



AGENDA OPEN MEETING OF THE BOARD

Tuesday, June 23, 2026

5:15 pm to 6:45 pm

Main Campus, Room BR126

Board Members

RJ Wallia (Chair), Debra Doucette (Chancellor), Jason Dewling (President & Vice Chancellor), Amina El mantari (Vice-Chair), Shelley Frost (Vice-Chair), Brittany John, David Ayriss, Janet Cox, Louisa Lun, Owen McLachlan, Pegah Yaghmaie, Prabal Gupta, Sam Tecele, Troy Abromaitis

Capilano University is named after Chief Joe Capilano (1854–1910), an important leader of the Skw̓xwú7mesh (Squamish) Nation of the Coast Salish Peoples. We respectfully acknowledge that our campuses are located on the unceded territories of the səilwətał (Tsleil-Waututh), shíshálh (Sechelt), Skw̓xwú7mesh (Squamish), and xʷməθkʷəy̓əm (Musqueam) Nations.

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
1. Land Acknowledgement and Approval of Agenda – RJ Wallia, Chair Motion: <i>THAT the Board of Governors approve the agenda as presented.</i>	Approval	-	2 min	Page 1
2. Welcome – Debra Doucette, OBC – RJ Wallia, Chair	-	-	3 min	-
3. Consent Agenda – RJ Wallia, Chair <i>(Disclaimer: The Consent Agenda includes Committee reports since the previous Board meeting, items recommended for approval, and correspondence. A Board member that approves of the Consent Agenda agrees to the information and its accuracy, without significant amendments or the need to separate a sub-schedule from the Consent Agenda for amendment and approval.)</i> Motion: <i>THAT the Board of Governors approve items under 3.1 and receive for information items under 3.2 and 3.3 of the Consent Agenda.</i>			5 min	
3.1. Items for Approval: 3.1.1. Minutes from the April 28, 2026 Board Meeting 3.1.2. Executive Compensation Disclosure Report for Fiscal 2025/26 3.1.3. B.201 Investment Policy 3.1.4. B.511 Discrimination, Bullying and Harassment Policy	Approval	3.1.1 3.1.2 3.1.3 3.1.4		Page 3 Page 6 Page 16 Page 30
3.2. Items for Information: 3.2.1. Board Committee Reports <i>(These reports summarize the activities of the Committee's last meeting and are for information.)</i> 3.2.1.1. Executive and HR Committee 3.2.1.2. Finance Committee 3.2.1.3. Audit and Risk Committee	Information	3.2.1.1 3.2.1.2 3.2.1.3		Page 43 Page 44 Page 46

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
3.2.1.4. Governance and Planning Committee		3.2.1.4		Page 47
3.3. Correspondence 3.3.1. Racism and Discrimination Policies Letter from Minister Sunner		3.3.1		Page 48
4. Place Holder: <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal		-
5. Board Chair’s Report – RJ Wallia, Chair	Information	Verbal	10 min	-
6. Senate Report – Alan Jenks, Senate Vice Chair and Amina El mantari, Senate Liaison	Information	Verbal	10 min	-
7. President’s Report – Dr. Jason Dewling, President & Vice-Chancellor	Information	7	10 min	Page 50
8. Academics – Dr. Lesley Brown, Interim VP Academic & Provost 8.1. Proposed Course Discontinuances – Faculty of Fine and Applied Arts Motion: <i>THAT the Board of Governors approve the discontinuance of 62 Faculty of Fine and Applied Arts courses.</i> 8.2. Proposed Course Discontinuances – Faculty of Arts and Sciences Motion: <i>THAT the Board of Governors approve the discontinuance of SOSC 320 People and the Environment: Past and Future Relationships and SOSC 401 Contemporary Issues: The Presence of the Past.</i>	Approval Approval	8.1 8.2	10 min	Page 58 Page 63
9. Finance Committee – David Ayriss, Committee Chair 9.1. Final Fiscal 2025/26 Financial Results – Tally Bains, VP Finance and Administration 9.2. Five-Year Capital Plan 2027/28 – 2031-32 – Ryan Blades, AVP, Facilities Services and Campus Planning Motion: <i>THAT the Board of Governors approve the Five-Year Capital Plan 2027/28 – 2031/32.</i>	Information Approval	9.1 9.2	10 min 5 min	Page 65 Page 94
10. Items from Board Closed Meeting – RJ Wallia, Chair 10.1 Chancellor Revised Job Description Motion: <i>THAT the Board of Governors approve the proposed revisions made to the Chancellor Job Description.</i> 10.2 Capilano University Institutional Planning and Resource Allocation Principles Motion: <i>THAT the Board of Governors approve the Institutional Planning and Budgeting Principles.</i>	Approval Approval	10.1 10.2	15 min	Page 99 Page 103
11. Board Chair and Vice-Chair Nominations and Election – Dr. Jason Dewling, President & Vice-Chancellor	Election	-	10 min	-
12. Meeting Close	-	-	-	-

Upcoming Board of Governors Open Meetings:
 TBD



MINUTES
BOARD OF GOVERNORS MEETING
 Tuesday, April 28, 2026
 4:45 – 6:45 pm
 Main Campus, BR126

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

Resource: Tally Bains, VP Finance & Administration and Board Secretary
 Tracy Penny Light, Interim VP Academic & Provost (outgoing)
 Lesley Brown, Interim VP Academic & Provost (incoming)
 Kari Wharton, VP University Relations
 Angela Ruggles, EA to VP Finance and Administration and Manager, Board Secretariat
 Nat Volo, EA to VP Strategic Planning, Assessment & Institutional Assessment (minutes)

Regrets: Yuri Fulmer, Chancellor
 Sam Teclé, Elected Faculty Member
 Troy Abromaitis, Appointed Member
 Brittany John, Appointed member

Guests: None

The meeting started at 4:56 pm.

1. Land Acknowledgement and Approval of Agenda

RJ Wallia, Chair of the Board of Governors, opened the meeting by noting that Capilano University is named after Chief Joe Capilano (1854-1910), an important leader of the Sk̓wx̓wú7mesh (Squamish) Nation of the Coast Salish Peoples. On behalf of the Board, he respectfully acknowledged that our campuses are located on the unceded territories of the Səl̓ílwətaʔ/Selilwitulh (Tsleil-Waututh), shíshálh (Sechelt), Sk̓wx̓wú7mesh (Squamish), and x̓m̓əθk̓wəy̓əm (Musqueam) Nations.

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

THAT the agenda be approved as presented.

2. Consent Agenda

It was moved by Owen McLachlan, seconded by Shelley Frost and resolved (Amina El mantari abstained):

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

2.1. Items For Approval:

2.1.1. *Minutes from the February 24, 2026 Board Meeting*

2.1.2. *Minutes from the March 27, 2026 Special Board Meeting*

- 2.1.3. *Governance and Planning Committee: B.601 Copyright Policy*
- 2.2. Items for Information:**
 - 2.2.1. *Board Committee Reports*
 - 2.2.1.1.1. *Executive and HR Committee*
 - 2.2.1.1.2. *Finance Committee*
 - 2.2.1.1.3. *Governance and Planning Committee*
- 2.3. Correspondence**
 - 2.3.1. *Canada Student Loan Forgiveness Program Update*
 - 2.3.2. *Student Society Fees 2026-2027*

3. Placeholder from the Consent Agenda

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

4. Board Chair's Report

RJ welcomed members back and noted that the University continues to move forward on a clear path despite the broader challenges facing the sector. He acknowledged that these challenges are not the result of any individual institution's failure and emphasized the importance of working together, drawing on the perspectives of those who teach and work at CapU. RJ highlighted the opportunity to be innovative and to develop new approaches, while remaining guided by the University's values. He expressed confidence in the teams in place and encouraged members of the University community to participate and ensure their voices are heard.

5. Senate Report

RJ provided an update on behalf of Alan Jenks, Senate Vice Chair, on activity of the senate and committee meetings held in March and April. Key highlights included Senate's formal academic advice to the Board on proposed program discontinuances and intake suspensions, approval of a new Work-Integrated Learning (WIL) Policy and procedure, revisions to the Final Examinations Policy, several curriculum resolutions, and the establishment of an Ad Hoc Committee on the Evaluation of Teaching and Learning. Senate also received updates on teaching and learning initiatives, and a recommendation was made to establish a regular joint Board-Senate meeting to strengthen communication, shared governance, and the effectiveness of Senate advice to the Board.

Board members discussed the proposed idea of joint Senate and Board meetings. It was agreed that the concept was valuable and suggested that there may be an opportunity to align orientation materials for the Board and Senate.

Dr. Jason Dewling, University President and Vice-Chancellor introduced Dr. Lesley Brown, Interim VP Academic & Provost (incoming) to the Board, noting that her experience across four post-secondary institutions will be valuable as the University continues to develop the Secretariat.

6. President's Report

Jason expressed gratitude and thanked those who supported him during his first two months at the University, including past President Paul Dangerfield and past Interim President Dr. Laureen Styles. Jason noted that while the President's Report to the Board has historically been presented as a longer narrative, future reports will be more closely mapped to goals, objectives, and key performance indicators. Jason also explained that that he is working with the Communications team on a deliberate communication strategy.

7. Academics

7.1. Proposed Course Discontinuances – Faculty of Arts and Sciences

Dr. Tracy Penny Light, Interim VP Academic & Provost presented the proposed course discontinuances in the Faculty of Arts and Sciences.

It was moved by Pegah Yaghmaie, seconded by Louisa Lun and resolved:

THAT the Board of Governors refer the recommendation of course discontinuances for the Faculty of Arts and Sciences – Department of Sociology (SOSC 320 People and the Environment: Past and Future Relationships and SOSC 401 Contemporary Issues: The Presence of the Past) to the Senate for advice.

7.2. Proposed Course Discontinuances – Faculty of Fine and Applied Arts

Tracy presented the proposed course discontinuances in the Faculty of Fine and Applied Arts.

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

THAT the Board of Governors refer the recommendation of course discontinuances for the Faculty of Fine and Applied Arts as listed in Sch 7.2 to the Senate for advice.

8. Meeting Close

RJ closed the meeting at 5:34 pm.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.1.2: Executive Compensation Disclosure Report for Fiscal 2025-26	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PRESENTER: Erin McFadden, Interim Associate Vice-President, People, Culture and Diversity	

PURPOSE

To present the Executive Compensation Disclosure Report to the Board of Governors for approval, in accordance with the requirements set out by the Public Sector Employers' Council Secretariat (PSEC). The report was reviewed by the Finance Committee at its meeting on June 17, 2026, and the Committee passed a motion recommending that the Board approve the report.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the Executive Compensation Disclosure Report for Fiscal Year 2025-26.*

BACKGROUND

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

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

Attachments

#	Name
1	Attestation Letter from CapU Board Chair to PSEC
2	2025-26 CapU Executive Compensation Disclosure Report



June 23, 2026

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

Dear Mr. Davison,

Re: Attestation for the Fiscal 2025-26 Executive Compensation Report


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

- The Board of Governors is aware of the executive compensation paid in the 2025-26 fiscal year.
- The disclosed information is accurate and includes all compensation paid by Capilano University.
- Compensation provided was within the approved compensation plans and complies with PSEC guidelines.

Sincerely,

RJ Wallia
Chair of the Board, Capilano University

Enc.

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

1. PURPOSE

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

2. SCOPE

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

3. DEFINITIONS

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

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

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

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

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

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

4. COMPENSATION PHILOSOPHY

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

Performance

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

Differentiation

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

Accountability

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

Transparency

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

5. POLICY OBJECTIVES

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

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

6. COMPENSATION

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

6.1 Sectoral Grid

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

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

6.2 Compensation Benchmarking

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

6.3 Merit Matrix

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

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

6.4 Extra Responsibilities Compensation

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

6.5 Internal Equity

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

7. BENEFITS AND PERQUISITES

7.1 Health and Welfare Benefits

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

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

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

7.2 Pension & Group Registered Retirement Savings Plan

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

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

7.3 Capilano University Courses

7.3.1 Credit Courses

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

7.3.2 Continuing Education Courses

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

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

7.3.4 Cost Recoverable/Non-base Funded Courses

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

7.3.5 Commencement and Completion of all Courses

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

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

8. REIMBURSEMENTS

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

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

9. AMENDMENT

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

10. DESIGNATED OFFICER

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

EXECUTIVE COMPENSATION DISCLOSURE

Capilano University

Sch. 3.1.2
Att. 1

Summary Compensation Table at 2026

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (explained below)	2025/2026 Total Compensation	Previous Two Years Totals Total Compensation	
							2024/2025	2023/2024
Jason Dewling, President	\$ 23,500	\$ -	\$ 3,044	\$ 2,430	\$ -	\$ 28,974		
Laureen Styles, Interim President	\$ 243,120	\$ -	\$ 19,486	\$ 25,139	\$ 6,407	\$ 294,151	\$ 266,760	\$ 249,654
Paul Dangerfield, President	\$ 106,368	\$ -	\$ 6,536	\$ 10,998	\$ 490	\$ 124,392	\$ 305,549	\$ 286,105
Kartik Bharadwa, Vice-President, People, Culture & Diversity	\$ 166,938	\$ -	\$ 12,656	\$ 17,261	\$ 84,948	\$ 281,803	\$ 229,323	\$ 214,038
Toran Savjord, Vice-President, Strategic Planning	\$ 208,659	\$ -	\$ 17,405	\$ 21,575	\$ -	\$ 247,640	\$ 244,728	\$ 231,538
Tracy Penny Light, Interim Vice-President, Academic & Provost	\$ 209,100	\$ -	\$ 15,713	\$ 21,197	\$ 1,290	\$ 247,300	\$ 240,541	
Tally Bains, Vice-President, Finance & Administration	\$ 203,040	\$ -	\$ 17,151	\$ 20,583	\$ -	\$ 240,774	\$ 233,570	\$ 215,658
Kari Wharton, Vice-President, University Relations	\$ 193,811	\$ -	\$ 16,851	\$ 19,647	\$ -	\$ 230,310		

Capilano University

Summary Other Compensation Table at 2026

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle/Transportation Allowance	Perquisites/Other Allowances	Other
Jason Dewling, President	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Laureen Styles, Interim President	\$ 6,407	\$ -	\$ 5,371	\$ -	\$ -	\$ -	\$ 1,035
Paul Dangerfield, President	\$ 490	\$ -	\$ 490	\$ -	\$ -	\$ -	\$ -
Kartik Bharadwa, Vice-President, People, Culture & Diversity	\$ 84,948	\$ -	\$ 3,514	\$ -	\$ -	\$ 81,433	\$ -
Toran Savjord, Vice-President, Strategic Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tracy Penny Light, Interim Vice-President, Academic & Provost	\$ 1,290	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,290
Tally Bains, Vice-President, Finance & Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Kari Wharton, Vice-President, University Relations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Capilano University

Notes

Jason Dewling, President	General Note: Jason Dewling commenced his role as President on March 2, 2026 for a duration of five years.
Laureen Styles, Interim President	General Note: Laureen Styles was in the Special Advisor to the President position until April 13, 2025. Effective April 14, 2025, she was appointed to the position of Interim President for a term expiring on December 31, 2025 with the understanding that the term could be extended by written agreement.
Paul Dangerfield, President	General Note: Paul Dangerfield was in the President role until August 31, 2025 when he retired.
Kartik Bharadwa, Vice-President, People, Culture & Diversity	General Note: Kartik Bharadwa was in the Vice-President People, Culture & Diversity position until February 2, 2026 when he was terminated.
Toran Savjord, Vice-President, Strategic Planning	General Note: Toran Savjord was in the Vice-President Strategic Planning position until April 5, 2026 when he resigned.
Tracy Penny Light, Interim Vice-President, Academic & Provost	General Note: Tracy Penny Light received a 2% performance-based increase effective April 1, 2025.
Tally Bains, Vice-President, Finance & Administration	General Note: Tally Bains Light received a 2% performance-based increase effective April 1, 2025.
Kari Wharton, Vice-President, University Relations	General Note: Kari Wharton received a 2% performance-based increase effective April 1, 2025.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.1.3: B.201 Investment Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PRESENTER: Tally Bains, VP Finance and Administration	

PURPOSE

At the Finance Committee held on June 17, 2026, the Committee received a report that provided an overview of the Capilano University Investment policy and the Capilano University Foundation Investment policy and proposed changes to both policies.

The primary proposed change for both funds is the removal of value-added objective for Global Equity component under Section 3.4. This change would in turn affect each Fund's overall portfolio value-added objective under Section 3.2.

The Finance Committee passed two motions to recommend the Board of Governors approve the changes to B.201 Investment policy and the Foundation Board of Directors approve the F.216 Foundation Investment Policy.

MOTION:

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve the changes to B.201 Investment Policy as presented.

BACKGROUND

Ellement is proposing to reduce the value-added objective for Global Equity on both the Foundation and University Fund from 1.5% (150 bps) to 0% (0 bp) to better reflect the strategy used for implementation.

For both the Foundation and the University Fund, the RBC QUBE Low Volatility Global Equity Fund is used for the Global Equity allocation. This is a strategy that aims to construct a global equity portfolio that exhibits lower volatility than the broad market index and is thus expected to have better downside protection in times of market turmoil. In rapidly rising environment or momentum driven market though, this strategy can lag, as we have experienced over the last few years. In reviewing the asset class value-added target, the 150 bps target may be aggressive. The proposal is to reduce the value-added target but this does not change how both portfolios are currently managed.

Total fund value-added target is the weighted sum of underlying asset class value-added targets, if the Global equity value-added target is lowered for both the University Fund and the Foundation, then their respective total portfolio value-added targets should be lowered as well.

Please see the calculation below for both funds.

