts Policy.

BACKGROUND:

Policy Number and Name:	B.212 Honoraria and Gifts		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input checked="" type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	November, 2019
		Revised Date:	
		Next Review Date:	November, 2028
Procedure # and Name:	B.212.1 Honoraria and Gifts Procedures		
VP Responsible:	Tally Bains, Vice-President, Finance and Administration		
Proponent Responsible:	Narisha Jessani, Director Financial Services		

Rationale for creation or review

This policy was first issued in 2019 and as a new policy it is now overdue for review at the three-year anniversary of approval as per Capilano University policy management protocol.

Context

The Honoraria and Gifts policy establishes the framework and principles for the payment of honoraria and the purchase of gifts.

Changes

The review of the policy and procedure demonstrated that in general implementation has been successful with few changes required. One area that was previously insufficiently addressed related to the appropriate practices for the award of honoraria and gifts to Indigenous Peoples. Two key changes to the policy have been made:

- This policy does not apply to Elders who are part of the Elders Circle; these payments will fall under Elder Circle Services contracts.
- This policy now states that it supports upholding appropriate cultural protocols, which includes forms of monetary advances provided for Indigenous programs, ceremonies, and events.

Risk, Benefits and Strategy alignment

The policy and procedure assist with the alignment of different forms of remuneration at CapU with the appropriate guidelines and policy framework that should be referenced when such payments are made. This increases transparency and consistency of decisions regarding honoraria and gifts and ensures that appropriate controls are in place.

Consultation

Financial Services has consulted internally and externally to gain insight into the implementation of policy and procedures related to honoraria and gifts. Groups consulted included the Accounts Payable, People, Culture and Diversity, and Payroll departments. Financial Services maintains an issues log to track all issues, concerns, and questions related to finance policies and this was used to inform the review. In addition, an analysis of the general ledger transactions related to honoraria and gift payments was carried out. This analysis showed that honoraria awarded and gifts provided were generally appropriate and reasonable.

Review and approval process timelines


Date	Committee	Purpose
March 5, 2024	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
March 20, 2024	SLC	To review, ask for further amendments if required or recommend for Board sub-committee consideration
April 4, 2024	Finance Committee	Review, request amendments if required or recommend for Board approval
April 30, 2024	Board of Governors	Final approval

Plan for associated training or awareness raising

In the process of updating the policy, Financial Services noted some recurring issues in the implementation of the B.212 Honoraria and Gifts Policy. Accounts Payable team requires policy training refresh to ensure strong and consistent understanding and enforcement of policy and procedures.

Attachments

#	NAME
1	B.212 Honoraria and Gifts Policy

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.212	Vice-President, Finance and Administration		
Policy Name			
Honoraria and Gifts Policy			
Approved by	Replaces	Category	Next Review
Board	<i>Capilano University Guideline– Hiring Individuals for Services (May 2010) ARM5502 Illness and Bereavement –Flowers and Gifts</i>	Finance	November 2022
Date Issued	Date Revised	Date in effect	Related Policies ,Reference
November 26, 2019			<i>B.212.1 Honoraria and Gifts Procedures FIN-B212-01 Honoraria and Gifts Form B.205 Retirement Recognition Policy for Capilano University Employees B.506 Standards of Conduct FIN-B212-01 Honoraria and Gifts Form Taxpayer Accountability Principles</i>

1. PURPOSE

1.1 This policy establishes the framework and principles for the payment of Honoraria and the purchase of Gifts for Capilano University (“the University”).

1.2 This policy also supports the upholding of appropriate cultural protocols, which includes forms of monetary advances provided for Indigenous programs, ceremonies, and events.

2. DEFINITIONS

“**Alumni**” students who have earned 54 academic credits or have obtained credentials from the University.

“**Gift**” an item of minimal value given to an employee or non-employee as a symbolic gesture of respect or token of appreciation that is supported by an underlying business-purpose.

“**Honoraria**” a nominal, non-recurring token payment given to an employee or Non-employee for volunteer services where there is no expectation of remuneration or legal obligation.

“**Non-employee**” a person or entity that is not an employee of the University including students, volunteers, alumni, donors, guests or visitors.

3. SCOPE

- 3.1 This policy applies to employees who approve, process, pay or receive Honoraria or Gifts.
- 3.2 This policy does not apply to marketing initiatives wherein token gifts may be provided for promotional purposes.

3.3 This policy does not apply to Elders who are part of the Elders Circle; these payments will fall under Elder Circle Services contracts.