University Fund		
Asset Class	Target Weight	VAD Target (bps)
Short Term Bonds	30%	25
High Yield Bonds	10%	50
Mortgages	5%	50
Canadian Equity	15%	150
Global Equity	25%	0
Alternative Investments	15%	0
Total University Fund	100%	37.5

Proposed change under Section 3.4 from 150 bps to 0 bps to reflect the use of the Low Volatility strategy

If the change on value-added target for Global equity is approved, the Total Fund value-added target should be reduced from 0.75% to 0.38% (37.5 bps) under Section 3.2

Foundation		
Asset Class	Target Weight	VAD Target (bps)
Universe Bonds	20.0%	50
Mortgages	5.0%	50
Canadian Equity	25.0%	150
Global Equity	30.0%	0
Real Estate	2.5%	0
Alternative Investments	17.5%	0
Total Foundation	100.0%	50


Section 3.4 from 150 bps to 0 bps to reflect the use of Low Volatility strategy

If the change on value-added target for Global equity is approved, the Total Fund value-added target should be reduced from 1% to 0.5% (50 bps) under Section 3.2

Lastly, section 1.3 of the University Fund’s policy currently states that *“liquidity needs are moderate provided the University’s cash disbursement requirements can be achieved.”* While this statement remains valid, current financial conditions may increase the likelihood of drawing on investments to support cash flow needs.

Attachments

#	Name
1	B.201 Capilano University Investment Policy

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.201	Vice-President, Finance and Administration		
Policy Name			
Investment Policy			
Approved by	Replaces	Category	Next Review
Board		Finance	June 2028
Date Issued	Date Revised	Related Policies, Reference	
January 25, 2005	June 27XX, 20232026	Board Governance Manual	

Commented [RL1]: To be updated

Table of Contents

1 Overview 3

2 Governance 4

3 Investment Objectives and Risk Considerations..... 6

4 Asset Allocation Guidelines 8

5 Permitted Categories of Investments 8

6 Restrictions and Constraints for Fund’s Investments 9

7 Environment, Social, and Governance (ESG) 11

8 Valuation of Investments 11

9 Conflicts of Interest..... 12

10 Voting Rights 12

11 Monitoring 12

12 Policy Review Meetings 13

13 Loans and Borrowing 13

1 Overview

1.1 Purpose of University Fund

The purpose of the Capilano University Fund (“University”) is to provide financial support to the University in a variety of initiatives in pursuit of its mission. The funds may be used to fund awards, capital needs, programs, and research initiatives at the University. Collectively, the portfolios are known as the “Fund”.

1.2 Purpose of this Policy

This Investment Policy (the “Policy”) establishes the framework of principles and guidelines for the investment oversight of the University to ensure that the assets of the University are invested in a prudent and effective manner. This Policy is designed to ensure an appropriate balance between the Fund’s return objectives and its risk tolerance.

1.3 Nature of the University

The University is expected to benefit intended recipients in perpetuity. The medium term investment horizon allows the University to absorb some short term volatility of return in order to achieve higher returns over the longer term. Maintaining the purchasing power of capital against the erosive effect of inflation is essential to protect the interests of future generations. Liquidity needs are moderate provided the University’s cash disbursement requirements can be achieved.

Commented [RL2]: To be reviewed

1.4 Prudent Person Approach

The University operates under the authority of the University Act of British Columbia, which authorizes the boards and trustees of societies to make investments that a “prudent person” would make. Investments will be evaluated in terms of their impact on overall portfolio return and risk.

1.5 Tax Considerations

All investments are subject to legislative requirements under the Income Tax Act (ITA). The University is a registered charity and is exempt from income taxes under Section 149 of the ITA.

2 Governance

2.1 Roles and Responsibilities

- a) The Board of Governors of the University (the “Board”) has the ultimate responsibility to ensure that the Fund is invested and managed in accordance with the prudent person principle.
- b) In fulfilling its responsibilities, the Board delegate investment and investment oversight activities to employees of University (“Staff”) and the Investment Management Committee of the Board of Governors of Capilano University (“Committee”) where appropriate. Any reference in the Policy to the Board shall be interpreted as referencing the appropriate delegate.
- c) The Board may rely on independent experts for certain aspects of the Fund’s operations where expert knowledge is required or where a perceived or actual conflict of interest exists.
- d) The Board shall retain one or more independent professional investment managers (the “Manager(s)”) to invest the Fund assets. Managers for the Fund’s assets must be registered and in good standing with a securities commission appropriate for their jurisdiction.

2.2 Delegation of Duties

2.2.1 The Investment Management Committee (the “Committee”)

The responsibilities of the Committee with respect to the Fund are outlined in Section 3 Duties and Responsibilities in the Investment Management Committee Terms of Reference.

2.2.2 University Staff (the “Staff”)

Staff will support the Committee in fulfilling its responsibilities and will perform duties as directed by the Committee.

2.2.3 Investment Manager(s) (the “Manager(s)”)

A Manager is retained to manage assets of the University and has the following tasks and responsibilities:

- a) Accept, adhere, and manage assets to this Policy and also to the specific written guidelines (“Mandate”), and contract, agreed between the Manager and the Board. The Mandate includes discretion limits, diversification requirements, quality standards, performance expectations and reporting requirements;

- b) Comment on the prevailing market conditions and the anticipated impact for investment strategy;
- c) Monitor the mandate asset allocation and rebalance as outlined in the Policy;
- d) Provide investment activity reports, investment performance reports, proxy voting Policy and non-routine votes on an annual basis; and compliance with this Policy and Mandate on a quarterly basis.
- e) When requested, meet with the Committee to discuss how the investment performance of each portfolio was achieved and discuss future investment strategies;
- f) Comply with the Code of Ethics and Standards of Professional Conduct adopted by the CFA Institute;
- g) Exercise and direct voting rights acquired through portfolio investments;
- h) Process transactions requested by the University;
- i) Inform the Committee of any change in investment process, personnel and any other significant changes as soon as practicable;
- j) Provide annual updates on ESG and Responsible Investment policies and initiatives.

2.2.4 The Investment Consultant (the “Consultant”)

The Committee may choose to engage the Consultant to assist it in meeting its fiduciary obligations. The Consultant will:

- a) Advise the Committee regarding the optimal approach to investing in order to meet University’s Policy;
- b) When requested, meet with the Committee to discuss investment performance of the Fund and potential future investment strategies;
- c) Provide quarterly updates on Fund investment performance against University objectives and performance targets, diversification characteristics of the University, the investment risk taken and how well risk is being used to earn investment return;
- d) Provide an assessment of Fund Manager performance and firm changes;
- e) When requested, assist with structuring the Fund, including manager searches and setting asset mix.

2.3 Standard of Care

The Standard of Care required of the Board is that they will exercise the care, skill, diligence and judgement that a prudent investor would exercise in making investments in light of the purposes and distribution requirement of the University.

The Committee and their appointed advisors shall exercise the degree of care, skill, diligence and judgement that a person of ordinary prudence would exercise in dealing with the property of another person.

The Committee members and their appointed advisors who possess, or because of their profession or business ought to possess, a particular level of knowledge or skill relevant to their responsibilities to the Fund, shall employ that particular level of knowledge or skill in the interest of the Fund.

3 Investment Objectives and Risk Considerations

3.1 Primary Investment Objective

The primary investment objective of the Fund is to generate sufficient long term investment returns to enable the University to meet its annual cash disbursement objectives, while preserving, and where possible, growing the inflation-adjusted capital value of the Fund.

The Board has established a long-term return objective of CPI + 3% (net of investment management fees).

It is understood that returns may be well above or below this objective in any given year, depending on the capital market environment. Achievement of this objective is evaluated over a rolling 4-year basis.

3.2 Secondary Investment Objective

The secondary investment objective is to exceed by 0.7538% over rolling four-year periods the returns that would have been achieved by passively investing in the benchmarks, weighted according to the target allocations detailed below.

Asset Class	Benchmark	Target
Short Term Bonds	FTSE Canada Short Term Bond Index	30%
High Yield Bonds	FTSE Canada Universe Bond Index	10%
Mortgages	FTSE Canada Short Term Bond Index	5%
Total Fixed Income		45%
Canadian Equity	S&P/TSX Composite Index	15%
Global Equity	MSCI World Index (\$C, Net)	25%
Total Equities		40%
Alternative Investments	Consumer Price Index (1 Month Lagged) + 4%	15%
Total Alternatives		15%
Total		100%

3.3 Relative Ranking Objective

The Fund's Relative Ranking Objective is to rank in the 40th percentile or better on moving 4-year periods when compared to a representative sampling of relevant funds.

3.4 Asset Component Objectives

The following table details the value-add objectives relative to the corresponding benchmark for each asset component, evaluated over rolling four-year periods.

Asset Class	Benchmark	Value-Add Objective
Short Term Bonds	FTSE Canada Short Term Bond Index	0.25%
High Yield Bonds	FTSE Canada Universe Bond Index	0.50%
Mortgages	FTSE Canada Short Term Bond Index	0.50%
Canadian Equity	S&P/TSX Composite Index	1.50%
Global Equity	MSCI World Index (\$C, Net)	1.50% 0.0%
Alternative Investments	Consumer Price Index (1 Month Lagged) + 4%	0

In addition, where applicable, each asset component is expected to rank in the 40th percentile or better over rolling four-year periods relative to a representative universe of similar funds.

3.5 Risk Considerations

The Board recognizes that the asset classes most likely to produce the highest returns are also likely to exhibit the greatest volatility. Conversely, the asset classes likely to be the least volatile are likely to produce the lowest returns over time. The Fund is characterized by moderate risk aversion and is able to accept some short-term volatility in order to achieve higher long-term returns. To the extent possible, risk will be reduced through thoughtful diversification and by applying appropriate restrictions on the quality of securities held.

4 Asset Allocation Guidelines

The Board has adopted a target asset allocation policy designed to provide ample diversification, suitable liquidity and a prudent balance of risk and expected return. The target allocations along with allowable ranges are detailed in the table below:

Asset Class	Target	Minimum	Maximum
Cash & Equivalents	0%	0%	5%
Short Term Bonds	30%	22.5%	37.5%
High Yield Bonds	10%	0%	12.5%
Mortgages	5%	0%	7.5%
Total Fixed Income	45%	37.5%	52.5%
Canadian Equity	15%	10%	20%
Global Equity	25%	20%	30%
Total Equities	40%	30%	50%
Alternative Investments	15%	10%	20%
Total Alternatives	15%	10%	20%

The Fund may be rebalanced based on the annual reviews or when an asset class breaches its predetermined limits. Adherence to the above ranges may not be possible during periods of asset mix transition.

5 Permitted Categories of Investments

5.1 Subject to the Asset Allocation Guidelines and Restrictions of this Policy, the Fund may invest in any or all of the asset categories and subcategories listed below:

- a) Cash and equivalents issued by governments or corporations, term deposits or similar instruments of trust and insurance companies, and banks;
- b) Canadian and foreign fixed income including bonds, debentures, GICs, notes or other debt instruments;
- c) Mortgage loans, asset backed and mortgage-backed securities;
- d) Public equities, convertible debentures or preferred securities, share purchase warrants and rights, exchange traded funds (ETFs), depositary receipts, interests in limited partnerships, real estate investment trusts and income trusts unless holding such limited partnerships or trusts would be considered by CRA to be carrying on an unrelated business;
- e) Private Investments consisting of securities and notes not publicly traded, whether debt or equity, of private companies. Investments are to be made by means of limited

partnerships including limited liability partnerships and other commingled investment vehicles;

- f) Real assets such as Real Estate and Infrastructure, when held indirectly through pooled or private vehicles such as a limited partnership including a limited liability partnership or Investment Fund or deposit administration contract;
- g) Guaranteed investment contracts or equivalent of insurance companies, banks or other eligible issuers, which invest primarily in such instruments;
- h) Annuities, deposit administration contracts or other similar instruments regulated by the Insurance Companies Act or comparable provincial law, as amended from time to time;
- i) Pooled or segregated funds and limited partnerships which may invest in any or all of the above instruments or assets.

5.2 Derivative financial instruments may be used provided that the usage has been specifically approved in the Manager Mandate and is consistent with this Policy. In no event may derivatives be used to create leverage.

6 Restrictions and Constraints for Fund's Investments

6.1 Cash & Equivalents

- a) The short-term portion of the total Fund shall be invested in liquid securities with a term to maturity of no more than one year, or held in cash;
- b) All Short-Term investments shall be rated DBRS R-1 low or higher by the Dominion Bond Rating Service or equivalent internationally recognized rating service;
- c) Not more than 10% of the short-term component of the Fund shall be invested in any one issuer except for securities of, or guaranteed by:
 - i. The Government of Canada or a Qualifying Canadian Province; or
 - ii. A Schedule A Canadian bank.

6.2 Fixed Income

Short Term Bond Portfolio

- a) All bonds in the portfolio should be high quality, with the majority of bonds being rated "A low" or higher by the Dominion Bond Rating Service or equivalent internationally recognised rating service.
- b) The Manager has the discretion to purchase "BBB" rated bonds (including convertible and other high yield securities) to a maximum of 35% of the total market value of the Short Term Bond portfolio, unless otherwise stated in the mandate statement.
- c) No more than 10% of the total portfolio will be invested in any one government issuer or corporate issuer, other than the Government of Canada or Province. The Committee shall review all security positions greater than 5% at market value.
- d) If an investment credit rating is downgraded to below a "BBB" rating, the Manager will inform the University of their strategic reason to maintain a position in the asset. If the

Committee is not satisfied, the Manager will dispose of the downgraded security as expeditiously as possible without compromising the portfolio.

- e) The average duration range of the bond portfolio will be ± 1 year of the duration of the Short Term Bond Index.

High Yield Bond Portfolio

- a) Majority of bonds should be rated by the Dominion Bond Rating Service or equivalent internationally recognised rating service. The Manager has the discretion to invest in unrated bonds to a maximum of 10% of the total market value of the High Yield Bond portfolio, unless otherwise stated in the mandate statement
- b) No more than 10% of the total portfolio will be invested in any one government issuer or corporate issuer, other than the Government of Canada, Province, or the US Sovereigns. The Committee shall review all security positions greater than 5% at market value.
- c) No more than 70% of the total portfolio will be invested in non-Canadian securities, unless otherwise stated in the mandate statement.

6.3 Mortgages

No direct investment in mortgages is permitted. Investments in mortgages can be made through pooled or limited partnership vehicles. Each investment shall maintain appropriate diversification by geography, sector and maturity.

6.4 Public Equity

- a) The strategy should reflect prudent diversification by region, country, industry sector and number of companies.
- b) In the interest of diversification, not more than 10% of each Canadian and Global equity portfolio at market value, shall be invested in the common stock, preferred shares or other equity issues of any one corporation. The Committee shall review all security positions greater than 5% at market value.
- c) The Manager will advise the Committee in writing when the manager owns/controls 10% or more at market value of one security or company in the portfolio.
- d) All equity investments shall be publicly traded on recognized stock exchanges or through organised facilities upon which market prices are readily available.
- e) Maximum of 20% of the global equity portion of the total fund may be invested in emerging markets.

6.5 Alternative Investments

- a) Maximum exposure to alternative investments is limited to 20% of the portfolio at the time of purchase. A security will be deemed to be illiquid if its resale is prohibited by agreement or statute or if the security cannot be readily sold into the market at a reasonable competitive price during usual market conditions.

- b) Investments in Private Debt, Private Equity, Infrastructure, and Real Estate are typically made by means of limited partnerships including limited liability partnerships or related fund vehicles. Each investment shall maintain appropriate diversification by geography and sector and prudent use of leverage.

6.6 Derivative Instruments

The use of derivative instruments for speculative or leverage purposes is not permitted.

6.7 Pooled Funds and Like Vehicles

The Fund may invest in pooled funds provided that such pooled funds are expected to be managed within constraints similar to those detailed in this Policy. The manager may hold any part of the portfolio in one or more pooled or co-mingled funds managed by the Manager. It is recognized that conflicts may arise between this Policy and the investment policy of the pooled fund(s). In these cases, the pooled fund policy shall prevail. However, the relevant manager is expected to advise the Committee in the event that the pooled fund exhibits any significant departure from this Policy.

7 Environment, Social, and Governance (ESG)

ESG refers to environmental, social, and governance factors that may have a material impact on an investment.

The University supports and encourages its Manager(s) to incorporate ESG factors, along with other conventional analytical tools, when evaluating investment opportunities and risks. It should be noted that ESG factors are only one aspect of analysis and should not be used as an exclusionary screen to eliminate specific entities or sectors from consideration. Relevant ESG factors will vary by industry and should be applied appropriately to help assess both risk and return.

When selecting Managers, the Committee should consider how managers analyze and integrate ESG factors into their investment activities and determine if they are signatories of the United Nations' Principles for Responsible Investing (UNPRI).

Manager(s) shall provide updates on ESG and/or Responsible Investment policies and initiatives on an annual basis.

8 Valuation of Investments

- 8.1** Investments in publicly traded securities shall be valued at their market value.

- 8.2 Investments in pooled funds and like vehicles comprised of publicly traded securities shall be valued according to the unit values published at least monthly by the pooled fund Manager and verified by the pooled fund's Custodian.
- 8.3 If a market valuation of an investment is not readily available, then a fair value shall be determined by the Manager. For each such non-traded investment, an estimate of fair value shall be supplied to the Manager's Custodian and reported to the Committee no less frequently than quarterly. In all cases, the methodology should be disclosed and applied consistently over time.
- 8.4 For real and non-traded assets, the Manager shall complete an annual valuation by engaging an accredited independent appraiser to determine the value.

9 Conflicts of Interest

- 9.1 A conflict of interest, whether actual, potential, or perceived, is defined for the purposes of this Policy as any event in which a Related Party's private interests supersedes or competes with their dedication and obligations to the interests of the University. The Related Party may benefit materially from knowledge of, participation in, or by virtue of, an investment decision or holding of the Fund or decision of the Committee.
- 9.2 Should a conflict of interest arise, the party in the actual or perceived conflict, or any person who becomes aware of a conflict of interest situation, shall immediately disclose the conflict to the Chair. The party to the conflict shall thereafter be excused from meetings and abstain from decision-making with respect to the area of conflict, and a written record of the conflict shall be maintained by the Committee.
- 9.3 Where an actual or perceived conflict of interest arises, the disclosure will be recorded in the minutes of the meeting.