4. POLICY STATEMENT

General

- 4.1 *Taxpayer Accountability Principles* prescribed by the Government of British Columbia necessitate:
- a) cost consciousness, accountability, appropriate compensation, service, respect and integrity in the operation of all public sector entities, and
 - b) good judgment, moderation and adequate justification when incurring and/or approving honoraria payments and purchasing gifts.
- 4.2 Decisions to use University funds for Honoraria and Gifts must consider and comply with the requirements of B.506 Standards of Conduct Policy.
- 4.3 Employees are responsible for understanding what constitutes an Honorarium or Gift and for seeking clarity from the Vice-President, Finance and Administration or designate where there is uncertainty.
- 4.4 Honoraria payments and Gifts must:
- a) respect the cultural sensitivities, expectations and traditions of the recipient;
 - b) reflect the University's cultural, professional and social values; and
 - c) be approved and processed as prescribed in B.212.1 Honoraria and Gifts Procedures.
- 4.5 The Vice-President, Finance and Administration is responsible for:
- a) implementing procedures for approving and processing Honoraria payments and Gift purchases;
 - b) complying with the payroll tax regulations relating to Honoraria payments and Gift purchases for employees, third parties and students; and
 - c) implementing and monitoring this policy, related procedures and associated expenditures.
- 4.6 Sections of this policy may be waived or adjusted on an exceptional basis subject to
- a) written justification prepared in advance, that outlines extraordinary circumstances, and
 - b) pre-authorization by both the responsible Vice-President and the Vice-President, Finance and Administration.

- 4.7 Employees who do not comply with this policy, falsify supporting documentation or misappropriate University funds may be subject to disciplinary action up to and including termination of employment.

Honoraria payments

4.8 Honoraria payments to Non-employees

- a) may be approved for volunteer services and services traditionally rendered without charge where such services benefit the University. For clarification, volunteer services may not always require an honoraria payment, and
- b) must be paid through Accounts Payable and may require the issuance of a T4A.

4.9 Honoraria payments to employees

- a) are permitted for services that are not part of regular duties or performed during regular work hours, as specified in an employment contract or job description;
- b) must be pre-authorized by Human Resources the People, Culture, and Diversity department to ensure there is no conflict with collective agreements or policy; and
- c) must be processed through Payroll, reported as taxable income and subject to statutory source deductions without benefits (e.g. pension).

4.10 Gifts for Non-employees

- a) Gifts may be purchased for Non-employees where they are supported by an underlying business-purpose.
- b) Gifts for Non-employees who are students are
 - i) permitted for volunteer services and services traditionally rendered without charge where such services benefit the University, and
 - ii) not permitted to recognize academic achievement.
- c) Eligible gifts for Non-employees include cash, gift certificates, gift cards, tangible gifts such as alcohol, flowers, food, personal keepsakes, and other customary souvenirs.

4.11 Gifts for employees

- a) Gifts may be given to employees for the following events, subject to the restrictions set out in sections 4.14 and 4.15
 - i) retirement as specified in B.205 Retirement Recognition Policy for Capilano University Employees;
 - ii) illness or death of an employee or immediate family member; and
 - iii) other exceptional events that may be authorized in advance by the responsible Vice-President.
- b) Eligible gifts for employees include tangible gifts such as flowers, food, personal keepsakes, and souvenirs. Whenever possible, such gifts should be purchased from the University Bookstore.

- c) Cash and near-cash gifts (e.g. cash, gift certificates, gift cards) for employees are permitted only for retirement recognition as prescribed in B.205 Retirement Recognition Policy for Capilano University Employees and must be reported as taxable income and subject to statutory source deductions without benefits (e.g. pension).

5. DESIGNATED OFFICER

The Vice-President, Finance and Administration is the Policy Owner, responsible for ~~implementing, administering and ensuring compliance with the oversight of~~ this Policy. The Administration of this Policy and the development, subsequent revisions to and operationalization of any associated related procedures is the responsibility of the Director Finance.

6. RELATED POLICIES AND GUIDANCE

B.212.1 Honoraria and Gifts Procedures

Honoraria and Gifts Forms (FIN-B212-01 and FIN-B212-02)

B.205 Retirement Recognition Policy for Capilano University Employees

B.506 Standards of Conduct

7. REFERENCES

Taxpayer Accountability Principles



BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.2: B.218 Capital Assets Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Narisha Jessani, Director Finance	

PURPOSE

The purpose of this report is to provide the background information on B.218 Capital Assets Policy in order to support approval of the new policy. This report was presented to the Finance Committee at the April 4, 2024 meeting. The Committee passed a motion to recommend that the Board of Governors approve the new policy.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve the new B.218 Capital Assets Policy.

BACKGROUND:

Policy Number and Name:	B.218 Capital Assets Policy <i>(E.203 Capital and Operating Expenditures Policy to be rescinded)</i>		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input checked="" type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input checked="" type="checkbox"/> New <input type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	
		Revised Date:	
		Next Review Date:	
Procedure # and Name:	n/a		
VP Responsible:	Tally Bains, Vice-President, Finance and Administration		
Proponent Responsible:	Narisha Jessani, Director Financial Services		

Rationale for Creation

A capital asset policy establishes the framework for the management and control of capital assets which includes capital planning, recording, reporting, custody and control of assets.

The university currently does not have a policy in this area. The university does have an old operational policy, E.203 Capital and Operating Expenditures Policy which was issued in 1990 and last revised in 2009. This policy focuses on documenting the difference between capital versus operating expenditures and includes an outdated capital threshold of \$1,000 (the threshold currently used is \$5,000). SLC has approved the rescinding of this policy pending approval of the new B.218 Capital Assets Policy.

The new Capital Asset Policy has been created to fill this void and to ensure compliance with Generally Accepted Accounting Principles (GAAP) and Public Sector Accounting Board (PSAB) standards for not-for-profits.

Context

The establishment of robust controls on capital assets has been limited by the availability of a technological solution. The implementation of the new ERP system will help the university in advancing these controls from acquisition, custody and retirement of capital assets. The system will also support the development of a detailed capital asset register, an issue that has been identified by the auditors in their audit findings report. It will also support calculation of amortization at the asset level (currently done by Finance at the asset group level).

Finance has manual controls and workarounds in place to manage the accounting aspects of the capital asset that will continue until the system solution is in place. The Capital Asset Policy will be supported by a Capital Asset Procedure that will be developed in alignment with new processes that will be developed as part of the implementation of the new ERP.

Background

Capital thresholds, asset groupings and amortization period.

Finance has reviewed available information on other PSI website related to capital thresholds, asset categories and amortization periods. Capital threshold information was difficult to obtain if not disclosed in policy. The university's current threshold of \$5,000 appears reasonable and no change is being considered at this time.

Capital Thresholds

PSI	Asset	Threshold
CapU	All	5,000
BCIT	All	Not disclosed in Policy
KPU	All	Not disclosed in Policy
Langara	All	2,500
	Computer Hardware	300
VIU	All	Not disclosed in Policy
UFV	All	Not disclosed in Policy
TRU	All	5,000

Asset grouping and amortization period for other PSI's is easier to obtain as this information is disclosed in the audited financial statements. Changes to asset groupings is not being considered at this time but will be reviewed when we implement the new ERP system.

Asset Groupings and Amortization Periods

Asset Groupings (as per audited financial statements)	Amortization (years)						
	CapU	BCIT	KPU	Langara	VIU	UFV	TRU
<i>Buildings</i>		40	40		5-60	20-60	15-50
<i>Buildings and improvements</i>				6-60			
<i>Buildings, concrete/steel</i>	40						
<i>Building, woodframe</i>	20						
<i>Buildings under capital lease</i>							15-50
<i>Capital Projects/Renovations</i>		10-25					15-50
<i>Computer Equipment</i>	4		4		5-18		
<i>Computer Hardware</i>		4		3-7		2-4	
<i>Computer Software</i>	3	5		3-15	5-18	2-4	
<i>Equipment Under Capital Leases</i>			Lesser of 5 years or lease term		5		3-10
<i>Furniture and Equipment</i>	5	10	5		5-15	5-10	3-10
<i>Furniture and Fixtures</i>				10			
<i>Land Improvements</i>							10-30
<i>Library Books/Holdings</i>		10	10	5	10	10	3-10
<i>Leasehold Improvements</i>	Lesser of lease term or 10	30			Term of Lease	Life of the Lease	
<i>Major Equipment</i>			10-20				
<i>Major Site Improvements</i>			10		5-20	10	
<i>Office Equipment</i>				4-15			
<i>Public Works</i>	10						
<i>Technology Infrastructure</i>			8				
<i>Vehicles</i>	10				5		

Capilano University's note disclosure in the audited financial statements references two groupings for buildings: (1) concrete/steel with amortization period of 40 years and (2) wood frame with amortization period of 10 years. This will be updated to reflect only one grouping labelled Buildings with amortization period of 40 years as this is what is currently in place.

Capilano University – Asset groupings and amortization period (per audited financial statements)

Asset	Rate
Buildings, concrete/steel	40 years
Buildings, wood frame	20 years
Leasehold improvements	Lesser of lease term or 10 years
Computer equipment	4 years
Software	3 years
Office furniture and equipment	5 years
Public works	10 years
Vehicles	10 years

General Ledger Analysis

The university's manual processes require considerable re-work within the capital area as transactions are first coded to general ledger codes in the 9XXXX series to enable reporting to departments. Finance does a monthly journal entry to transfer monthly expenditures to the appropriate balance sheet capital asset codes and calculate amortization at the asset group level. Financial Services also reviews the operating expense GL accounts to identify purchases that exceed the \$5,000 capital threshold and should have been capitalized. This used to result in a considerable number of corrections but the implementation of Finance policies and the focus on understanding operating and capital budgets has

resulted in a reduction in the volume of corrections required. A review of the most complete recent fiscal year FY22-23, only eight transactions of total value \$91,284 were incorrectly coded to operating expenses and required a correction.

Changes

This is a new policy. The existing policy E.203 Capital and Operating Expenditures will be rescinded on approval.

Risk, Benefits and Strategy Alignment

The Capital Asset policy establishes the framework for management and control of capital assets. The new ERP system will eliminate the current manual processes and will support the safeguarding of the university's capital assets.

Consultation

Capital asset purchases are mainly within the Digital Technology Services and the Facilities Services and Campus Planning department; therefore, consultation efforts were focused on discussions with these two teams and internal Finance department teams.

The Facilities Department emphasized the need for clearly defined definitions relating to capital assets and their useful lives as well as the importance and need for training upon implementation of the new Policy.

The DTS Department explained the current technological changes where physical software is shifting to virtual software. This results in increased operating expenses as these were costs previously capitalized. Specifically, the University pays a subscription cost for software and cloud data storage to Microsoft, which would be operating expense under the Policy, but technically should be capitalized with only the costs of maintaining the cloud storage being expensed. This is currently a discussion across several industries as the majority of institutions are moving to cloud-based storage rather than physical. The Department also noted that a wide range of equipment falls under one "computer equipment" asset type and is manually tracked currently. As we implement the new system, we are looking to automate these processes and track asset types individually.