10 Voting Rights

The exercise of voting rights is delegated to the Manager, who shall at all times act prudently and in the best interests of the fund. It is expected that in the case of pooled funds, proxies will be voted in accordance with the pooled fund guidelines in the best economic interests of all pooled fund participants.

11 Monitoring

- 11.1 The Committee shall review on a regular basis, as needed, and at least semi-annually:
 - a) the assets and net cash flow of the Fund,
 - b) the current economic outlook and investment plans of the Managers,

- c) the current asset mix of the Fund,
- d) the investment performance of the Fund,
- e) the performance of Manager portfolios,
- f) the Manager's turnover of personnel, consistency of investment style, discipline in portfolio construction, and record of service,
- g) the fees and expenses incurred in managing the Fund, and
- h) compliance with this Policy

The Committee shall take such steps as it deems appropriate to address any concerns which may arise from such monitoring.

12 Policy Review Meetings

12.1 This Policy shall be reviewed at least annually, and whenever a major change is necessary. Such review may be triggered by:

- a) a change in the expected projected expenditures of the Fund;
- b) a revision to the expected long-term trade-off between risk and reward on key asset classes;
- c) a shift in the financial objectives and risk tolerance of the Fund,
- d) shortcomings of the Policy that emerge in its practical operation; or
- e) modifications that are recommended to the Committee by a Manager.

The Committee shall recommend changes to this Policy as required for approval by the Board.

13 Loans and Borrowing

The Managers may not pledge, hypothecate, or otherwise encumber in any way, the assets of the Fund, except to the extent that temporary overdrafts occur in the normal course of business.

The Managers shall not borrow on behalf of the Fund, with the exception of leverage deployed within alternative and real asset investment strategies. Securities lending in pooled funds is permitted through the Custodian of the Fund, subject to applicable legislation and provided that a minimum liquid, high quality collateral coverage of at least 102% of the current market value of the loaned securities is maintained at all times.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.1.4: B.511 Discrimination, Bullying & Harassment Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PRESENTER: Erin McFadden, Interim AVP People, Culture and Diversity	

PURPOSE

The purpose of this report is to provide the Board of Governors with background information on the updated B.511 Discrimination, Bullying & Harassment Policy. The Executive and Human Resources Committee (EHRC) reviewed this report at its meeting held June 16, 2026 and recommends the following motion for approval by the Board of Governors.

MOTION

The following motion is proposed for the Board of Governors:

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

BACKGROUND

Policy Number and Name:	B.511 Discrimination, Bullying & Harassment Policy			
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input checked="" type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee		
Category:	<input type="checkbox"/> New	If Review or Rescind selected, complete:		
	<input checked="" type="checkbox"/> Review	Issue Date:	July 18, 2018	
	<input type="checkbox"/> Rescind	Revised Date:	June, 2025	
		Next Review Date:	June, 2027	
Procedure # and Name:	B.511.1 Discrimination, Bullying & Harassment Procedure			
VP Responsible:	Associate Vice-President, People, Culture & Diversity			
Proponent Responsible:	Associate Vice-President, People, Culture & Diversity			

Rationale for creation, revision or rescinding

B.511 Discrimination, Bullying & Harassment Policy is reviewed on an annual basis as required by workers compensation legislation. 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. Significant changes were made to the procedure during last year's in-depth review. A similar review will be completed next year.

Context

The Policy and accompanying procedure outline the expectations for university community members regarding conduct that would be considered to fall under the umbrella of Harassment as defined by WorkSafeBC, what they can expect and what is expected of them. The policy and procedure are required under WorkSafeBC [Occupational Health and Safety Policies](#).

Issues identified

Upon review of B.511, two required updates were identified.

- 1) Reference to OP.422 Facilities Access Policy. This policy was revised in 2025 in response to a directive from the Ministry of Post-Secondary Education and Future Skills requiring institutions to explicitly address racism, antisemitism, and other forms of discriminatory behaviour in policy related to facility access. A similar directive has been received this year.
- 2) Contractors were absent from the policy.

Changes

- Addition of two new clauses in the policy scope section cross referencing with OP.422 Facilities Access Policy and clarifying the application of the policy and procedure to contractors.
- Minor changes to definitions to align with current policy office standards (including changing 'Members of the University Community' to 'University Community Members' throughout)
- Addition of language in the responsibilities section to formalize the requirement for all employees, supervisors and managers to take annual respectful workplace training in accordance with WorksafeBC regulations.
- Updating the confidentiality and privacy section to emphasize that the confidential information collected during investigations and resolutions under this policy is primarily personal information and to align with similar language in the Student Code of Conduct.
- Adjustments in the policy and procedure to take account of restructuring in People, Culture and Diversity and the elimination of the Conflict Resolution Advisor position.
- Clarification in the procedure regarding reporting Harassment concerns, and that while complaints should be recorded, complainants are not required to submit their concern in writing in order to start the investigation and resolution process.

Risk, Benefits and Strategy alignment

This policy is a requirement under WorkSafeBC Occupational Health and Safety policies but, more importantly, allows employees to understand the process should they file a complaint, or have a complaint filed against them.

Consultation

As changes being made to the policy and procedure this year are minor in nature, consultation was limited to PCD team members that deal with investigations under the policy and procedure; Student Success; Safety and Emergency Services and Risk Management. The updated policy and procedure has also been shared with members of the Occupational Health and Safety Committee. A more in-depth review will be completed in 2027.

Review and approval process timelines

Date	Committee	Purpose
May 1, 2026	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
May 13, 2026	SLC	To review, ask for further amendments if required or approve
June 16, 2026	Executive and HR Committee	Review, request amendments if required or recommend for Board approval
June 23, 2026	Board	Final approval

Plan for associated training or awareness raising


Distribution to employees upon approval of policy and training to be provided in alignment with occupational health and safety law and regulations.

Plan for policy monitoring

Annual review as required by legislation.

Attachments:

#	Name
1	B.511 Discrimination, Bullying & 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	People, Culture and Diversity	June 2026
Date Issued	Date Revised	Date in effect	Related Policies
June, 2018	June 24, 2025	June 24, 2025	B.401 Sexual Violence and Misconduct Policy B.6700 Privacy and Access to Information Policy S2003-01 Academic Freedom Policy

1. PURPOSE

University Commitment

- 1.1 Among the values of Capilano University (the “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 ~~C~~community Members. 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 is intended to prevent discrimination, bullying and/or harassment and is supported by the B.511.1 Discrimination, Bullying and Harassment Procedure (the Procedure) 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 Members must conduct their behavior in

a responsible manner that respects the rights of other ~~Members of the~~ University Community Members.

2. DEFINITIONS

“Balance of probabilities”: ~~means~~ the standard of proof used to determine findings of fact, requiring the evidence to show that the 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 ~~Pro~~te~~ct~~h~~ib~~ited 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~~ Harassment based on a ~~Pro~~te~~ct~~h~~ib~~ited Ground, and includes sexual harassment, racism, antisemitism or other expressions of hate directed towards individuals or groups protected against Discrimination by the *B.C. Human Rights Code*.

“Employee”: ~~means~~ any person employed by the University.

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

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

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

“University Community Member”: ~~means~~ employees, students, board members and volunteers.

“Personal Harassment and Bullying”: conduct which the Respondent knew, or reasonably ought to have known, would cause a ~~Member of the~~ University Community Member to be humiliated or intimidated. Personal harassment and bullying need not be based on one of the *B.C. Human Rights Code*’s ~~pro~~te~~ct~~h~~ib~~ited 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.

“~~Protected~~ ~~hibited~~ Grounds”: ~~are the~~ grounds protected against Discrimination by the B.C. *Human Rights Code*, which may be amended from time to time. ~~Protected~~ ~~hibited~~ 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 University Community Members.

~~3.13.2~~ 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; ~~and/or~~
- d) social functions that the University sponsors or organizes.

~~3.23.3~~ A complaint under this policy may only be brought by a Member of the University Community against another Member of the University Community.

3.4 OP.422 Facilities Access Policy requires that individuals visiting any University property or premises or participating in university events, including contractors, subcontractors and their employees, visitors and guests conduct themselves in a way that is consistent with the University's commitment to a respectful, inclusive and safe environment. This policy prohibits:

- a) behaviour that demeans, intimidates, harasses or otherwise harms others; and
- b) acts of racism (including antisemitism) or other expressions of hate directed towards individuals or groups protected against Discrimination by the B.C. Human Rights Code.

The University will take reasonable action to address concerns related to conduct and reserves the right to restrict or prohibit access to University property or premises.

3.5 Contractors that supply services to the University are required to comply with the B.C. Workers Compensation Act and expected to hold their employees to the same standards applicable to University Community Members.

~~3.33.6~~ 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 ~~p~~Policy.

4. ROLES AND RESPONSIBILITIES

~~Members of the~~ University Community Members

4.1 ~~All Members of the University community~~All University Community Members 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 Harassment.

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

Employees

4.5 All Employees are required during onboarding and annually hereafter to complete respectful workplace training courses provided by the University.

Individuals with Supervisory Responsibilities

~~4.54.6~~ 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.

~~4.64.7~~ Supervisors and managers must complete in receive respectful workplace training for administrators provided by the University during on boarding and annually thereafter to recognize the potential for Harassment, and to respond and mediate informally and/or follow the Pprocedure for reporting ~~under this policy~~.

~~4.74.8~~ Supervisors and managers must address complaints promptly, confidentially and fairly, and seek advice from the Associate Vice President, People, Culture & Diversity or the Associate Vice President, Student Success when appropriate.

~~4.84.9~~ Supervisors and managers must implement the recommendations (including disciplinary measures) when required as an outcome of the Pprocedure ~~of this policy~~.

5. ACCESS TO OTHER PROCESSESDURES

General

- 5.1 This policy and ~~the its associated P~~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 Member 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, People, Culture and Diversity or union representative.
- 6.2 The filing of a complaint under this policy and ~~the associated Procedure~~ in Good Faith is the right of every ~~Member of the~~ University Community Member and may be exercised without fear of retaliation.
- 6.3 The University will exercise care to protect and respect the rights of both the Complainant and the Respondent. The University will seek to achieve procedural fairness in accordance with relevant regulations in dealing with all complaints under this Policy, including the following:
- a) any Complainant who wishes the University to conduct a formal investigation must be prepared to be identified to the Respondent. The principles of confidentiality, as outlined in section 8, will be followed.
 - b) Respondents must be informed of a complaint made against them under this policy. Complainants and Respondents must be given the opportunity to present evidence in support of their positions.
 - c) those responsible for interpreting, administering and applying this policy will apply this policy in an unbiased, non-arbitrary manner.
 - d) complaints made in Good Faith will be addressed in a timely manner.
- 6.4 If the matter becomes the subject of any other problem resolution ~~process~~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 ~~or~~or 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 that confidentiality and the protection of personal information confidentiality is essential to the proper functioning and implementation of this policy and theits associated Pprocedure.
- 8.2 All individuals involved in the complaint investigation and resolution process must not disclose keep all information related to the complaint, investigation, interim measures or resolution confidential and refrain from any public disclosure, including through social media platforms.
- 8.3 Where reasonably necessary, Confidential Personal information may only be disclosed to the appropriate individuals as expressly set out in this policy and in line with B.6700 Privacy and Access to Information Policy in order to:
- protect health and safety;
 - ensure a full and fair investigation into the complaint;
 - implement corrective measures;
 - obtain legal advice; or
 - 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

- 9.1 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 Harassment.

10. RETALIATION

- 10.1 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. University Cecommunity Members 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 Member; 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 Member 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 Members unless required by this policy, ~~the its associated Pp~~ procedure or required by law for the purposes of external legal proceedings.

13. DESIGNATED OFFICER

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

14. REVIEW AND AMENDMENT

14.1 This policy and ~~the associated Pp~~ 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.6700 Privacy and Access to Information Policy

B.701 Student Code of Conduct Policy

S2003-01 Academic Freedom Policy

[Respectful Workplace training for employees and administrators](#)

16. REFERENCES

B.C. Human Rights Code

B.C. Workers Compensation Act

Criminal Code of Canada

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



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.1.1: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PRESENTER: RJ Wallia, Executive and Human Resources Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Executive and Human Resources Committee meeting that took place on June 16, 2026

SUMMARY

The Committee approved the following items as part of the consent agenda: minutes of the Executive and HR Committee meeting held on February 17, 2026, Committee Policy Plan and the Duties and Responsibilities Year in Review reports. The Committee completed the annual self-assessment reflecting on the year's work, discussed Board oversight and the following items:

- Fiscal 2025-26 Draft Audited Financial Statements:** Tally Bains, Vice President Finance and Administration reviewed the Fiscal 2025/26 audited financial statements. The Committee passed a motion on behalf of the Board to approve an internal restriction of \$346,464 for student success. The Committee passed a second motion to approve the audited financial statements on behalf of the Board.
- B.511 Discrimination, Bullying and Harassment Policy:** Erin McFadden, Interim AVP People, Culture and Diversity presented the revisions to this policy. The Committee passed a motion recommending that the Board approve the revisions as presented. This motion is brought to the Board as part of the consent agenda.
- Committee Terms of Reference Review:** Tally Bains, VP Finance and Administration provided and overview of proposed changes to the Committee's Terms of Reference. The Committee endorsed the proposed changes to proceed to the Governance and Planning Committee for their recommendation to the Board of Governors for approval.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.1.2: FINANCE COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PRESENTER: David Ayriss, Finance Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Finance Committee meeting that took place on June 17, 2026.

SUMMARY

The Committee approved the following items as part of the consent agenda: minutes of the Finance Committee meeting held on April 1, 2025, Executive Compensation Disclosure Report for Fiscal 2025/26, Fiscal 2025/26 Endowment Fund Summary, Fiscal 2025/26 Final Full-Time Equivalent Report, Committee Policy Plan and Duties and Responsibilities Year in Review reports. The Committee completed the annual self-assessment reflecting on the year's work, discussed real estate matters and the following items:

- Foundation Portfolio Rebalance:** Tally Bains, VP Finance and Administration and Reya Lu, Investment Consultant, Ellement Consulting, provided an update to the Committee on the status of the Foundation portfolio rebalancing.
- Investment Portfolio Review:** Tally Bains, VP Finance and Administration, provided information to the Committee on the annual review of the University's two investment policies and proposed changes. The Committee passed a recommendation for the Board of Governors to approve the changes to B.201 Investment Policy as presented; this policy is presented to the Board for approval as part of the consent agenda. The Committee passed a second motion recommending that the Capilano University Foundation Board of Directors approve the changes to F.216 Capilano University Foundation Investment Policy as presented.
- Five-Year Capital Plan 2027/28 – 2031/32:** Ryan Blades, AVP Facilities, Safety, Campus Planning & Real Estate presented the Five-year Capital Plan. The Committee passed a motion that the Board of Governors approve the Five-year Capital Plan 2027/28 to 2031/32. This motion is brought to the Board under separate cover.
- Final Fiscal 2025/26 Financial Results:** Narisha Jessani, Director Financial Services presented the final Fiscal 2025/26 financial results to the Committee. This item is brought to the Board under separate cover.

- **Committee Terms of Reference Review:** Tally Bains, VP Finance and Administration provided an overview of proposed changes to the Committee's Terms of Reference. The Committee endorsed the proposed changes to proceed to the Governance and Planning Committee for their recommendation to the Board of Governors for approval.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.1.3: AUDIT & RISK COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PRESENTER: Louisa Lun, Audit and Risk Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Audit and Risk Committee meeting that took place on June 4, 2026.

SUMMARY

The Committee approved the following items as part of the consent agenda: minutes of the Audit and Risk Committee meeting held on February 5, 2026, Committee Policy Plan and Duties and Responsibilities Year in Review report and Insurance Coverage Report. The Committee completed the annual self-assessment reflecting on the year's work and discussed the following items:

- Fiscal 2025/26 Draft Audited Financial Statements:** The University's external auditor, KPMG presented their audit finding report and Narisha Jessani, Director Financial Services presented the draft audited financial statements. The Committee passed two motions to recommend that the Executive and Human Resources Committee approve, on behalf of the Board, the internal restriction for student success and the Consolidated Financial Statements for the year ended March 31, 2025. The Committee also met with the external auditors without management present.
- External Auditor Contract Extension:** The Committee received a report from management on the external audit contract and passed a motion to recommend the Board approve the extension for the two option years. This item is included in the Board closed meeting agenda.
- Committee Terms of Reference Review:** Tally Bains, VP Finance and Administration provided an overview of proposed changes to the Committee's Terms of Reference. The Committee endorsed the proposed changes to proceed to the Governance and Planning Committee for their recommendation to the Board of Governors for approval.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.1.4: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PRESENTER: Amina El mantari, Governance and Planning Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Governance and Planning Committee meeting that took place on June 8, 2026.

SUMMARY

The Committee approved the following items as part of the consent agenda: minutes of the Governance and Planning Committee meeting held on April 15, 2026, Committee Policy Plan and Duties and Responsibilities Year in Review reports. The Committee completed the annual self-assessment reflecting on the year's work and discussed the following items:

- **2025-26 Draft Institutional Accountability Plan and Report (IAPR):** Milad Fathi, Director, Analytics and Institutional Research, reviewed the University's Draft IAPR for 2025-26 and requested the Committee provide feedback.
- **Policy:** Daniel Levangie, AVP Student Success provided the annual report on Sexual Violence. The Committee discussed the report, including trends in disclosures and reporting, the effectiveness of awareness initiatives, and the importance of continued education and communication across the University community.
- **Committee Terms of Reference Review:** Tally Bains, VP Finance and Administration provided an overview of proposed changes to the Committee's Terms of Reference. The Committee endorsed the proposed changes to proceed to the Board of Governors for approval.

RECOMMENDATION

This is for the Board's information only.



April 23, 2026
Our Ref. 150244

Dear British Columbia Public Post-Secondary Institution Board Chairs:

I am writing to thank you for your commitment to ensuring that post-secondary institutions remain safe, inclusive and respectful environments for everyone.

Our Government has been very clear that racism, hate and discrimination have no place on post-secondary campuses or anywhere else in British Columbia. I am looking to you, the leaders of the public post-secondary education system, to continue to ensure safety and foster inclusivity in all areas, addressing all forms of racism, hate and discrimination, including antisemitism, Islamophobia, anti-Indigenous and other forms of racism.