-
Finance has also engaged with the auditors to discuss new areas of development with intangible assets, in particular related to implementation of our new ERP system. In summary, the accounting standards are still trying to "catch-up" to technology advancements. The new Capital Assets Policy focuses on ensuring that the university is in compliance with applicable accounting standards.

Review and Approval Process Timelines


Date	Committee	Purpose
March 5, 2024	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
March 20, 2024	SLC	To review, ask for further amendments if required or recommend for Board sub-committee consideration
April 4, 2024	Finance Committee	Review, request amendments if required or recommend for Board approval
April 30, 2024	Board	Final approval

Plan for Associated Training and Awareness Raising

No additional training is planned for this policy. Finance will continue to work closely with the Digital Technology Services and the Facilities Services and Campus Planning department and support departments that have been allocated a capital budget.

Attachments

#	Name
1	B.218 Capital Assets Policy

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.218	Vice-President, Finance and Administration		
Policy Name			
Capital Assets			
Approved by	Replaces	Category	Next Review
Board	E.203 Capital and Operating Expenditures	Finance	
Date Issued	Date Revised	Date in effect	Related Policies
			B.215 Spending and Signing Authority Policy B.313 Procurement Policy

1. PURPOSE

The purpose of this policy is to establish the framework for the administration of Capital Assets at Capilano University ("University").

2. DEFINITIONS

"Amortization" the process of gradually expensing the initial cost of an asset over its useful life.

"Capital Assets" comprising Tangible identifiable assets that:

- a) have a cost that meets or exceeds the University's asset Capitalization Threshold;
- b) have useful economic lives extending beyond a fiscal period;
- c) are used or intended to be used on a continuing basis, to provide services or for administrative, maintenance or repair purposes and are not intended for sale in the ordinary course of operations; and
- d) the University has title to or have been financed by means of a Capital Lease.

"Capital Lease" a payment method used to acquire a Capital Asset whereby substantially all the benefits and risks incidental to ownership of the asset will be transferred from the lessor to the lessee at the conclusion of the payment term.

"Capitalization Threshold" the minimum cost for an asset or group of similar assets acquired concurrently, that must be capitalized and not charged as an operating expense.

"Cost" is used in this policy to mean the amount of consideration given up by the University to acquire, construct, develop or better a Capital Asset and includes all costs directly attributable to the acquisition, construction, development or betterment (enhancements to the service potential) of the capital asset including installation at the location and in the condition necessary for its intended use. Cost also includes asset retirement cost that may arise. For a contributed Capital Asset, cost is fair value at the date of contribution. In unusual circumstances when fair value cannot be reasonably determined, cost should be a nominal value.

“Tangible” is used in this policy to mean easily seen or recognized, or able to be touched or felt.

“Useful Life” the estimate of the period over which a Capital Asset is expected to be used by the University or the expected number of production or similar units that can be obtained from the capital asset by the University. The life of a Capital Asset may extend beyond its useful life to the University.

3. SCOPE

This policy applies to all Capital Assets owned or held under a Capital Lease by the University.

4. POLICY STATEMENT

Capital Asset planning and authority

- 4.1 The Vice President Finance and Administration will prepare an annual and multi-year capital plan that covers all activities relating to the acquisition, construction, development, maintenance, and disposal of Capital Assets by the University. The annual and multi-year capital plan must be developed as part of the university’s integrated planning and budgeting process and will be reviewed by the Finance Committee and approved by the Board of Governors each year.
- 4.2 The annual and multi-year capital plans must identify new capital projects, major capital projects that are in progress and departmental capital budgets.
- 4.3 New capital projects are those projects that the university is planning for. Projects may be at different stages in development such as project identification, business case development or vendor selection, and could be dependent on receiving funding from the Ministry or external sources.
- 4.4 Board of Governors approval of the new capital projects included in the annual and multi-year capital plan authorizes management to proceed with the work required to move the projects to the next stages. A separate briefing report will be presented to the Board of Governors for these projects to authorize the acquisition of the Capital Asset.
- 4.5 The Vice-President Finance and Administration will report and compare actual expenditures and significant variance relating to the University’s capital plan to the Finance Committee.
- 4.6 The procurement process for Capital Assets must comply with B.313 Procurement Policy and related procedures.
- 4.7 Financial authority for the acquisition, disposal or write-down of Capital Assets is governed by B.215 Spending and Signing Authority Policy.
- 4.8 As prescribed in the *University Act (s50)* the Ministry responsible for post secondary education must approve the transfer, disposal or lease of the University’s land.