As Board Chairs of public post-secondary institutions, I know you take your responsibility for the management and administration of your institution seriously, and this accountability is respected. We recognize the autonomy of academic governance and value academic freedom and the protection of speech. While peaceful demonstrations are part of post-secondary institutions' free speech and exchange of ideas, none of us can tolerate expressions of hatred and acts of violence of any kind. Ensuring all post-secondary students, staff and faculty have access to safe, inclusive and high-quality learning environments that support them in achieving their best is a commitment shared across the post-secondary education sector.

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

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To promote awareness of existing policies and procedures that support safe public post-secondary environments, institutions previously provided Ministry staff website links to all relevant student and workplace policies and procedures that address racism, hate and discrimination, which our Government has [published](#). I thank you all for providing this information, and for your support to strengthen awareness of existing policies and procedures that address racism and discrimination in all forms. If there are any updates to your policies and procedures please send this information to the Ministry at PSFS.StrategicPolicyandInitiativesBr@gov.bc.ca at the earliest opportunity.

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

Sincerely,



Honourable Jessie Sunner
Minister of Post-Secondary Education and Future Skills

pc: All Public Post-Secondary Institution Presidents

Post-Secondary Employers Association Secretariat

June 23, 2026 President's Report to the Board

Reporting Period: March 30–June 16

Report Structure

This President's Report is aligned to the following:

1. Annual goals updates
2. Institutional plans and KPIs
3. Special reports and briefings
4. Calendar of presidential activities

ENVISIONING 2030—PRESIDENT'S REPORT

Reference: [Envisioning2030 \(E2030\) Full Report](#)

GOAL: ACADEMIC TRANSFORMATION

Aspirational statement: Capilano University will be known as Canada's top teaching university with distinctive programs and job-ready graduates.

Connection to *Envisioning 2030*

Imagination:

- **Goal 1**—Learners, employees, alumni and communities embrace imagination as the foundational driver of positive change and innovation.

Distinct university experience:

- **Goal 2**—Provide learners with imaginative, unique and life-enhancing learning experiences that give them the opportunity to actualize their passion and potential.
- **Goal 4**—Indigenize and decolonize education and campuses, including First Nations language, culture and knowledge.
- **Goal 6**—Instill a culture of reflective practice and continuous improvement for learners and employees.

KEY PERFORMANCE INDICATORS (KPIs)	KEY OWNER / PROGRESS UPDATES		
	FIRST UPDATE: June 23, 2026		
	Executive responsible	Status	Progress update in reporting period
Establish a process template for program review with clear metrics, including a program costing model (September 2026).	VP Academic & Provost	First pilot deployed and submitted to board.	Financial modeling still needs attention
Hire a progressive and change management orientated Provost & VPA (September 2026).	President along with committee as outlined in the CFA agreement	70 applicants, nine candidates of interest identified, five virtual interviews, three in-person interviews	Still evaluating candidates
Initiate a full academic health portfolio review and align resources and efforts to the Horizon KPI. 50% of programs reviewed by June 2027.	VP Academic & Provost	EAB conducted initial health assessment	Financial model of program costing still the most important metric needed
Respond to the Avison report recommendations to contribute meaningfully to the B.C. post-secondary system (September 2026).	President	DM gave presidents a briefing	CapU will be mentioned specifically in the report due to reliance on international students and deficit budget.
Propose up to three graduate programs that align to our signature programs and support both domestic and international growth without additional base funding.	VP Academic & Provost	Paused until December 2026 pending the recommendations in the Avison report	
Full staffing review to align to enrolment levels quantified in \$8–10M in salary savings. Focus on flattening the organizational structure as we examine the current organizational structure of academic faculties.	VP Academic & Provost, Deans	Initial meeting with deans around faculties and lean structuring	Deans to complete a full assessment and return to Senate committee for review.



GOAL: OPERATIONAL EXCELLENCE REVIEW

Aspirational statement: All non-academic operations are reviewed to ensure efficient stewardship of resources to ensure maximum funds are directed to our academic operations.

Connection to *Envisioning 2030*

Community:

- **Goal 1**—Identify and implement novel approaches to build closer connections and engagement with the communities we serve.
- **Goal 2**—Imagine and develop sustainable actions to minimize our ecological footprint.
- **Goal 3**—Instil a culture of diversity, equity and inclusion in all of our operations and outreach.

Imagination:

- **Goal 1**—Learners, employees, alumni and communities embrace imagination as the foundational driver of positive change and innovation.
- **Goal 2**—Use imagination to drive CapU’s digital transformation.

Distinctive University Experience:

- **Goal 6**—Instil a culture of reflective practice and continuous improvement for learners and employees.

KEY PERFORMANCE INDICATORS (KPIs)	KEY OWNER / PROGRESS UPDATES		
	FIRST UPDATE: June 23, 2026		
	Executive responsible	Status	Progress update in reporting period
Full review of the enrolment funnel from lead to alumni with a fully operational excellence checklist and best practices recommendations (September 2026).	President and AVP Strategy, Analytics & Transformation	Midterm report has been submitted	Final report due in early July with ongoing implementation through 26–27
Continue digital transformation with Phase 2 of Workday, CRM implementation and reduction of overall technology stack for cost savings (June 2026).	CIO, VP Finance & Administration, AVP People, Culture & Diversity (PCD)	CRM review is underway, Workday optimization and Phase 2 planning	26–27 enhancement of Workday and new CRM will make incredible difference to operations



KEY PERFORMANCE INDICATORS (KPIs)	KEY OWNER / PROGRESS UPDATES		
	FIRST UPDATE: June 23, 2026		
Align admissions process to a single admissions team in preparation for installation of a new CRM (June 2027).	VP University Relations	Alignment of staffing to take place in October. CRM implementation in Fall 2026.	Background planning of employee impact is underway.
Advance <i>Chéńchenstway</i> plan: Authentication of Indigenous heritage, truth and reconciliation training for all employees, and embedding Indigenous ways of knowing into all new curriculum changes by aligning with UN's SDGs.	VP Academic & Provost, AVP PCD and President	Exploration of training modules underway	Plan to have some form of training available for September 2026
Align staffing levels to operational requirements and enrolment levels by February 2027.	President and other executive council members	First review of executives has taken place.	AVP PCD is engaging an external organization to do a review by August 2026

GOAL: FINANCIAL STEWARDSHIP

Aspirational Statement: Capilano University will have sound fiscal practices to ensure efficient use of resources, capital renewal and student affordability.

Connection to *Envisioning 2030*

Community:

- **Goal 1**—Identify and implement novel approaches to build closer connections and engagement with the communities we serve.

Imagination:

- **Goal 1**—Learners, employees, alumni and communities embrace imagination as the foundational driver of positive change and innovation.

Distinctive University Experience:

- **Goal 6**—Instil a culture of reflective practice and continuous improvement for learners and employees.



KEY PERFORMANCE INDICATORS (KPIs)	KEY OWNER / PROGRESS UPDATES		
	FIRST UPDATE: June 23, 2026		
	Executive responsible	Status	Progress update in reporting period
Present the board with two-year budget in February 2027: A balanced budget for 2027–2028 and a budgetary surplus for 2028–2029.	President, VP Finance & Administration, Executive	Executive met and outlined principles, established benchmarks and established a process for decisions	Board is asked to review and approve principles for decision making
Reduce \$12M deficit by \$4M targeting an \$8M or less deficit by end of 2026–2027.	President, VP Finance & Administration, Executive	Monthly review of budget monitoring and realigning staffing as people leave	Financial year end for 25–26 resulted in a surplus which supports a strong unrestricted accumulated surplus
Leverage ancillary revenue in Squamish to ease a minimum of \$2M of overall operational budgetary pressures by March 2027.	AVP Squamish	Three-year plan shared with board to get to \$0.	\$400k annual rental to CMA signed and Lodges opened to market



Sector trends and reports

- [BHER Distinctive by Design Report](#)
- [CAUBO Report on Sustainability](#)
- [Indigenous Report by Universities Canada](#)
- [Federal Government AI Strategy](#)

Calendar of events and community engagements

DATE	AUDIENCE	ATTENDEES
March 30	Visit to <u>kálaḡ</u> -ay Sunshine Coast campus	Jason Dewling, Tracy Penny Light, Brad Martin, Ryan Blades Met with employees, students, community members
March 30	Meeting with Mayor John Henderson, District of Sechelt	Jason Dewling, Tracy Penny Light, Brad Martin, Ryan Blades
March 31	NV Chamber event: Women in Business	Jason Dewling, School of Business faculty members
March 31	CapUNITY Fest (Organized by Student Life), BlueShore at CapU	Jason Dewling
April 1	City of North Vancouver invitation: Canada Soccer announcement at Shipyards	Jason Dewling
April 1	CapU annual Blues Athletic Awards Banquet at Seymour Golf & Country Club	Jason Dewling
April 2	Introductory meeting with Creative Activity, Research and Scholarship team	Jason Dewling
April 7	Lunch meeting with incoming chancellor	Jason Dewling
April 7	CapU Jazz students' term-end performance, BlueShore at CapU	Jason and Heather Dewling
April 8	Capilano University Presidents' Dinner	Donors and community partners
April 9	NV Chamber event: The Future of Transportation for the North Shore	
April 9	Meeting with Deloitte	Jason Dewling, Rav Goodison
April 10	Visit to Ts'zil Learning Centre	Jason Dewling, Brad Martin, Brian Storey Met with students and employees
April 10	Introductory meeting with Mayor Jack Cropmton, Resort Municipality of Whistler	Jason Dewling, Brad Martin, Brian Storey
April 10	CapU instrumental ensemble: Nocturnal Harmonies, BlueShore at CapU	Jason and Heather Dewling
April 11	CapU choirs: In the Same Room, BlueShore at CapU	Jason and Heather Dewling
April 13	Introductory meeting with partners from Sechelt, Squamish, Musqueam Nations	Jason Dewling, Stephanie Merinuk



April 14	Introductory meeting with Pari Johnston, CEO of CICan	Jason Dewling
April 14	End-of-term Jazz concert, BlueShore at CapU	Jason and Heather Dewling
April 15	Capilano University visit to Seaspn	Jason Dewling, Kari Wharton
April 16	Introductory meeting with City of North Vancouver Mayor Linda Buchanan	Jason Dewling
April 17	Introductory meeting with North Vancouver Chamber CEO Patrick Stafford-Smith	Jason Dewling
April 19	<i>Rum Ragged</i> , BlueShore at CapU	Jason and Heather Dewling
April 20	Cameo appearance in Amazing Race being filmed at Squamish campus	Jason Dewling
April 21,22	Universities Canada Spring	Jason Dewling
April 23	Student Research Symposium	Jason Dewling
April 23	Skw'chays Awakening Ceremony	Jason Dewling and Executives
April 23	CapU Alumni Connections at Wildeye Brewing	Jason and Heather Dewling, Pamela Findling
April 24	Introductory meeting with honorary degree recipient and donor Zack Bhatia	Jason Dewling, Kari Wharton
April 24	Gradshow 2026: School of Animation & Visual Effects	Jason Dewling
April 25	Lil'wat Earth Day celebration at Tszil Learning Centre	Jason Dewling
April 27	Introductory meeting with library team	Jason Dewling
April 29	Introductory meeting with CSU executive	Jason Dewling, Benisse Zinga, Chris Girodat
April 30	Introduction and presentation to Squamish Nation Chief and Council	Jason Dewling
April 30	Teaching & Learning Symposium	Jason Dewling
May 1	Introduction and presentation at Council of Western Canadian Financial, Logistical and Operational Personnel Spring Conference	Jason Dewling, Tally Bains
May 1	Introductory meeting with Leanne McCarthy, Chief Operating Officer, City of NV	Jason Dewling
May 4	Introductory meeting with Faculty of Business & Professional Studies	Jason Dewling
May 5	Session with Vancouver Island University executives at VIU main campus	Jason Dewling
May 7	President Jason Dewling installation	Various
May 8	Faculty Research Symposium	Jason Dewling
May 11	Summer Student Welcome event	Jason Dewling
May 11	Introductory meeting with Faculty of Fine & Applied Arts	Jason Dewling
May 12	RBC event: The Vancouver Community Partner Event	Jason Dewling, Kari Wharton
May 13	Introductory meeting with AVP academic team	Jason Dewling
May 13	Introductory meeting with Faculty of Global & Community Studies	Jason Dewling
May 13	Introductory meeting with Sunshine Coast School District	Jason Dewling, Ryan Blades
May 14	Introductory meeting with student success team	Jason Dewling



May 14	Session with faculty on reimagining CapU academic programs	Jason Dewling, Executives, SLC
May 15	Introductory meeting with alumnus and donor Geoffrey Rosen	Jason Dewling
May 20	Introductory meeting with Faculty of Education, Health & Human Development	Jason Dewling
May 20	Dialogue with CSU Board of Directors	Jason Dewling, Kari Wharton
May 21	UBC Spring 2026 Congregation—Session 8	Jason Dewling
May 22	Hosted lunch for donor RBC	Jason Dewling, Kari Wharton, Jennifer Bryan, Sara Sutherland
May 22	Introductory Meeting with Gary Mathiesen from Quay North Urban	Jason Dewling
May 25	Farewell dinner for CapU Chancellor Yuri Fulmer	Jason and Heather Dewling, Kari Wharton, RJ Wallia, Shelley Frost, guests
May 27	Introductory meeting with registrar's office team	Jason Dewling
May 27	120th Annual General Meeting (AGM) of the North Vancouver Chamber	Jason Dewling, Pamela Findling
May 28	Meeting with DNV Councillor Lisa Muri	Jason Dewling
May 28	Introductory meeting with Ministry of Infrastructure Deputy Minister Bobbi Plecas	Jason Dewling
May 28	Introductory meeting and FFCCS tour with alumni and donor Keith Cross	Jason Dewling
June 1	The Rotary Club of Vancouver welcomes Sarah McLachlan	Jason Dewling
June 1	Tour of Arts Umbrella	Jason Dewling, Kari Wharton
June 3	ULI BC: State of the City, A Conversation with Mayor Linda Buchanan	Jason Dewling
June 3	PACIU Presidents' Committee Meeting	Jason Dewling
June 3	CSU's Lori Kosciuw 40 th farewell	Jason Dewling, Erin McFadden
June 4	Introductory meeting with Faculty of Arts & Sciences	Jason Dewling
June 4	Welcome Dinner: Capilano University 2026 Honorary Degree Recipients	Jason Dewling
June 5	GVBOT event: Future Skills Roundtable	Jason Dewling
June 5	PNE Freedom Mobile Arch inaugural opening night	Jason and Heather Dewling, Tally Bains
June 8	JABC event: Business Laureates of BC Hall of Fame Gala	Jason and Heather Dewling
June 9,10,11	Capilano University 2026 Convocation	Various
June 10	Enactus Capilano 10 Year Gala	Jason Dewling
June 12	Introductory meeting and campus tour with North Vancouver SD superintendent	Jason Dewling





BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.1: Proposed Course Discontinuances – Faculty of Fine and Applied Arts	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PREPARED BY: Dr. Lesley Brown, Interim Vice-President Academic and Provost	
APPROVED BY: Dr. Jason Dewling, President and Vice-Chancellor	

PURPOSE

To provide the Board of Governors with information in support of the proposed discontinuance of 62 inactive Faculty of Fine and Applied Arts courses.

MOTION

THAT the Board of Governors approve the discontinuance of 62 Faculty of Fine and Applied Arts courses.

SENATE ADVICE

The proposed course discontinuances presented to the Board of Governors on April 28, 2026, were referred to Senate for advice in accordance with [Policy B.104: Discontinuance of Programs or Courses](#) and [Policy S2013-2 Teaching Out of Discontinued Programs](#).

Senate reviewed the proposal and passed the following motion on May 12, 2026:

THAT the Senate recommend to the Board of Governors the proposed discontinuance of 62 courses within the Faculty of Fine and Applied Arts, as outlined in Attachment 1 of the May 12, 2026 agenda package.

The recommendation is now before the Board of Governors for consideration.

SUMMARY

At the request of Jennifer Nesselroad, interim dean, Faculty of Fine and Applied Arts, 62 courses were brought forward for discontinuance as part of regular curriculum review. These courses have not been offered for an extended period and remain active in institutional systems and on the website, which creates confusion for student course planning.

The review by the school chairs and Registrar's Office confirmed that:

- The courses are not part of any current program profile;
- The courses are not prerequisites for any active courses;
- The course outlines are outdated; and
- There is no expectation that these courses will be offered in the future.

RISKS

Any potential risk associated with this motion has been minimized and mitigated by the review findings described above.

MANGAEMENT RECOMMENDATION:

That the Board accept the recommendation advanced by Senate.