Recording and reporting capital assets

- 4.9 The University's accounting policies for Capital Assets and Capital Leases must comply with Generally Accepted Accounting Principles for not-for-profit organizations issued by the Public Sector Accounting Board ("PSAB").
- 4.10 The basis for amortization and applicable amortization rates will be determined based on best practices for similar organizations and asset types.
- 4.11 The Vice-President Finance and Administration will regularly review the amortization method, Useful Life and remaining unamortized cost of significant Capital Assets and ensure that revisions are made when clearly appropriate.
- 4.12 An asset acquired by way of a Capital Lease that meets the definition of a Capital Asset must be recorded and reported on the University's statement of financial position as a Capital Asset.
- 4.13 Obligations associated with the retirement of Capital Assets must be recognized and disclosed in accordance with PSAB 3280 - Asset Retirement Obligations.
- 4.14 Capital Assets that are no longer being used on a continuing basis and are considered surplus to requirements must be disposed of at fair value and in accordance with B.313.1 Procurement Procedures.

Custody and control of Capital Assets

- 4.15 The Vice-President Finance and Administration is responsible for implementing systems and processes to account for and monitor custodial responsibilities for the University's Capital Assets including measures to:
- a) identify and record Capital Asset acquisitions, leases, disposals, amortization, and write-downs in the University's accounting system;
 - b) safeguard Capital Assets from damage or theft;
 - c) maintain Capital Assets in a condition to ensure their continuing economic value;
 - d) track the existence, location and condition of Capital Assets;
 - e) confirm and reconcile the existence and fair value of all significant assets to the University's accounting records each year; and
 - f) ensure that confidential, personal or other sensitive information is removed from any assets, equipment or media prior to disposal.
- 4.16 Systems and processes to implement custodial responsibilities may be based on the delegation of custodial responsibilities to managers for Capital Assets physically located within or affiliated to their responsibility centers.

4.17 The Vice-President Finance and Administration is responsible for implementing an asset tracking system that identifies all Capital Assets and key information including physical location, cost, accumulated amortization, net carrying value and Useful Life.

4.18 The Vice-President, Finance and Administration is responsible for assessing risks to the University's Capital Assets and implementing strategies such as insurance, to mitigate such risks.

5. DESIGNATED OFFICER

The Vice President, Finance and Administration is the Policy Owner, responsible for the oversight of this Policy. The Administration of this Policy and the development, subsequent revisions to and operationalization of any associated procedures is the responsibility of the Director, Financial Services.

6. RELATED POLICIES AND GUIDANCE

B.313 Procurement Policy

B.215 Spending and Signing Authority Policy

B.313.1 Procurement Procedures.

7. REFERENCES

University Act

CPPM Procedure Chapter I: Tangible Capital Assets

Generally Accepted Accounting Principles

PSAB 3150 - Tangible Capital Assets

PSAB 4230 - Capital Assets Held by Not-for-profit Organizations

PSAB 3280 - Asset Retirement Obligations

PSG 2 Leased Capital Assets Guideline



BOARD OF GOVERNORS REPORT

AGENDA ITEM: 10.1 B.111 Strategy Development and Review Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: April 30, 2024	
PRESENTER: Toran Savjord, VP Strategic Plan, Assess & Inst. Effect Aurelea Mahood, AVP Academic and Vice Provost	

PURPOSE

The purpose of this report is to provide the background information on the review of B.101 Vision, Values, Mission, Goals & Strategic Directions Policy and the development of B.111 Strategy Development and Review Policy in order to support the approval of B.111 Strategy Development and Review Policy and the rescinding of B.101 Vision, Values, Mission, Goals & Strategic Directions Policy.

This report was presented to the Governance and Planning Committee at their April 18, 2024 meeting. The Committee passed a motion to recommend the Board of Governors approve the new policy B.111 Strategy Development and Review and to rescind policy B.101 Vision, Values, Mission Goals & Strategic Directions policy.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approves the new B.111 Strategy Development and Review Policy and rescinds B.101 Vision, Values, Mission, Goals & Strategic Directions Policy.*

Policy Number and Name:	B.111 Strategy Development and Review Policy B.101 Vision, Values, Mission, Goals & Strategic Directions Policy (to be rescinded)		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee:	
		<input type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input checked="" type="checkbox"/> Governance and Planning Committee	
Category:	<input checked="" type="checkbox"/> New <input type="checkbox"/> Review <input checked="" type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	Oct. 5, 1976
		Revised Date:	Oct. 26, 2009
		Next Review Date:	April 2027
Procedure # and Name:	n/a		
VP Responsible:	Vice President Strategic Planning, Assessment & Institutional Effectiveness Vice President Academic & Provost		
Proponent Responsible:	Associate Vice President, Strategy, Analytics and Transformation Vice-Provost and Associate Vice President Academic		

Rationale for Creation or Review

B.111 Strategy Development and Review Policy is a new policy intended to replace B.101 Vision, Values, Mission, Goals & Strategic Directions Policy (B.101) which was written in 1976 and last updated in 2009.

B.101 was identified by the Policy Office in January 2022, together with B.206 Budget Policy as older policies needing review as to current relevance. The Director, Risk Management, Director, Finance, Associate Vice President, Strategy, Analytics and Transformation and the Vice President Finance & Administration reviewed and recommended rescinding both policies. The proposal to rescind the policies without replacement was endorsed by the Senior Leadership Council (SLC) and the Governance and Planning Committee. The proposal was then discussed at the Senate By-law, Policy and Procedure (BP&P) Committee and the Senate Budget Advisory Committee, recognizing that Section 35.2(6) of the *University Act* references “the mission statement and the educational goals, objectives, strategies and priorities of the special purpose, teaching university” as one of the matters where “the board must seek advice from the senate, on the development of educational policy”. As a result of those discussions, it was agreed to develop a new policy in this area prior to rescinding B.101.