Attachment

#	Name
1	Faculty of Fine and Applied Arts Inactive Courses Proposed for Discontinuance



Faculty of Fine and Applied Arts Inactive Courses Proposed for Discontinuance

IDEA School of Design

Subject	Number	Long Course Title	Start	End	Last Active
ADVR	130	Strategic Development and Media Planning for Advertising	200620	999999	200620
IDEA	300	Business Practices for Design and Illustration	200330	201620	201530
IDEA	332	Advanced Illustration	200330	201620	201530
IDEA	341	Production for Print and Digital Media	200630	201620	201530
IDEA	345	Self Promotion	200410	201620	201530
IDEA	350	Packaging	200330	201620	201530
IDEA	377	Digital Illustration II	200930	201620	201530
IDEA	381	Digital Applications V: Digital Media	201230	201620	201530
IDEA	390	Applied Design III	200330	201620	201530
IDEA	343	Graduation Show Design and Production	201410	201620	201610
IDEA	361	Digital Media Development	201110	201620	201610
IDEA	383	Post Design and Illustration	200910	201620	201610
IDEA	393	Capstone and Portfolio Development	201410	201620	201610
IDEA	398	Advanced Design and Illustration	201010	201620	201610

School of Performing Arts

Subject	Number	Long Course Title	Start	End	Last Active
AEM	141	Arts and Entertainment Management II	200110	999999	202410
AEM	147	Record Label Management	200710	999999	202410
AEM	240	Practicum in Arts and Entertainment Management I	200030	999999	202510
AEM	251	Industry Seminar in Arts and Entertainment Management	200830	999999	202430
AEM	252	Introduction to Performing Arts Touring	200830	999999	202430
ASAS	190	Practicum I	200730	999999	#N/A
ASAS	191	Practicum II	200730	999999	#N/A
ASAS	192	Practicum III	200730	999999	#N/A
ASAS	193	Practicum IV	200730	999999	#N/A
ASAS	194	Practicum V	200730	999999	#N/A
ASAS	195	Practicum VI	200730	999999	#N/A
ASAS	290	Practicum VII	200730	999999	201030
ASAS	291	Practicum VIII	200730	999999	201030
ASAS	292	Practicum IX	200730	999999	201030



ASAS	293	Practicum X	200730	999999	#N/A
ASAS	294	Practicum XI	200730	999999	#N/A
ASAS	295	Practicum XII	200730	999999	#N/A
ASAS	390	Performance Project I	200730	999999	200830
ASAS	391	Performance Project II	200810	999999	200910
JAZZ	101	Beginning Theory for Jazz Studies I	200930	999999	200930
JAZZ	102	Beginning Theory for Jazz Studies II	201010	999999	201010
JAZZ	172	Arranging I	199410	999999	201630
JAZZ	236	Vocal Improvisation I	199330	999999	201330
JAZZ	237	Vocal Improvisation II	199410	999999	201410
JAZZ	240	Form and Analysis	199330	999999	201630
JAZZ	241	Counterpoint	199410	999999	201710
JAZZ	250	Introduction to Live Music Production	200930	999999	201210
JAZZ	271	Music History I	199830	999999	201430
JAZZ	272	Arranging II	199330	999999	201710
JAZZ	273	Music History II	199830	999999	201510
JAZZ	300	20th Century Theory	199410	999999	201730
JAZZ	310	Jazz Pedagogy	199330	999999	201810
JAZZ	330	Music Theory V: Studies in Musical Form	201530	999999	202130
JAZZ	336	Vocal Improvisation III	199330	999999	201330
JAZZ	337	Vocal Improvisation IV	199410	999999	201410
MUS	122	Lyric Diction I	199230	999999	202330
MUS	123	Lyric Diction II	199310	999999	202410
MUTH	317	Musical Theatre VI	200810	999999	202010
TECT	374	Theatre Institute I - Production	200730	999999	201330
TECT	375	Theatre Institute II - Production	200810	999999	201410
WMPI	100	World Music Private Instruction	201630	999999	202610
WMPI	150	World Music Private Instruction Secondary	201630	999999	202610
WMPI	200	World Music Private Instruction	201630	999999	202610
WMPI	250	World Music Private Instruction Secondary	201630	999999	202610
WMPI	300	World Music Private Instruction	201630	999999	202610
WMPI	350	World Music Private Instruction Secondary	201630	999999	202610
WMPI	400	World Music Private Instruction	201630	999999	202610
WMPI	450	World Music Private Instruction Secondary	201630	999999	202610



School of Motion Picture Arts

Subject	Number	Long Course Title	Start	End	Last Active
ANAR	164	2D Anatomy for Animation	200710	999999	200710
ANAR	262	3D Model and Texture II	200710	999999	200710
ANAR	263	3D Animation and Timing II	200710	999999	200710
ANAR	264	3D Animation Imaging II	200710	999999	200710
ANAR	153	2D Animation Layout	200710	999999	200830
ANAR	163	2D Animation Storyboarding	200710	999999	200930
ANAR	251	3D Fundamentals of Animation I	200710	999999	201030
ANAR	261	3D Fundamentals of Animation II	200710	999999	201030
CINE	118	Applied Cinematography for Film and Video I	200530	999999	201430
CINE	119	Applied Cinematography for Film and Video II	200610	999999	201510
IDF	229	Advanced Production/Post Production I	200730	201720	201530
IDF	234	Indigenous Storytelling Design	201130	201720	201530
IDF	236	Documentary	201130	201720	201530
MOPA	204	Producing	201030	201620	201530
MOPA	303	Aesthetics of Filmmaking	201030	201620	201530
MOPA	320	Development Project I	201030	201620	201530
MOPA	415	Professional Development IV	201130	201620	201530
MOPA	420	Development Project III	201130	201620	201530
IDF	219	Professional Development	200730	201720	201610
IDF	230	Advanced Production/Post Production II	200810	201720	201610
IDF	232	Advanced Production Practicum	200810	201720	201610
IDF	237	Multi Platform Production	201210	201720	201610
IDF	238	Entrepreneurship in the Indigenous Motion Picture Industry	201210	201720	201610
MOPA	215	Professional Development II	201030	201620	201610
MOPA	219	Entrepreneurship in the Motion Picture Industry	201030	201620	201610
MOPA	311	Motion Graphics	201110	201620	201610
MOPA	315	Professional Development III	201110	201620	201610
MOPA	322	Development Project II	201110	201620	201610
MOPA	422	Development Project IV	201210	201620	201610
FILM	328	Performance IV: Film Production	201110	201730	201710
IDF	140	Technical Directing	201310	201720	201710
IDF	141	Technical Arts	201230	201720	201710
IDF	136	Production/Post Production	201230	999999	201830





BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.2: Proposed Course Discontinuances – Faculty of Arts and Sciences	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PREPARED BY: Dr. Lesley Brown, Interim Vice President Academic and Provost	
APPROVED BY: Dr. Jason Dewling, President and Vice-Chancellor	

PURPOSE

To provide the Board of Governors with information in support of the proposed discontinuance of two Social Science courses.

MOTION

THAT the Board of Governors approve the discontinuance of SOSC 320 People and the Environment: Past and Future Relationships and SOSC 401 Contemporary Issues: The Presence of the Past.

SENATE ADVICE

The proposed course discontinuances presented to the Board of Governors on April 28, 2026, were referred to Senate for advice in accordance with [Policy B.104: Discontinuance of Programs or Courses](#) and [Policy S2013-2 Teaching Out of Discontinued Programs](#).

Senate reviewed the proposal and passed the following motion on May 12, 2026:

THAT the Senate recommend to the Board of Governors the proposed discontinuance of the following courses:

- *SOSC 320 People and the Environment: Past and Future Relationships*
- *SOSC 401 Contemporary Issues: The Presence of the Past.*

The recommendation is now before the Board of Governors for final approval

SUMMARY

As part of regular curriculum review and unit-level program assessment within the School of Social Sciences, and in conjunction with a review conducted through the Registrar's Office of course activity and historical offerings, the Faculty of Arts and Sciences recommended the discontinuance of two Social Science courses. The review confirmed that:

- The courses are not part of any current program profile;
- The courses are not prerequisites for any active courses;
- The course outlines are outdated; and

- There is no expectation that these courses will be offered in the future.

Based on the review findings, on May 12, 2026, Senate recommended that the Board discontinue the two Social Science courses.

RISKS

Any potential risk associated with this motion has been minimized and mitigated by the review findings described above.

MANGAEMENT RECOMMENDATION:

That the Board accept the recommendation advanced by Senate.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.1: Final Fiscal 2025/26 Financial Results	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input checked="" type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PREPARED BY: Tally Bains, VP Finance and Administration Narisha Jessani, Director Financial Services	

PURPOSE

The university concluded Fiscal 2025/26 with a surplus of \$2.14 million, representing a favorable variance of \$5.2 million compared to the \$3.1 million deficit forecasted in January 2026. The decline in international revenue for Fiscal 2025/26 in comparison to prior year was \$24.5 million; the positive year-end surplus reflects targeted efforts to mitigate financial pressures with strategic adjustments made throughout the year in response to evolving revenue projections.

The purpose of this report is to present the final Fiscal 2025/26 financial results to the Board of Governors. This report has been shared with the Finance Committee, Senate Budget Advisory Committee and the Capilano University community.

BACKGROUND

Federal policy changes on international education were announced throughout the 2024 calendar year. The Fiscal 2025/26 deficit budget of \$6.4 million was developed in this context, reflecting anticipated impacts on enrolment. These changes underscored structural pressures across the post-secondary sector, as institutions addressed deficit mitigation alongside rising inflation, fixed operating costs, and ongoing legislative and infrastructure requirements.

During the fiscal year, the University's Strategic Enrolment Management (SEM) framework supported multi-year enrolment forecasting. Actual results showed a significant decline in international enrolment, materially reducing tuition revenue compared to prior year and budget assumptions.

In response to the financial pressures, the University implemented a Deficit Mitigation Plan (DMP) in accordance with Section 29(1.1) of the University Act and Ministry requirements, identifying key deficit drivers, outlining mitigation actions, and establishing a path to financial sustainability. The plan anticipates the use of accumulated unrestricted surplus, as no external funding is available for deficits.

The DMP plan was updated as forecasts evolved, with submissions to the Ministry in May 2025 (Q1) and December 2025 (Q3). The Fiscal 2026/27 deficit budget of \$12.1 million was approved by the Board in February 2026 and reflects further enrolment declines partially offset by mitigation measures.

The University will continue to work toward reducing the Fiscal 2026/27 deficit and will use the forecasting process to update financial projections as decisions are implemented with the goal of returning to a balanced budget position by 2027/28 while maintaining a focus on student experience, academic quality, and long-term operational sustainability.

Throughout the fiscal year, the University maintained regular communication with the Capilano University community regarding its financial position, demonstrating our commitment to transparency and our intention to uphold this principle moving forward. Updates were provided through multiple channels, including email communications, Frontline postings, President's monthly updates, faculty-specific budget sessions, and Capilano

community meetings. These engagements included updates on quarterly financial results and projections, as well as discussions on tuition and broader financial implications, helping to foster transparency and constituent awareness. The University plans to continue this approach as we move forward with deficit mitigation activities this year.

FINANCIAL RESULTS

1. Fiscal 2025/26 Operating Results Overview

Table 1.1 below provides the final financial results in comparison to the January forecast. This change is explained largely due to favorable variances in tuition revenue \$1.8M favorable, investment revenue \$1.1M and international agent commissions \$1.97M.

Table 1.1: Financial Overview

	Actual vs January Forecast			
	2025/26 Actual	January Forecast	Variance (\$) Fav/(Unfav)	Variance (%) Fav/(Unfav)
Revenue	180,900,706	172,375,836	8,524,870	5%
Salaries and Benefits	127,133,466	119,969,098	(7,164,368)	-6%
Operating Expenses	51,618,973	55,463,270	3,844,297	7%
Operating Surplus/(deficit)	2,148,267	(3,056,533)	5,204,800	
Net restricted endowment contributions	1,923,400	436,191	1,487,208	
Surplus/(Deficit)	4,071,667	(2,620,342)	6,692,008	

Actuals to January Forecast – The final year-end operating surplus totaled \$2.14 million, representing a \$5.20 million favorable variance relative to the January forecasted deficit of \$3.06 million.
Revenue: \$8.52 million favorable variance is attributed to Province of BC funding for Balance Measures Mandate \$2.81 million (includes corresponding offset in salaries), investment income \$1.06 million and tuition revenue \$1.82 million
Salaries & Benefits: \$7.16 million unfavorable variance is attributed to the recognition of Balance Measures Mandate salary expense \$2.81 million (includes corresponding offset in revenue) and year-end accruals.
Operating Expenses: \$3.84 million favorable variance is attributed to lower costs in International Agency fees, amortization expenses, and lower operating expenses across the majority of portfolios.

The total surplus of \$2.1 million includes \$346 thousand that will be set aside in the accumulated surplus as an internal restriction for Student Success Support fee, this is a targeted fee that focuses on services in three areas; successful transitions, student development, and student health and well-being.

Forecasts

Annual budgets are developed based on assumptions at a fixed point in time and can become quickly outdated in a dynamic environment where enrolment, policy, and external conditions shift throughout the year. As a result, the University relies on in-year forecasting processes to provide a more current and accurate view of its financial position. These forecasts incorporate the latest enrolment trends, revenue impacts, and expenditure patterns, enabling more informed decision-making and a clearer understanding of emerging financial risks and opportunities.

Table 1.2 below provides a summary of the forecasts developed in the year. These forecasts are developed by Finance in partnership with budget owners. A full review of all operating expenses and salary positions was done with every budget owner during Q2 & Q3 Forecast preparation. The final ‘January’ forecast was developed internally by Finance to update revenues based on the Spring term actual enrollment results and update

expenditures based on a very high level to determine if the expenditures was reasonable for the next 3 months by comparing the Q3 Forecast to December YTD.

Table 1.2: Forecasts Summary

	Actual vs January Forecast				2025/26 - FORECAST			
	2025/26 Actual	January Forecast	Variance (\$) Fav / (Unfav)	Variance % Fav / (Unfav)	Q1	Q2	Q3	January Forecast
Revenue	180,900,706	172,375,836	(8,524,870)	-4.95%	181,177,805	170,002,377	169,542,956	172,375,836
Salaries and Benefits	127,133,466	119,969,098	(7,164,368)	-5.97%	124,118,159	122,601,524	121,551,897	119,969,098
Operating Expenses	51,618,973	55,463,270	3,844,297	6.93%	58,584,734	55,347,984	53,405,671	55,463,270
Operating Surplus/(deficit)	2,148,267	(3,056,533)	5,204,800		(1,525,088)	(7,947,130)	(5,414,612)	(3,056,533)

Table 1.3 highlights the decline in international enrolment and tuition revenue for each time frame with a comparison to Fiscal 2024/25 actual results (prior to federal policy changes).

Table 1.3: International Course Registrations and Tuition Revenue

International Course Registrations						
	Course Registrations	Course Registration Change	Course Registration Change % compared to 24/25	International Tuition Revenue	International Revenue - Cumulative Decline	International Tuition Revenue Cumulative Change % compared to 24/25
2024/25 Actuals	36,497			75,285,746		
2025/26 Budget	30,176	(6,321)	-17%	66,497,107	(8,788,639)	-12%
2025/26 Forecast Quarter 1	27,351	(2,825)	-25%	60,288,623	(6,208,484)	-20%
2025/26 Forecast Quarter 2	22,136	(5,215)	-39%	51,520,363	(8,768,260)	-32%
2025/26 Forecast Quarter 3	22,385	249	-39%	48,528,857	(2,991,506)	-36%
2025/26 Actuals	23,174	789	-37%	50,765,513	2,236,656	-33%
Total Decline from 2024/25		(13,323)	-60%		(24,520,233)	-56%

2. Fiscal 2025/26 Capital Overview

Table 2.1 below summarizes the capital asset additions made in fiscal year 2025/26, categorized into three groups: Facilities, DTS, and Other Department. The \$19.65 million net favorable variance is primarily driven by the deficit mitigation plans to defer and re-scope projects and restrictions places on furniture, equipment and software purchases.

Table 2.1: Capital Summary

	FY2025/26 Actual				FY2025/26 Budget			Variance Fav/(Unfav)
	Internal	Internal - Loan	External	Total	Internal	External	Total	
Total Facilities Major Projects and Annual Budget	1,063,578	17,634,649	10,943,560	29,641,787	26,629,367	13,955,511	40,584,878	10,943,091
Total DTS Technology Projects and Annual Budget	2,019,224	-	6,510,651	8,529,875	6,522,365	5,754,991	12,277,357	3,747,482
Total Other Department Capital Annual Budget	192,782	-	-	192,782	5,157,040	-	5,157,040	4,964,258
Grand Total	3,275,584	17,634,649	17,454,211	38,364,443	38,308,772	19,710,502	58,019,274	19,654,831

Table 2.2 below highlights the detailed summary for each project under the above categories.

Under Facilities, the \$10.94 million net favorable variance in Facilities is a result of working with the Ministry to re-scope the Infrastructure project to utilize Ministry funding and pause the university internal funding.

Under DTS projects, the ERP, Integration Hub, CRM, and Section Planning System projects remained priority initiatives during the year and into the next fiscal year, the Curriculum Management System, eResearch

Administration System, and Identity Management were paused. The Service Management Platform project was completed with support from the vendor and internal staff. All of these changes resulted in a \$3.75 million net favorable variance in DTS.

In addition, the \$4.96 million net favorable variance in Other Departments is primarily the result of the implementation of the deficit mitigation strategies, which deferred non-essential infrastructure upgrades and non-urgent projects.