Context / Summary

This policy describes the University’s approach to developing, reviewing and updating, and redeveloping its statements of purpose, vision and values and the Strategic and Academic Plans.

Risk, Benefits and Strategy Alignment

The policy affirms the University’s commitment to embed consultation in the strategy development process and the primacy of the Strategic and Academic Plans. This provides assurance to the university community and assists with the strategic planning process.

Consultation

The Associate Vice President, Strategy, Analytics and Transformation and the Director, Risk Management together with the Strategic Planning Lead reviewed B.101 and developed the new policy in consultation with the Vice President, Finance and Administration and the Vice President, Strategic Planning, Assessment & Institutional Effectiveness. The Vice-Provost and Associate Vice President Academic and the Vice President Academic & Provost developed/reviewed the academic aspects of the policy. During the development and consultation of the initial proposal to rescind B.101 without replacement, a full review of all BC PSI policy portfolios was conducted, and legal advice sought. The development of the new policy has been informed by a review of BC PSIs policies in this area, exemplary policies from other universities, and specialist legal advice. The policy has been presented to the Academic Leadership Council (ALC) and SLC and was reviewed by Senate’s BP&P Committee prior to presentation to the Senate.

Proponent Recommendation

That the Senior Leadership Council recommends the new B.111 Strategy Development and Review Policy, as presented, proceeds to the Governance and Planning Committee and then to the Board for review and approval, with the anticipation that B.101 Vision, Values, Mission, Goals & Strategic Directions Policy will be recommended for Board rescission at the same time.

Review and Approval Process Timelines

Rescinding of B.101

Date	Committee	Purpose / Outcome
January 9, 2023	SLC Policy Sub-Committee	Supported recommendation to rescind.
January 25, 2023	SLC	Endorsed recommendation to rescind.

February 9, 2023	Governance and Planning Committee	Endorsed recommendation to rescind but recommended Senate review.
June 1, 2023	Senate Budget Advisory Committee	Endorsed recommendation to rescind.
9 May, 2023 23 May, 2023 12 September, 2023	Senate By-law, Policy and Procedure Committee	Endorsed the rescinding of B.101 but asked for a replacement policy to be created prior to rescinding.

Review and approval of B.111

Date	Committee	Purpose
January 17, 2024	Academic Leadership Council	Review and request changes
February 6, 2024	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
February 23, 2024	Senate By-law, Policy and Procedure Committee	Review, propose improvements and determine if ready for Senate consideration.
March 20, 2024	Senior Leadership Council	To review, ask for further amendments if required or recommend for Board sub-committee consideration following Senate consultation
April 1, 2024	Senate	Review and make recommendations for Board consideration.
April 18, 2024	Governance and Planning Committee	Review, consider Senate recommendations, amend if required and recommend for Board decision to approve.
April 30, 2024	Board	Final approval of B.111 and rescinding of B.101.

Next Steps


It was proposed at the BP&P Committee and approved at Senate that the institutional student learning outcomes described in B.101 and captured in the Academic Calendar will be reviewed and updated and then be moved to form an appendix to Illuminating 2030.

Plan for Associated Training or Awareness Raising

Due to extensive consultation during development it is not anticipated that further awareness exercises will be required for this policy.

Attachments

#	Name
1	B.111 Strategy Development and Review Policy
2	B.101 Vision, Values, Mission, Goals and Strategic Directions

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.111	Vice President, Strategic Planning, Assessment & Institutional Effectiveness and Vice President Academic and Provost		
Policy Name			
Strategy Development and Review			
Approved by	Replaces	Category	Next Review
Board	B.101 Vision, Purpose, Values and Goals	Governance	
Date Issued	Date Revised	Related Policies	
	n/a		

1. PURPOSE

The purpose of this policy is to establish Capilano University's (the "University") approach to developing, reviewing and updating, and redeveloping its statements of purpose, vision and values and the Strategic and Academic Plans.

2. DEFINITIONS

"Strategic Plan" means for the purpose of this policy, the overarching institutional planning document that describes the shared purpose, vision and values and sets out the long-term goals of the University as a whole and the strategies to achieve those goals.

"Academic Plan" means for the purpose of this policy, the planning document that describes the University's overall academic goals and commitments and sets out how those goals and commitments will be achieved across all learning locations.

3. SCOPE

This policy applies to the development of the University's purpose, vision and values statements, and the University Strategic and Academic Plans.

4. POLICY STATEMENT

- 4.1 The University will engage with learners, employees, and community partners when developing, updating or redeveloping clear statements of its vision, purpose and values.
- 4.2 The strategic priorities and goals of the University will be developed within the context of the vision, purpose and values, informed by consultation processes, and will be expressed in the Strategic and Academic Plans.

- 4.3 The consultation approach to be used when developing, reviewing and updating or redeveloping vision, purpose and values statements and the University's Strategic and Academic Plans will be developed and shared with the Senate and Board. Consultation will include learners, employees, and community members.
- 4.4 The Strategic and Academic Plans provide the overarching direction that guides the University's long-term decisions and actions.
- 4.5 The University will regularly monitor its success in incorporating its vision, purpose and values in its actions and decisions and in achieving the priorities and goals set out in the Strategic and Academic Plans.
- 4.6 The University will periodically review its vision, purpose and values statements and the Strategic and Academic Plans and consider whether to update or to redevelop the statements and/or plans to reflect change in the post-secondary environment including the mandate from government and the current and future needs of learners, employees and communities. Reviews will normally occur every five years but may be prompted by pressures or opportunities at any time.
- 4.7 Redevelopments of the vision, purpose, values, statements, and the Strategic Plan will be initiated by the President or at the request of the Board. Redevelopments of the Academic Plan will be initiated by the VP Academic and Provost.
- 4.8 The University will, as needed, develop relevant plans to support the achievement of the priorities and goals expressed in the Strategic or Academic Plans. As with the Academic and Strategic Plans, a consultative approach will be adopted during the development, review, and any redevelopment of relevant plans. As the individuals and groups impacted by these plans will vary depending on the purpose and anticipated content, this will inform the breadth and method(s) selected for consultation. Where a "living document" is created, ongoing consultation may be deemed appropriate.

5. RESPONSIBILITIES

- 5.1 The Board is responsible for
- a) reviewing and approving the vision, mission and values statements of the University in collaboration with the Senate;
 - b) reviewing and approving the Strategic and Academic Plans;
 - c) monitoring the University's performance against the Strategic and Academic Plans;
- 5.2 The Board Governance and Planning Committee assists the Board in its strategic oversight role by providing advice on strategic planning for the University. The committee's role includes:
- a) Reviewing the Strategic and Academic Plans;
 - b) Monitoring performance against the Strategic and Academic Plans;

- 5.3 The Senate provides advice to the Board on the development or redevelopment of the vision, purpose and values statements and Strategic and Academic Plans, receives the Strategic and Academic Plans (including when significant changes are made) and makes recommendations to the Board on the educational goals, objectives, strategies and priorities expressed therein.

6. REPORTING

- 6.1 The Vice President Strategic Planning, Assessment & Institutional Effectiveness or their designate provides periodic reports on progress with the Strategic Plan to the Board.
- 6.2 The Vice President Academic and Provost or their designate provides periodic reports on progress with the Academic Plan to the Senate.

7. DESIGNATED OFFICER

The Vice President Strategic Planning, Assessment & Institutional Effectiveness and the Vice President Academic and Provost are the Policy Owners, responsible for the oversight of this Policy. The Administration of this Policy and the development, subsequent revisions to and operationalization of any associated procedures is the responsibility of the Associate Vice President, Strategy, Analytics and Transformation and the Director, Academic Planning & Quality Assurance.

8. REFERENCES

University Act, RSBC 1996, c. 468


Accountability Framework, Standards and Guidelines Manual

Strategic Plan - Envisioning 2030

Academic Plan - Illuminating 2030

Board Governance Manual

Board Governance and Planning Committee Terms of Reference

	Policy No.	Replaces	Policy
	B. 101	Policy 1	Board
	Policy Name		
VISION, VALUES, MISSION, GOALS & STRATEGIC DIRECTIONS			
Approved by	Responsibility		Category
Board	Board of Governors		Academic
Date Issued	Date Revised	Revision	Related Policies, Reference
Oct. 5, 1976	Oct. 26, 2009	9	

Vision

Students are drawn to our dynamic and unique programs, passionate faculty, welcoming staff, and close-knit learning environment; graduates are independent learners, thinkers, and doers actively contributing to their communities.

Values

We value

- diversity, and the individuality of learners.
- a culture of inquiry and evidence-based decision making.
- academic integrity.
- open engagement with ideas and respectful engagement with each other.
- personal accountability for the integrity and success of the University.
- commitment to our communities.
- transparency and an ethic of fairness.


Mission

We are a teaching-focused university offering a wide range of programs and services that enable students to succeed in their current studies, in their ongoing education, in their chosen careers, in their lifelong pursuit of knowledge, and in their contribution as responsible citizens in a rapidly changing and diverse global community.

Institutional Goals

Arising from the Mission statement, the Institutional Goals are broadly defined as the general areas of success that are desired for all students. From the Mission, the Institutional Goals are:

- Student success in ongoing education
- Student success in chosen career
- Student success in lifelong pursuit of knowledge
- Student success in contributing as responsible citizens in a rapidly changing and diverse global community

	Policy No.	Replaces	Policy
	B. 101	Policy 1	Board
	Policy Name		
VISION, VALUES, MISSION, GOALS & STRATEGIC DIRECTIONS			
Approved by	Responsibility		Category
Board	Board of Governors		Academic
Date Issued	Date Revised	Revision	Related Policies, Reference
Oct. 5, 1976	Oct. 26, 2009	9	

In support of the specific knowledge, understanding, and skills developed in individual programs, the institution has identified seven broad learning outcomes for all students. These institutional student learning outcomes are:

- Self-directed learning, awareness, and responsibility
- Up-to-date information gathering and research skills
- Communication skills
- Quantitative reasoning ability
- Group and social interaction skills
- Creative, critical, and analytical thinking skills
- Community/global consciousness and responsibility

Student achievement of these outcomes will be defined within the context of each program. While different programs of study will have a different emphasis on each of these outcomes and differing levels of expected competence, all programs are expected to address every outcome. These general student outcomes, along with the program specific outcomes, are the basis for measuring the success of the institution.