Table 2.2: Capital Detailed Summary

	2025/26 Actuals				2025/26 Board Budget			Variance Fav/(Unfav)		
	Internal	Internal - Loan	External	Total	Internal	External	Total	Internal	External	Total
Facilities Major Projects										
Fulmer Family Centre for Childhood Studies	3,747		1,146,000	1,149,747	112,482	850,000	962,482	108,735	(296,000)	(187,265)
Larŋiwa/Bqetəwtx™ Student Housing		17,634,649		17,634,649	12,879,847		12,879,847	(4,754,802)	-	(4,754,802)
Main Campus Infrastructure (Electrical Upgrades)	329,631		6,167,718	6,497,349	12,287,038	10,065,289	22,352,327	11,957,407	3,897,571	15,854,978
IXD Computer Projects	65,818			65,818	-	-	-	(65,818)	-	(65,818)
Squamish Student Housing - Land & Building										
Squamish Student Housing - FFE	732,285			732,285	500,000		500,000	(232,285)		(232,285)
Capital Restricted Grant Projects			859,120	859,120					(859,120)	(859,120)
Skw'chays Home	(1,642)			(1,642)				1,642		1,642
Total Facilities Major Projects	1,129,840	17,634,649	8,172,838	26,937,326	25,779,367	10,915,289	36,694,656	7,014,879	2,742,451	9,757,330
Ministry Annual Grants										
Carbon Neutral Capital Program			100,722	100,722		100,722	100,722			
Routine Capital			2,670,000	2,670,000					(2,670,000)	(2,670,000)
Total Ministry Annual Grants	-	-	2,770,722	2,770,722	-	100,722	100,722	-	(2,670,000)	(2,670,000)
Capital Annual Budget										
Deferred Maintenance & One-time FFE	(305,608)			(305,608)				305,608		305,608
Classroom FFE	5,009			5,009	130,000		130,000	124,991		124,991
Kitchen FFE	39,785			39,785				(39,785)		(39,785)
Total Squamish Campus	(260,814)	-	-	(260,814)	130,000	-	130,000	390,814	-	390,814
Deferred Maintenance Miscellaneous	71,432			71,432	200,000		200,000	128,568		128,568
University Furnishings	123,120			123,120	300,000		300,000	176,880		176,880
Campus Planning iCAP					150,000		150,000	150,000		150,000
Student Housing (start-up)					70,000	52,500	122,500	70,000	52,500	122,500
Deferred Maintenance Projects						2,887,000	2,887,000		2,887,000	2,887,000
Total Facilities Capital Annual Budget	(66,262)	-	-	(66,262)	850,000	2,939,500	3,789,500	916,262	2,939,500	3,855,762
Total Facilities Major Projects and Annual Budget	1,063,578	17,634,649	10,943,560	29,641,787	26,629,367	13,955,511	40,584,878	7,931,140	3,011,951	10,943,091
DTS Technology Projects										
ERP Project (Phase 1)			6,247,893	6,247,893		5,754,991	5,754,991		(492,902)	(492,902)
ERP Project (Phase 2)										
Integration Hub Project	1,376,385		262,758	1,639,143	1,146,865		1,146,865	(229,519)	(262,758)	(492,277)
Curriculum Management System (CCMS)	36,228			36,228	501,338		501,338	465,110		465,110
eResearch Administration System					544,874		544,874	544,874		544,874
Service Management Platform					526,838		526,838	526,838		526,838
Identity Management System					657,450		657,450	657,450		657,450
CRM Project	24,378			24,378				(24,378)		(24,378)
Section Planning System	24,378			24,378				(24,378)		(24,378)
Total DTS Technology Projects	1,461,369	-	6,510,651	7,972,020	3,377,365	5,754,991	9,132,357	1,915,996	(755,659)	1,160,337
Capital Annual Budget										
Strategic Projects					385,000		385,000	385,000		385,000
Employee Computer Lifecycle	203,534			203,534	825,000		825,000	621,466		621,466
Cybersecurity					135,000		135,000	135,000		135,000
IT Infrastructure	146,519			146,519	665,000		665,000	518,481		518,481
Classroom Tech Lifecycle	207,801			207,801	1,135,000		1,135,000	927,199		927,199
Total DTS Capital Annual Budget	557,855	-	-	557,855	3,145,000	-	3,145,000	2,587,145	-	2,587,145
Total DTS Technology Projects and Annual Budget	2,019,224	-	6,510,651	8,529,875	6,522,365	5,754,991	12,277,357	4,503,141	(755,659)	3,747,482
Other Department Capital Annual Budget										
Faculty of GCS - Human Kinetics FFE and IT	34,495			34,495	42,540		42,540	8,045		8,045
Faculty of Applied Arts - Film Equipment	111,553			111,553	114,500		114,500	2,947		2,947
Capital Contingency	46,733			46,733	5,000,000		5,000,000	4,953,267		4,953,267
Total Other Department Capital Annual Budget	192,782	-	-	192,782	5,157,040	-	5,157,040	4,964,258	-	4,964,258
Grand Total	3,275,584	17,634,649	17,454,211	38,364,443	38,308,772	19,710,502	58,019,274	17,398,540	2,256,291	19,654,831

3. Accumulated surplus

The 2025/26 accumulated surplus as at March 31, 2026 is \$124.04 million and is detailed in the table below, with prior year's balance for comparative purposes. The unrestricted component of this surplus is \$38.2 million which is a change of \$18.9 million from the prior year, the large decline represents the investments made in capital assets offset by the \$2.1 surplus.

Table 3.1: Accumulated Surplus

	Actuals		
	2025/26	2024/25	Change
Unrestricted	38,187,313	56,884,661	(18,697,348)
Invested in Capital Assets	64,645,110	44,210,095	20,435,015
Endowments	16,658,368	14,644,045	2,014,323
Internally Restricted	4,551,502	4,231,825	319,677
Accumulated Surplus	124,042,293	119,970,626	4,071,667

The Appendices and Attachment section of the briefing note provide additional information on the financial results.

#	Name	Page Number
Appendices		
1	Fiscal 2025/26 Actuals Compared to Budget	8
2	Fiscal 2025/26 Year in Review by Category	10
Attachments		
1	Consolidated Statement of Operations and Accumulated Surplus	24
2	Fiscal 2025/26 Budget Assumptions	25
3	Enrollment and Tuition Revenue Summary	26
4	Faculty Teaching Summary	27
5	Faculty Non-Teaching Summary	28
6	Dashboard	29

Fiscal 2025/26 Financial Results

Appendices

Table of Contents

Appendix 1: Fiscal 2025/26 Actuals Compared to Budget	8
Appendix 2: Fiscal 2025/26 Year in Review by Category	10
Category 1: Enrolment.....	11
Category 2: Staffing	15
Category 3: Ancillary Operations	17
Category 4: Restricted Funds.....	18
Category 5: Capital Operating Impact.....	21
Category 6: Other.....	23

Appendix 1: Fiscal 2025/26 Actuals Compared to Budget

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

Table 4: Actuals Summary

	Fiscal 2025/26 Actual							Fiscal 2025/26 Budget	Variance Favourable/ (Unfavourable)
	Category 1 Enrollment	Category 2 Staffing	Category 3 Ancillary Operations	Category 4 Restricted Funds	Category 5 Other	Category 6 Capital Assets (Operating Impact)	TOTAL		
Revenue	77,022,091	-	10,217,939	8,144,414	78,894,855	6,621,407	180,900,706	184,050,453	12,509,935
Salaries and Benefits	49,988,710	67,496,767	4,705,674	4,941,988	327	-	127,133,466	128,663,292	(5,104,311)
Operating Expenses	1,435,950	-	7,164,530	2,273,340	30,379,928	10,365,224	51,618,973	61,807,847	(2,647,273)
Operating Surplus/(deficit)	25,597,432	(67,496,767)	(1,652,265)	929,086	48,514,599	(3,743,817)	2,148,267	(6,420,686)	8,568,953
Budget Surplus/(deficit)	35,338,204	(69,366,677)	(2,649,175)	(710,616)	36,388,652	(5,421,074)	(6,420,686)		
Variance Favourable/ (Unfavourable)	(9,740,772)	1,869,909	996,909	1,639,702	12,125,947	1,677,257	8,568,953		
Variance Breakdown:									
Revenue	(12,819,782)	-	(3,425,697)	3,107,171	11,083,502	(1,094,942)	(3,149,747)		
Salaries and Benefits	(251,790)	1,869,909	1,686,586	(1,774,553)	(327)	-	1,529,825		
Operating Expenses	3,330,800	-	2,736,020	307,084	1,042,772	2,772,199	10,188,875		
Total variance favorable/(unfavorable)	(9,740,772)	1,869,909	996,909	1,639,702	12,125,947	1,677,257	8,568,953		

Table 4.1: Summary of Variance Explanation Actuals to Budget

Enrollment	<p>The unfavorable variance of \$9.7 million is mainly due to:</p> <ul style="list-style-type: none"> Domestic enrolment was higher than the budget by 3,701 course registrations, while International enrolment was lower by 7,002 course registrations. International tuition revenue was \$15.4 million lower than budget due to a 23% decrease in international course registrations. Domestic tuition revenue was \$2.6 million higher than budget due to 10% increase in domestic course registrations. Salaries and benefits for teaching sections, lab hours and PMI were lower than budget by \$250k due to the decrease in enrolment. <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th rowspan="2"></th> <th colspan="4">Course Registrations</th> </tr> <tr> <th>Actual</th> <th>Budget</th> <th>Variance</th> <th>Variance %</th> </tr> </thead> <tbody> <tr> <td>Domestic</td> <td>42,495</td> <td>38,794</td> <td>3,701</td> <td>10%</td> </tr> <tr> <td>International</td> <td>23,174</td> <td>30,176</td> <td>(7,002)</td> <td>-23%</td> </tr> <tr> <td>Total</td> <td>65,669</td> <td>68,970</td> <td>(3,301)</td> <td>-5%</td> </tr> </tbody> </table>		Course Registrations				Actual	Budget	Variance	Variance %	Domestic	42,495	38,794	3,701	10%	International	23,174	30,176	(7,002)	-23%	Total	65,669	68,970	(3,301)	-5%
	Course Registrations																								
	Actual	Budget	Variance	Variance %																					
Domestic	42,495	38,794	3,701	10%																					
International	23,174	30,176	(7,002)	-23%																					
Total	65,669	68,970	(3,301)	-5%																					
Staffing	<p>The favorable variance of \$1.87 million is mainly due to:</p> <ul style="list-style-type: none"> \$6.50 million favorable variance from vacancy savings, including vacancies removed, layoffs, and lower-than-budgeted staffing costs across multiple portfolios throughout the year. Many portfolios experienced delays in recruitment, extended vacancies, and workforce reductions to help manage overall expenditure. Additional savings were also generated from unused pool budgets across several portfolios. \$1.56 million unfavorable variance in benefits due to severance paid in 2025/26. \$1.30 million unfavorable variance due to year-end severance accruals \$1.05 million unfavorable variance due to recognition of compensation increases related to BMM Funding (revenue recorded in Other Category) \$815k unfavorable variance in Faculty non-teaching category mainly higher number of non-instructional section releases and higher than budget paid ed leave. 																								
Ancillary Operations	<p>The favorable variance of \$996k is mainly due to:</p>																								

	<ul style="list-style-type: none"> • Children’s Centre - \$1.11M favorable variance caused by lower Admin and Staff salaries compared to Budget. • Student Housing - \$793k unfavorable variance driven by the delay in the opening of the Treehouse Student Housing, Budget 2025/26 included full year of Treehouse Operations. • Squamish Student Housing - \$581k favorable variance due to reductions in maintenance operational expenses. • Facility and Land Rental - \$112k unfavorable variance due to a lower number of monthly rentals in FY 2025/26 than anticipated. • Performing Arts Theatre - \$108k favorable variance due to Hanyang Co-pro one year project as well as the rate increase for the rental fees made in July 2025, both not included in the budget. • Bookstore - \$77k unfavorable variance due to lower physical textbook sales than budget due to a lower enrolment of students. • Food Services - \$66k favorable variance due to one-time payment related to Coca-Cola exclusivity partnership, and an unbudgeted property tax rebate from the District of North Vancouver. • Capilano Catalyst - \$64k favorable variance due to the temporary pause of the Capilano Catalyst program. • Parking - \$41k favorable variance due to the rate increases made in August 2025 for daily parking and passes sold, despite the decrease in enrolment. • FAA Studio and Equipment Revenue - \$6k favorable variance due to studio and equipment rental revenue for filming.
Restricted Funds	<ul style="list-style-type: none"> • The favorable variance of \$1.63 million is mainly due to the Student Success Fee surplus, which was driven by cost reductions.
Capital Operating Impact	<p>The favorable variance of \$1.68 million is primarily driven by the following:</p> <ul style="list-style-type: none"> • \$972k net favorable variance related to the Student Housing project. The budget assumed the project will be completed by the end of FY2025/26. However, completion was deferred by another year, resulting in no DCC and TCA amortization recorded in FY2025/26 • \$238k net favorable variance related to ERP project, as Phase 1 amortization will begin in Period 1 of FY2026/27 however, was included in the Budget for 2025/26. • \$467k net favorable variance related to the deferral of other Facilities and DTS projects
Other	<p>The favorable variance of \$12.12 million is mainly related to:</p> <ul style="list-style-type: none"> • \$6.8 million favorable due to Provincial funding; 1) Recognition of \$3.8 million more from Operating Restricted Grant than was included in the Budget, 2) \$2.8 million was received for Balance Measure Mandate funding (corresponding offset was recorded to Faculty & Admin/Staff salaries) • \$2.4 million favorable in investment income due to higher than anticipated realized gains on investment securities and higher interest income than budget. • \$450k favorable due to a higher rental income than anticipated • \$2.4 million favorable in operating largely due to lower Building and Grounds maintenance expenses from reduced spending for routine capital and campus master planning projects.

Appendix 2: Fiscal 2025/26 Year in Review by Category

Appendix 2: Fiscal 2025/26 Year in Review by Category

This section provides the actual results for the year in categories of enrollment, staffing, ancillary operations, restricted funds, capital and 'other' with comparison to the board approved budget.

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

Table 5: Financial Statement by Category View

	Fiscal 2025/26 - Actuals							Fiscal 2025/26 Budget	Variance Favourable/ (Unfavourable)
	Category 1 Enrollment	Category 2 Staffing	Category 3 Ancillary Operations	Category 4 Restricted Funds	Category 5 Other	Category 6 Capital Assets (Operating Impact)	TOTAL		
Revenue:									
Province of British Columbia	-	-	2,750,353	3,187,889	67,685,728	-	73,623,970	64,562,259	9,061,710
Tuition fees - Domestic	27,182,397	-	-	1,687,866	-	-	28,870,263	26,263,825	2,606,438
Tuition fees - International	49,839,695	-	-	925,818	-	-	50,765,513	66,497,107	(15,731,594)
Project and other revenue	-	-	4,860,875	2,285,261	2,804,438	-	9,950,574	11,211,391	(1,260,818)
Amortization of deferred capital contributions	-	-	-	-	-	6,621,407	6,621,407	7,716,349	(1,094,942)
Sales of goods	-	-	928,567	-	-	-	928,567	1,276,088	(347,521)
Parking, childcare and theatre	-	-	1,678,144	57,580	18,375	-	1,754,099	1,718,986	35,113
Donations and gifts in-kind	-	-	-	-	1,239,522	-	1,239,522	297,109	942,413
Investment income	-	-	-	-	7,146,792	-	7,146,792	4,507,339	2,639,453
TOTAL Revenue	77,022,091	-	10,217,939	8,144,414	78,894,855	6,621,407	180,900,706	184,050,453	(3,149,747)
Expenses:									
Salaries and benefits:									
Faculty - Teaching	40,120,486	-	-	1,523,549	300	-	41,644,335	40,507,934	1,136,401
Faculty - Non-Teaching	-	12,780,556	9,000	789,169	-	-	13,578,725	12,264,106	1,314,619
Staff	-	22,574,026	3,069,454	866,418	-	-	26,509,898	29,382,695	(2,872,796)
Exempt	-	2,938,792	71,359	398,443	-	-	3,408,595	4,472,501	(1,063,907)
Administrative	-	13,841,298	639,683	429,387	-	-	14,910,368	16,591,924	(1,681,557)
Benefits	9,868,223	15,362,095	916,178	935,022	27	-	27,081,546	25,444,131	1,637,414
TOTAL Salaries and Benefits	49,988,710	67,496,767	4,705,674	4,941,988	327	-	127,133,466	128,663,292	(1,529,825)
Other Expenses:									
Other operating expenses	1,435,950	-	7,164,530	2,273,340	30,379,928	52,812	41,306,560	48,707,446	(7,400,885)
Amortization of Capital Assets	-	-	-	-	-	10,312,413	10,312,413	13,100,402	(2,787,989)
TOTAL Other Expenses	1,435,950	-	7,164,530	2,273,340	30,379,928	10,365,224	51,618,973	61,807,847	(10,188,875)
TOTAL Operating Expenses	51,424,660	67,496,767	11,870,205	7,215,328	30,380,255	10,365,224	178,752,439	190,471,139	(11,718,700)
Operating Surplus/(deficit)	25,597,432	(67,496,767)	(1,652,265)	929,086	48,514,599	(3,743,817)	2,148,267	(6,420,686)	8,568,953
Budget 2025/26	35,338,204	(69,366,677)	(2,649,175)	(710,616)	36,388,652	(5,421,074)	(6,420,686)		
Variance Favorable/(Unfavorable)	(9,740,772)	1,869,909	996,909	1,639,702	12,125,947	1,677,257	8,568,953		
Variance Breakdown:									
Revenue	(12,819,782)	-	(3,425,697)	3,107,171	11,083,502	(1,094,942)	(3,149,747)		
Salaries and Benefits	(251,790)	1,869,909	1,686,586	(1,774,553)	(327)	-	1,529,825		
Operating Expenses	3,330,800	-	2,736,020	307,084	1,042,772	2,772,199	10,188,875		
Total Variance Favorable/(Unfavorable)	(9,740,772)	1,869,909	996,909	1,639,702	12,125,947	1,677,257	8,568,953		

CATEGORY 1: ENROLMENT

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

Table 6: Enrollment Category Overview

	Fiscal 2025/26 Actual		Fiscal 2025/26 Budget		Change		
	Enrollment/ Sections	\$	Enrollment/ Sections	\$	Enrollment/ Sections	\$	%
Revenue:							
Tuition fees - Domestic	42,495	27,182,397	38,794	24,563,630	3,701	2,618,767	10.7%
Tuition fees - International	23,174	49,839,695	30,176	65,278,243	(7,002)	(15,438,548)	-23.7%
TOTAL Revenue	65,669	77,022,091	68,970	89,841,873	(3,301)	(12,819,782)	-14.3%
Salaries and Benefits:							
Faculty - Teaching	18,059	40,120,486	19,219	40,052,843	(1,160)	67,643	0.2%
Benefits		9,868,223	-	9,684,077	-	184,147	1.9%
TOTAL Salaries and Benefits	18,059	49,988,710	19,219	49,736,920	(1,160)	251,790	0.5%
Other Expenses:							
Other Operating Expenses	-	1,435,950		4,766,750	-	(3,330,800)	-69.9%
TOTAL Other Expenses		1,435,950		4,766,750		(3,330,800)	-69.9%
TOTAL Operating Expenses		51,424,660		54,503,670		(3,079,010)	-5.6%
Operating Surplus/(Deficit)		25,597,432		35,338,204		(9,740,772)	-27.6%

Enrollment Units (Course Registrations)

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

Table 6.1: Course Registration Summary – 2025/26 Budget & Actual

Enrollment	Domestic					International				
	Spring (1/4)	Summer	Fall	Spring (3/4)	Total	Spring (1/4)	Summer	Fall	Spring (3/4)	Total
2025/26 Actuals	4,319	4,511	19,963	13,703	42,495	3,134	5,851	8,803	5,386	23,174
2025/26 Budget	4,367	3,769	18,476	12,181	38,794	3,278	6,943	12,084	7,871	30,176
Variance	(48)	742	1,487	1,521	3,701	(144)	(1,092)	(3,281)	(2,485)	(7,002)
Variance (%)	-1.1%	19.7%	8.0%	12.5%	9.5%	-4.4%	-15.7%	-27.2%	-31.6%	-23.2%

Table 6.2: Course Registration & Tuition Revenue Summary

Course Registrations Summary: Actuals, Budget

Enrollment Course Registrations	2024/25 Actuals	2025/26 Budget	2025/26 Actual	Variance 25/26 Budget vs 25/26 Actual	% Change
Domestic	40,443	38,794	42,495	3,701	9.5%
International	36,497	30,176	23,174	(7,002)	-23.2%
Total	76,940	68,970	65,669	(3,301)	-4.8%

Tuition Revenue Summary: Actuals, Budget

Enrollment Tuition Revenue Total \$	2024/25 Actuals	2025/26 Budget	2025/26 Actual	Variance 25/26 Budget vs 25/26 Actual	% Change
Domestic	\$ 27,117,455	\$ 26,263,825	\$ 28,870,263	\$ 2,606,438	9.9%
International	75,285,746	66,497,107	50,765,513	(15,731,594)	-23.7%
Total	\$ 102,403,202	\$ 92,760,932	\$ 79,635,776	(13,125,156)	-14.1%

Note: Total Tuition of **\$79,635,776** in Table 6.2 includes all tuition fees including restricted fund program tuition, while table 7 only includes tuition from the “Enrolment Category”.

Domestic Course Registrations and Tuition Revenue

Domestic Course Registrations						
	Course Registrations	Course Registration Change	Course Registration Change % compared to 24/25	Domestic Tuition Revenue	Domestic Revenue - Cumulative Change	Domestic Tuition Revenue Cumulative Change % compared to 24/25
2024/25 Actuals	40,443			27,117,455		
2025/26 Budget	38,794	(1,649)	-4%	26,263,825	(853,630)	-3%
2025/26 Forecast Quarter 1	40,501	1,707	0%	27,326,587	1,062,761	4%
2025/26 Forecast Quarter 2	41,106	605	2%	26,447,731	(878,855)	-3%
2025/26 Forecast Quarter 3	41,946	840	4%	28,245,410	1,797,679	7%
2025/26 Actuals	42,495	549	5%	28,870,263	624,853	2%
Total Increase from 2024/25		2,052	5%		1,752,808	2%

International Course Registrations and Tuition Revenue

International Course Registrations						
	Course Registrations	Course Registration Change	Course Registration Change % compared to 24/25	International Tuition Revenue	International Revenue - Cumulative Decline	International Tuition Revenue Cumulative Change % compared to 24/25
2024/25 Actuals	36,497			75,285,746		
2025/26 Budget	30,176	(6,321)	-17%	66,497,107	(8,788,639)	-12%
2025/26 Forecast Quarter 1	27,351	(2,825)	-25%	60,288,623	(6,208,484)	-20%
2025/26 Forecast Quarter 2	22,136	(5,215)	-39%	51,520,363	(8,768,260)	-32%
2025/26 Forecast Quarter 3	22,385	249	-39%	48,528,857	(2,991,506)	-36%
2025/26 Actuals	23,174	789	-37%	50,765,513	2,236,656	-33%
Total Decline from 2024/25		(13,323)	-60%		(24,520,233)	-56%

Table 6.3: Explanation of Variance in Enrollment

The table below explains the variance in enrollment tuition revenue due to the rate and due to the enrollment change. This table explains the variance in base enrollment revenues without additional fees, whereas the tuition revenue in table 6 includes additional fees. The budget applied a 2% tuition fee increase on all course fees.

	2025/26 - Budget to Actuals Variance		
	Due to rates favourable/ (unfavourable)	Due to units favourable/ (unfavourable)	Total Variance
Domestic	91,951	2,514,487	2,606,438
International	(392,254)	(15,339,340)	(15,731,594)
Total	(300,303)	(12,824,853)	(13,125,156)

Salaries: Faculty Teaching

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

Table 7: Sections, Lab Hours & Private Music Instruction

	2025/26 Actuals		2025/26 - Budget		Variance favorable/(unfavorable)	
	Units	\$	Units	\$	Units	\$
Section	2,635.97	40,434,312	2,878.58	38,819,042	242.61	(1,615,270)
Lab Hours	8,125.01	502,855	8,495.00	515,213	370.00	12,358
PMI	7,298.19	593,259	7,845.49	647,680	547.30	54,421
Total	18,059.16	41,530,426	19,219.07	39,981,935	1,159.90	(1,548,491)
Central Illness		60,658	-	126,000	-	65,342
Paid Education Leave		53,251	-	400,000	-	346,749
Total Budget	18,059.16	41,644,335	19,219.07	40,507,935	1,159.90	(1,136,400)

Table 7.1: Explanation of Variance in Sections, Lab Hours & Private Music Instruction

	2025/26 - Budget to Actuals Variance		2025/26 - Budget to Actuals Variance		
	Due to Balance Measure Mandate Accrual	Severance from Budget Section Reduction Accrual	Due to rates favorable/ (unfavorable)	Due to units favorable/ (unfavorable)	Total Variance
Sections	(1,764,173)	(2,993,354)	(141,324)	3,283,581	(1,615,270)
Lab Hours	0	0	(10,541)	22,899	12,358
PMI	0	0	9,931	44,489	54,421
Total	(1,764,173)	(2,993,354)	(141,934)	3,350,970	(1,548,491)

- **Units:** 25/26 section budget was prepared by taking actual enrollment units for 24/25 for each term on a school level and dividing those by total actuals sections by respective term for each school to get an average per school. This calculated average rate was applied to the enrollment to produce the budget for sections by school. Actual sections were lower than budgeted sections resulting in a favorable variance of \$3.2 million. As the table above shows, this is mainly due to a decrease in enrollment.
- **Rate:** 25/26 Budget used Step 2 rates effective April 1, 2024. Faculty members are paid at different levels depending on their experience and employment contracts. Although more sections were recorded in fiscal 25/26, the actual cost of these sections was more than budgeted.

Table 7.2: Balance Measures Mandate (BMM) Funding

In March 2026, Capilano University was provided Balance Measure Mandate (BMM) funding of \$2.81 million from the Ministry of Post-Secondary Education and Future Skills to offset costs associated with management, union, and faculty compensation increases in line with policy direction.

Per Ministry guidance, a corresponding receivable and grant revenue were recorded in the 2025/26 financial statements. A contingent liability and related expense for the wage mandate were also recognized, offsetting the recorded receivable and revenue.

Balance Measures Mandate		
	Recognized in:	
	Revenue	Salaries
Administrative	386,260	386,260
Exempt	73,150	73,150
Staff	587,938	587,938
Faculty	1,764,173	1,764,173
Total BMM	2,811,521	2,811,521

Table 7.3 International Agent Commission Fees

	2025/26 Actual	2025/26 Budget	Variance
Total Agency Fees	1,663,003	4,766,750	(3,103,747)

Table 8.3 above shows the \$3.1M positive variance between the budget for international agent commission fees and the actual expenditures. The lower agent commissions were due to lower international student enrolment and recruitment opportunities this year which was a result of the policy changes introduced by IRCC including the cap on international student permits and the changes to post-graduation work permit rules.

CATEGORY 2: STAFFING

The staffing category includes salaries for faculty non-teaching and employees that are in the administration, exempt and staff (MoveUP) employee groups, plus the related benefits. Staffing costs are split into three categories – staffing, ancillary operations, and restricted funds. There was an overall \$3.09 million favorable variance in the staffing category, as shown in the table below.

Table 8: Staffing Category Overview

	Staffing			Ancillary			Restricted Funds			Total		
	Fiscal 2025/26 Actual	Fiscal 2025/26 Budget	Variance Favourable/ (Unfavourable)	Fiscal 2025/26 Actual	Fiscal 2025/26 Budget	Variance Favourable/ (Unfavourable)	Fiscal 2025/26 Actual	Fiscal 2025/26 Budget	Variance Favourable/ (Unfavourable)	Fiscal 2025/26 Actual	Fiscal 2025/26 Budget	Variance Favourable/ (Unfavourable)
Salaries and benefits:												
Faculty - Non-Teaching	12,781	11,966	(815)	9	3	(6)	789	295	(494)	13,579	12,264	(1,315)
TOTAL Non-Teaching Salaries	12,781	11,966	(815)	9	3	(6)	789	295	(494)	13,579	12,264	(1,315)
Administrative	13,841	15,257	1,415	640	915	276	429	420	(10)	14,910	16,592	1,682
Exempt	2,939	3,783	844	71	307	236	398	382	(16)	3,409	4,473	1,064
Staff	22,574	24,462	1,888	3,069	3,908	839	866	1,013	146	26,510	29,383	2,873
Total Salaries - A, E, S	39,354	43,501	4,147	3,780	5,131	1,350	1,694	1,815	121	44,829	50,447	5,618
Benefits	15,362	13,900	(1,463)	916	1,258	342	608	517	(92)	16,887	15,674	(1,212)
Total Salaries and Benefits	67,497	69,367	1,870	4,706	6,392	1,687	3,092	2,627	(465)	75,294	78,386	3,091

**All figures in thousands*

The table above shows a favorable variance of \$3.09 million for the Administration, Exempt, and MoveUP staff employee groups. This variance is mainly attributable to vacancy savings, including vacancy removals, layoffs, and lower-than-budgeted staffing costs across multiple portfolios throughout the year, partially offset by accruals related to Balanced Measure Mandate adjustments. Many portfolios experienced recruitment delays and extended vacancies as part of ongoing cost management efforts.

As detailed in Table 10, there were 102.18 budgeted FTEs vacant due to vacancy removals and 12.5 FTEs impacted by layoffs as of March 31, 2026. The combined budget associated with these positions totaled \$8.48 million. During the year, 7.85 new FTEs were approved but were not included in the original budget, resulting in \$0.39 million in salary costs for unbudgeted positions in fiscal 2025/26. In addition, Balanced Measure Mandate accruals resulted in \$1.05 million in salary costs.

Salaries: Faculty Non-Teaching

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

Table 9: Salaries Faculty Non-Teaching

	2025/26 - Actuals		2025/26 - Budget		Variance	
	Units	\$	Units	\$	Units	\$
Sections	849.76	11,883,551	791.67	10,676,009	(58.09)	(1,207,542)
Lab Hours	29,202.98	1,659,606	25,670.38	1,556,889	(3,532.60)	(102,717)
PMI	422.78	35,568	378.00	31,206	(44.78)	(4,362)
Total	30,475.52	13,578,725	26,840.04	12,264,104	(3,635.48)	(1,314,621)

The unfavorable variance in Sections is due to higher number of non-instructional sections releases (\$411K) and higher than budget paid education leave and parental leave(\$1.1M). Lab Hour and PMI variances were higher

due to a greater number of courses taken that require labs and PMI than was included in the budget.

Table 9.1: Salaries Faculty Non-Teaching – Variance due to Rate Change vs. Unit Change

	2025/26 - Budget to Actuals Variance		
	Due to rates favourable/ (unfavourable)	Due to units favourable/ (unfavourable)	Total Variance favourable/ (unfavourable)
Sections	(395,141)	(812,402)	(1,207,542)
Lab Hours	98,041	(200,758)	(102,717)
PMI	(594)	(3,767)	(4,362)
Total	(297,694)	(1,016,927)	(1,314,621)

- Units:** Budget used Spring $\frac{1}{4}$ and Summer actual units from Paylive; Fall and Spring $\frac{3}{4}$ based on forecasted units and adjustments from budget owners.
 The actual units were higher than budgeted for sections (58.09 sections) and higher than budget for lab hours and PMI (3,532.60 & 44.78 respectively), resulting in a \$1.01 million unfavorable variance related to units.
- Rate:** Budget 2025/26 uses Step 2 rates effective April 1, 2024 (sections: \$13,355; lab hours \$60.06; PMI \$80.16) were used in the budget.
 Actual rates ended up higher than Budget due to a larger proportion of staff using Step 1 rates (sections \$13,984; lab hour \$56.83, PMI \$84.12), resulting in a \$297 thousand unfavorable variance related to section rates.

The following table shows all the changes in 2025/26 that impacted the actual salaries for Administrative, Exempt, and Staff.

Table 10: Administration, Exempt, and Staff

2025/26 Salary Budget	FTE (unit)				Salaries (\$)			
	Administrative	Exempt	Staff	Total	Administrative	Exempt	Staff	Total
2025/26 Budget	122.21	49.00	391.16	562.37	16,591,924	4,472,501	29,382,695	50,447,120
Fiscal 2025/26 changes								
Impact of vacant budget positions throughout the year	(16.21)	(14.60)	(71.37)	(102.18)	(1,930,168)	(793,098)	(4,071,459)	(6,794,725)
Completed Layoffs	(6.50)	(3.00)	(3.00)	(12.50)	(270,701)	(82,820)	(26,611)	(380,132)
New positions added during the year	2.00	-	5.85	7.85	123,550	-	270,262	393,812
Balanced Measure Mandate	-	-	-	-	386,260	73,150	587,938	1,047,348
Restricted Fund	-	-	-	-	9,502	16,290	(146,347)	(120,554)
Pool Budget	-	-	-	-	-	(277,428)	513,420	235,992
Total Fiscal 2025/26 Changes	(20.71)	(17.60)	(68.52)	(106.83)	(1,681,557)	(1,063,907)	(2,872,796)	(5,618,260)
2025/26 Total Salary Actuals	101.50	31.40	322.64	455.54	14,910,368	3,408,595	26,509,898	44,828,861

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

CATEGORY 3: ANCILLARY OPERATIONS

Ancillary operations fiscal 2025/26 actual results reflect a deficit of \$1.65 million, compared to a budgeted deficit of \$2.65 million. Table 11.1 provides the bottom-line impact of each ancillary operation and explanations on the variance.

Table 11: Statement of Operations – Ancillary Operations Category

	Fiscal 2025/26 Actual	Fiscal 2025/26 Budget	Variance Favorable/(Unfavorable)	
			\$	%
Revenue:				
Province of British Columbia	2,750,353	2,485,013	265,340	10.7%
Project and other revenue	4,860,875	8,184,549	(3,323,674)	-40.6%
Sales of goods	928,567	1,276,088	(347,521)	-27.2%
Parking, childcare and theatre	1,678,144	1,697,986	(19,842)	-1.2%
TOTAL Revenue	10,217,939	13,643,636	(3,425,697)	-25.1%
Expenses:				
Salaries and benefits:				
Faculty - Non-Teaching	9,000	3,371	(5,629)	-167.0%
Administrative	639,683	915,286	275,603	30.1%
Exempt	71,359	307,432	236,073	76.8%
Staff	3,069,454	3,908,256	838,803	21.5%
Benefits	916,178	1,257,915	341,737	27.2%
TOTAL Salaries and benefits	4,705,674	6,392,261	1,686,586	26.4%
Other Expenses:				
Other operating expenses	7,164,530	9,900,550	2,736,020	27.6%
TOTAL Other expenses	7,164,530	9,900,550	2,736,020	27.6%
TOTAL Operating expenses	11,870,205	16,292,811	4,422,606	27.1%
Operating surplus/(deficit)	(1,652,265)	(2,649,175)	996,909	37.6%

Table 11.1: Statement of Operations – Ancillary Operations Category – Explanations

Ancillary				Explanation of Change
Operations:	Fiscal 2025/26 Actual	Fiscal 2025/26 Budget	Variance Favorable/ (Unfavorable)	
New Ancillary Operations				
Fulmer Family Centre for Childhood Studies	(670,089)	(1,310,772)	640,683	Favorable variance due to lower Admin, Staff and maintenance costs compared to budget in an effort to align with the deficit mitigation strategies.
Lamíwa/θqétawtx ^W Student Housing	(1,307,155)	(278,074)	(1,029,081)	Unfavorable variance driven by Treehouse Student Housing revenue being budgeted for FY 25/26, while operations and associated revenue will commence in May 2026.
Squamish Conference Centre	223,885	-	223,885	Favorable variance due to two buildings in Squamish being used for The Lodges.
Student Squamish Housing	(665,359)	(1,023,062)	357,703	Favorable variance due to lower maintenance operational expenses compared to Budget in an effort to align with the deficit mitigation strategies to reduce total expenses within Squamish Student Housing.
Total New Ancillary Operations	(2,418,718)	(2,611,908)	193,190	
Children's Centre	230,266	(242,218)	472,484	Favorable variance due to lower Admin and Staff salaries compared to Budget in an effort to align with the deficit mitigation strategies and reduce total expenses within the Children's Centre.
Performing Arts Theatre	74,227	(34,347)	108,574	Favorable variance due to Hanyang Co-pro one year project as well as the rate increase for the rental fees made in July 2025, both not included in the budget.
Bookstore	(252,136)	(175,035)	(77,101)	Unfavorable variance caused by lower physical textbook sales than budget due to changing market trends and lower enrolment of students.
Parking	502,722	460,800	41,922	Favorable variance due to the rate increases made in August 2025 for daily parking and passes sold, despite the decrease in enrolment.
Food Services	190,282	123,519	66,763	Favorable variance due to a one-time payment related to Coca-Cola exclusivity partnership, and an unbudgeted property tax rebate from the District of North Vancouver.
Facility and Land Rental	88,735	201,528	(112,793)	Unfavorable variance due to a lower number of monthly rentals in FY 2025/26 than anticipated.
Student Housing	91,417	(141,877)	233,294	Favorable variance due to lower service contract payments compared to Budget in an effort to align with the deficit mitigation strategies.
FAA Studio and Equipment Revenue	6,391	-	6,391	Favorable variance due to studio and equipment rental revenue for filming not included in the budget.
Capilano Catalyst	(165,451)	(229,636)	64,185	Favorable variance due to the temporary pause of Capilano Catalyst Portfolio.
Total Existing Ancillary Operations	766,452	(37,267)	803,719	
Operating Surplus/(Deficit)	(1,652,266)	(2,649,175)	996,909	