In order to effectively measure our success, the range of programs and services are organized into logical groupings, or themes. For Capilano University, the groupings are:

- Preparatory Studies
- General Education
- Specialized Programs
- Community Engagement

As we measure our outcomes we will gather information under these broad categories.

Strategic Directions


Strategic directions give the broad strokes outline of how we will reach our vision and determine those directions we wish to pursue and indicate those directions we do not wish to take. The following strategic directions form the basis for institutional priorities and actions.

	Policy No.	Replaces	Policy
	B. 101	Policy 1	Board
	Policy Name		
VISION, VALUES, MISSION, GOALS & STRATEGIC DIRECTIONS			
Approved by	Responsibility		Category
Board	Board of Governors		Academic
Date Issued	Date Revised	Revision	Related Policies, Reference
Oct. 5, 1976	Oct. 26, 2009	9	


- **At each campus, maintain a climate where students feel valued as individuals and supported in their learning.**
 - Provide a welcoming, dynamic and safe learning environment committed to excellence in education and to equity of access.
 - Provide excellent and innovative student services to support the growth and development of all learners.
 - Ensure that policies are in place to provide fairness and transparency of process.
 - Provide a highly interactive learning environment that personalizes learning.
 - Involve all employees in supporting student success.
 - Foster and support initiatives that bring students/employees together to enhance informal learning and sense of community.

- **Offer exemplary programs that provide opportunities for a broad range of students.**
 - In all areas of programming and service strive to be the benchmark for excellence.
 - Anticipate and respond to emerging needs for educational programs that build on the strengths of the institution.
 - Continue offering preparatory, certificate, diploma, and degree programs.
 - Design all programs so students can enter and exit at different points with appropriate credentials.
 - Offer programs and design curricula to meet our Institutional Goals.
 - Implement teaching strategies and methods that explicitly incorporate our Institutional Goals.
 - Measure the effect of these initiatives on program outcomes.
 - Maintain high academic standards that are clearly articulated.

- **Be a leader in university teaching and learning.**
 - Recognize that we are all learners, and provide professional development opportunities for all employees.
 - Recruit and retain faculty who have a passion for and commitment to teaching and learning as well as their discipline.
 - Develop a Teaching & Learning Centre that supports exemplary instruction, use of educational technology, and classroom innovation.
 - Encourage the scholarship of teaching and learning.

	Policy No.	Replaces	Policy
	B. 101	Policy 1	Board
	Policy Name		
VISION, VALUES, MISSION, GOALS & STRATEGIC DIRECTIONS			
Approved by	Responsibility		Category
Board	Board of Governors		Academic
Date Issued	Date Revised	Revision	Related Policies, Reference
Oct. 5, 1976	Oct. 26, 2009	9	

- Support activities integral to providing relevant, authentic and innovative education, including faculty professional engagement, appropriate research, and scholarly and creative activity.
 - Maintain excellence by incorporating appropriate assessment and accountability processes into our ongoing review and planning processes.
 - Undertake evaluation of services and programs based on defined outcomes.
- **Prepare students and employees to work in a diverse, multicultural and multinational environment.**
 - Support internationalization by increasing the number of students coming from outside of Canada to a maximum of 15% of the student body.
 - Increase the number of Canadian students participating in an international experience.
 - Develop increased capacity for employees to work with a diverse student population.
 - Incorporate curriculum that recognizes diversity and supports multicultural and multinational understanding.
- **Eliminate barriers, create pathways, and foster access to learning.**
 - Explore partnerships with the K-12 system to encourage post-secondary enrolment
 - Provide alternate entry points to encourage access for those who have not completed high school and other non-traditional learners
 - Build student capacity to fully access available supports and services.
 - Work as an educational partner with Aboriginal organizations to increase the participation and completion rates of Aboriginal post-secondary learners.
- **Build capacity to achieve our mission.**
 - Align our external relationships in support of our strategic directions.
 - Engage students, employees, alumni, community members, and organizations in the governance and growth of our institution.
 - Ensure adequate and diverse financial resources to enable student success.
 - Build facilities and processes that support learning.
 - Recruit, retain, and recognize employees committed to excellence.

	Policy No.	Replaces	Policy
	B. 101	Policy 1	Board
	Policy Name		
VISION, VALUES, MISSION, GOALS & STRATEGIC DIRECTIONS			
Approved by	Responsibility		Category
Board	Board of Governors		Academic
Date Issued	Date Revised	Revision	Related Policies, Reference
Oct. 5, 1976	Oct. 26, 2009	9	

- Ensure our technology and information systems are sufficient to support our mission.
- **Be responsible.**
 - Model equity and inclusivity, and be an employer of choice.
 - Commit to environmental integrity and sustainable development.
 - Provide a safe environment for all members and guests of the Capilano University Community.
 - Be transparent and accountable in all our activities.
 - Foster an environment that encourages community and individual advocacy, service support, and philanthropy.