CATEGORY 4: RESTRICTED FUNDS

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

Table 12.1: Statement of Operations – Restricted Funds

Restricted Funds	Fiscal 2025/26 Actual	Fiscal 2025/26 Budget	Variance Favourable / (Unfavourable)	Variance %
Revenue:				
Province of British Columbia	3,187,889	1,423,952	1,763,937	124%
Tuition fees - Domestic	1,687,866	1,700,195	(12,329)	-1%
Tuition fees - International	925,818	1,218,864	(293,046)	-24%
Project and other revenue	2,285,261	673,233	1,612,029	239%
Parking, childcare and theatre	57,580	21,000	36,580	174%
TOTAL Revenue	8,144,414	5,037,243	3,107,171	62%
Expenses:				
Salaries and Benefits:				
Faculty - Teaching	1,523,549	455,091	(1,068,458)	-235%
Faculty - Non-Teaching	789,169	294,992	(494,177)	-168%
Administrative	429,387	419,885	(9,502)	-2%
Exempt	398,443	382,153	(16,290)	-4%
Staff	866,418	1,012,765	146,347	14%
Benefits	935,022	602,549	(332,473)	-55%
TOTAL Salaries and Benefits	4,941,988	3,167,435	(1,774,553)	-56%
Other Expenses:				
Other Operating Expenses:	2,273,340	2,580,424	307,084	12%
TOTAL Other Expenses	2,273,340	2,580,424	307,084	12%
TOTAL Operating Expenses	7,215,328	5,747,859	(1,467,469)	-26%
Operating Surplus/(Deficit)	929,086	(710,616)	1,639,702	231%

Table 12.2: Statement of Operations – Restricted Funds– Breakdown by Category

Category	Fund	Fiscal 2025/26 Actual			Fiscal 2025/26 Budget	Variance Favourable/ (Unfavourable)	Explanation of Variance
		Revenue	Expenses	Operating Surplus/(Deficit)			
Uncategorized	20	29,389	96,978	(67,589)	-	(67,589)	The Athletics and Recreation team funds incurred a deficit in the current year, in contrast to prior years in which the fund consistently reported a surplus.
External Grants	21	555,259	555,259	-	(1)	1	
Field Schools and Consumables	22	413,904	416,107	(2,203)	-	(2,203)	Deficit due to student discounts provided for computer part purchases
Unified Grant (Internal)	23	4,017	4,017	-	-	-	
Ministry Targeted Funds	24	2,383,054	1,994,793	388,261	-	388,261	Surplus is due to Adult Basic Education (ABE) or English Language Learning (ELL) pathways to high priority career programs.
Restricted Funds - Contracts	25	950,478	846,144	104,333	(10,467)	114,801	Surplus was due to late agreements finalized and recognized in the current fiscal year, creating an unbudgeted surplus for the portion relating to the prior year.
Restricted Funds - CALP	26	1,514,266	1,327,660	186,606	103,205	83,402	Surplus is mainly due to the collection of a higher amount of administration fees from various programs.
Internally Restricted	28	2,294,048	1,972,045	322,003	(803,353)	1,125,355	Surplus driven by deliberate cost savings in Student Success Fee to align with the deficit mitigation strategy implemented in the current fiscal year.
Operating Surplus/ (Deficit)		8,144,414	7,213,002	931,412	(710,616)	1,642,028	

Category	Fund	Fiscal 2025/26 Actual			Fiscal 2025/26 Budget	Variance Favourable/ (Unfavourable)	Explanation of Variance
		Revenue	Expenses	Operating Surplus/ (Deficit)			
Uncategorized	20	29,389	96,978	(67,589)	-	(67,589)	The Athletics and Recreation team funds incurred a deficit in the current year, in contrast to prior years in which the fund consistently reported a surplus.
External Grants	21	555,259	555,259	-	(1)	1	
Field Schools and Consumables	22	413,904	416,107	(2,203)	-	(2,203)	Deficit due to student discounts provided for computer part purchases
Unified Grant (Internal)	23	4,017	4,017	-	-	-	
Ministry Targeted Funds	24	2,383,054	1,994,793	388,261	-	388,261	Surplus is due to Adult Basic Education (ABE) or English Language Learning (ELL) pathways to high priority career programs.
Restricted Funds - Contracts	25	950,478	846,144	104,333	(10,467)	114,801	Surplus was due to late agreements finalized and recognized in the current fiscal year, creating an unbudgeted surplus for the portion relating to the prior year.
Restricted Funds - CALP	26	1,514,266	1,327,660	186,606	103,205	83,402	Surplus is mainly due to the collection of a higher amount of administration fees from various programs.
Internally Restricted	28	2,294,048	1,974,371	319,677	(803,353)	1,123,030	Surplus driven by proactive cost-mitigation measures within Student Success to offset lower revenues. Key drivers include a \$500k savings from a strategic pause on the student housing space setup, a freeze on contract hiring, and deferred expenditures on equipment purchases and maintenance.
Operating Surplus/ (Deficit)		8,144,414	7,215,328	929,086	(710,616)	1,639,702	

Internally Restricted (Fund 28) includes revenues and expenses related to the Student Success Fee. At the end of this fiscal, \$346K was unspent from Student Success Fee and will be added to the Internally restricted balance resulting in a total end of year balance of \$4.52 million as shown in Table 13 below.

Table 13: Statement of Operations – Student Success Fees

	Fiscal 2025/26				Fiscal 2024/25			
	Actuals	Budget	Variance Favourable/ (Unfavourable)	Variance in %	Actuals	Budget	Variance Favourable/ (Unfavourable)	Variance in %
Student Success Fee Revenue	2,294,048	2,392,672	(98,624)	-4%	2,653,983	2,213,815	440,168	20%
Salary and Benefits	1,505,019	1,826,819	321,800	18%	1,075,029	990,110	(84,919)	-9%
Operating expenses	442,565	1,369,206	926,641	68%	391,499	1,223,705	832,206	68%
Annual Surplus/ (Deficit)	346,464	(803,353)	1,149,817	143%	1,187,454	-	1,187,454	N/A
Internally Restricted, beginning of year	4,175,556	4,175,556	-	0%	2,988,101	2,988,101	-	0%
Internally Restricted, end of year	4,522,020	3,372,203	1,149,817	34%	4,175,556	2,988,101	1,187,454	40%

CATEGORY 5: CAPITAL OPERATING IMPACT

The capital category summarizes the operating impact of the amortization of Deferred Capital Contributions (DCC), amortization of Tangible Capital Assets (TCA), along with the effects of Asset Retirement Obligations and Accretion Expense Accounting Standards implemented in April 2022.

Table 14.1 below shows the capital operating impact. The actual \$3.74 million represents the operating impact of the internally funded portion of capital asset purchases. This impact is expected to increase year-over-year as major projects are completed, and amortization expense commences.

Table 14.1: Capital Operating Impact

Capital Operating Impact	Fiscal 2025/26		Variance Fav/(Unfav)
	Actuals	Budget	
Amortization of Deferred Capital Contributions	6,621,407	7,716,349	(1,094,942)
Amortization of Tangible Capital Assets	10,305,289	13,094,468	2,789,180
Asset Retirement Obligation	7,224	5,933	(1,290)
Operating Surplus / (Deficit)	(3,691,106)	(5,384,053)	1,692,947
Accretion Expense	52,712	37,021	(15,691)
Total Operating Surplus/(Deficit)	(3,743,817)	(5,421,074)	1,677,257

Table 14.2 highlights the key drivers of the variance between the 2025/26 Budget and 2025/26 Actuals. The \$1.09 million unfavorable variance in DCC amortization reflects the delays in the completion of major projects that were initially expected to be completed by the end of the fiscal year. Fulmer Centre was completed in May 2025, while Student Housing project is now expected to be completed by the end of Q1 FY2026/27. In addition, the ERP Phase 1 and Integration Hub go-live date was deferred to April 2026.

The \$2.79 million favorable variance in TCA amortization is similarly driven by the delayed completion of these projects, as well as the implementation of deficit mitigation strategies that deferred non-essential infrastructure projects and non-urgent facility projects.

Overall, these timing differences and project deferrals resulted in a net favorable operating impact of \$1.68 million related to the University's capital activities and priorities.

Table 14.2: Capital Operating Impact - Explanation of Variance

Explanation of Variance	FY2025/26		Variance Fav/(Unfav)	Total Project
	Actuals	Budget		
Amortization of Deferred Capital Contributions:				
Fulmer Centre	238,750	454,531	(215,781)	17,125,194
Student Housing	-	266,677	(266,677)	14,034,000
ERP Project Phase 1	-	250,000	(250,000)	9,727,908
Squamish Campus	1,600,000	1,700,763	(100,764)	48,000,000
Squamish Student Housing	1,080,000	1,280,000	(200,000)	37,800,000
Other existing DCC	3,702,657	3,764,378	(61,721)	
Total Annual Amortization of DCC	6,621,407	7,716,349	(1,094,942)	
Amortization of Tangible Capital Assets:				
Fulmer Centre	525,979	668,850	142,871	25,817,269
Student Housing	-	1,238,533	1,238,533	58,212,000
ERP Project Phase 1	-	488,331	488,331	12,042,484
Integration Hub	-	24,068	24,068	2,344,604
Squamish Campus	1,719,952	1,738,916	18,965	50,214,234
Squamish Student Housing	1,412,173	1,712,173	300,000	55,000,000
Other existing TCA	6,647,186	7,223,596	576,411	
Total Annual Amortization of TCA	10,305,289	13,094,468	2,789,180	
Asset Retirement Obligation and Accretion Expense:				
Asset Retirement Obligation	7,224	5,933	(1,290)	
Accretion Expense	52,712	37,021	(15,691)	
Total Operating Surplus/(Deficit)	(3,743,817)	(5,421,074)	1,677,257	

CATEGORY 6: OTHER

The table below shows the breakdown of the 'Other' category and explains the budget to actual variance for fiscal 2025/26.

Table 15: Statement of Operations – Other Category and Explanation of Variance

	Fiscal 2025/26 Actual	Fiscal 2025/26 Budget	Variance Favourable/ (Unfavourable)	Explanation of Variance
Province of British Columbia	67,685,728	60,653,295	7,032,433	\$7.03 million favourable variance due to recognition of the remaining Operating Restricted Grant (\$3.8 million variance from Budget), and \$2.8M received from the Ministry for the Balanced Measure Mandate.
Project and other revenue	2,804,438	2,353,610	450,828	\$450k favourable project and other revenue, mainly related to higher facilities rentals and CSW rentals.
Parking, childcare and theatre	18,375	-	18,375	
Donations and gifts in-kind	1,239,522	297,109	942,413	Higher Donations than Budget, including \$522k for Children's Centre.
Investment income	7,146,792	4,507,339	2,639,453	\$2.43 million favorable in investment income due higher than anticipated realized gains on investment securities and higher interest income than budget.
TOTAL Revenue	78,894,855	67,811,353	11,083,502	
Salaries & Benefits	327	-	327	
Other Operating Expenses	30,379,928	31,422,700	(1,042,772)	-\$2.12 million favourable largely due to lower in Building and Grounds maintenance expenses from reduced spending for routine capital and campus master planning projects. -\$1.08 million unfavourable due to Foundation expenses (offset by increase in donations)
TOTAL Operating Expenses	30,380,255	31,422,700	(1,042,445)	
Operating Surplus/(Deficit)	48,514,599	36,388,652	12,125,947	

Capilano University

Consolidated Statement of Operations and Accumulated Surplus
as at March 31, 2026, with comparative information for 2025

Attachment 1

	Year to Date					Forecast vs Budget				Forecasts				Prior Year Comparison		
	2026	January	Actuals % of	Variance \$	Variance %	January	2026	Variance \$	Variance %	Q1	Q2	Q3	January	2025 Actuals	Change \$ inc/(dec)	Change % inc/(dec)
	Actuals	Forecast	January Forecast	fav/(unfav)	fav/(unfav)	Forecast	Board Budget	fav/(unfav)	fav/(unfav)	Forecast	Forecast	Forecast	Forecast			
Revenue:																
Province of British Columbia	\$ 73,623,970	\$ 69,182,838	106.4%	\$ 4,441,132	6.4%	\$ 69,182,838	\$ 64,562,259	\$ 4,620,579	7.2%	\$ 67,944,688	\$ 69,123,058	69,182,838	\$ 69,182,838	\$ 60,420,257	\$ 13,203,713	21.9%
Tuition fees - Domestic	28,870,263	26,860,753	107.5%	2,009,511	7.5%	26,860,753	26,263,825	596,928	2.3%	27,326,587	26,447,731	28,245,410	26,860,753	27,117,455	1,752,808	6.5%
Tuition fees - International	50,765,513	50,932,848	99.7%	(167,335)	-0.3%	50,932,848	66,497,107	(15,564,259)	-23.4%	60,288,623	51,520,363	48,528,857	50,932,848	75,285,746	(24,520,234)	-32.6%
Project and other revenue	9,950,574	9,204,710	108.1%	745,863	8.1%	9,204,710	11,211,391	(2,006,681)	-17.9%	11,211,391	8,764,348	9,204,710	9,204,710	10,923,274	(972,701)	-8.9%
Amortization of deferred capital contributions	6,621,407	6,421,430	103.1%	199,977	3.1%	6,421,430	7,716,349	(1,294,918)	-16.8%	6,606,995	6,531,863	6,421,430	6,421,430	5,302,049	1,319,357	24.9%
Sales of goods	928,567	984,697	94.3%	(56,130)	-5.7%	984,697	1,276,088	(291,391)	-22.8%	1,276,088	984,697	984,697	984,697	1,196,218	(267,650)	-22.4%
Parking, childcare and theatre	1,754,099	2,024,074	86.7%	(269,975)	-13.3%	2,024,074	1,718,986	305,088	17.7%	1,718,986	1,916,083	2,024,074	2,024,074	1,292,266	461,832	35.7%
Donations and gifts-in-kind	1,239,522	685,052	180.9%	554,470	80.9%	685,052	297,109	387,943	130.6%	297,109	445,758	765,877	685,052	747,477	492,046	65.8%
Investment income	7,146,792	6,079,434	117.6%	1,067,358	17.6%	6,079,434	4,507,339	1,572,095	34.9%	4,507,339	4,268,476	4,185,063	6,079,434	7,619,847	(473,055)	-6.2%
	180,900,706	172,375,836	104.9%	8,524,870	4.9%	172,375,836	184,050,453	(11,674,618)	-6.3%	181,177,805	170,002,377	169,542,956	172,375,836	189,904,590	(9,003,884)	-4.7%
Expenses:																
Salaries and benefits	127,133,466	119,969,098	106.0%	7,164,368	6.0%	119,969,098	128,663,292	(8,694,193)	-6.8%	124,118,159	122,601,524	121,551,897	119,969,098	123,846,271	3,287,195	2.65%
Cost of goods sold	720,775	716,930	100.5%	3,845	0.5%	716,930	983,888	(266,958)	-27.1%	983,888	716,930	716,930	716,930	1,056,905	(336,131)	-31.80%
Buildings and grounds	8,981,288	10,332,356	86.9%	(1,351,068)	-13.1%	10,332,356	12,527,522	(2,195,167)	-17.5%	12,527,522	10,657,431	8,973,025	10,332,356	8,716,582	264,706	3.04%
Student support	2,632,308	2,986,923	88.1%	(354,616)	-11.9%	2,986,923	2,290,686	696,237	30.4%	2,290,686	1,969,587	2,136,447	2,986,923	3,084,279	(451,971)	-14.65%
Operating expenses	28,972,190	30,853,614	93.9%	(1,881,424)	-6.1%	30,853,614	32,905,349	(2,051,735)	-6.2%	31,165,866	31,003,858	31,005,823	30,853,614	35,883,284	(6,911,094)	-19.26%
Amortization of capital assets	10,312,413	10,573,447	97.5%	(261,035)	-2.5%	10,573,447	13,100,402	(2,526,954)	-19.3%	11,616,772	11,000,177	10,573,447	10,573,447	9,452,253	860,160	9.10%
	178,752,439	175,432,369	101.9%	3,320,070	1.9%	175,432,369	190,471,139	(15,038,771)	-7.9%	182,702,893	177,949,508	174,957,568	175,432,369	182,039,574	(3,287,135)	-1.81%
Annual operating surplus/(deficit)	2,148,267	(3,056,533)	-70.3%	5,204,800	-170.3%	(3,056,533)	(6,420,686)	3,364,153	-52.4%	(1,525,088)	(7,947,130)	(5,414,612)	(3,056,533)	7,865,016	(5,716,749)	-72.7%
Net restricted endowment contributions	1,923,400	436,191	441.0%	1,487,208	341.0%	436,191	-	436,191		-	257,252	385,973	436,191	454,425	1,468,974	323.3%
Annual surplus/(deficit)	4,071,667	(2,620,342)	-155.4%	6,692,008	-255.4%	(2,620,342)	(6,420,686)	3,800,344	-59.2%	(1,525,088)	(7,689,879)	(5,028,639)	(2,620,342)	8,319,441	(4,247,774)	-51.1%
Accumulated surplus, beginning of year	119,970,630	119,970,630		-	0.0%	119,970,630	119,970,630	-	0.0%	119,970,630	119,970,630	119,970,630	119,970,630	111,651,187	8,319,443	7.5%
Accumulated surplus, end of year	\$ 124,042,296	\$ 117,350,288		\$ 6,692,008		\$ 117,350,288	\$ 113,549,944	\$ 3,800,344		118,445,542	112,280,751	114,941,991	117,350,288	\$ 119,970,630	\$ 4,071,667	3.4%

Capilano University

Fiscal 2025/26 Budget Assumptions

Attachment 2

Category	Fiscal 2025/26 Budget
Enrollment: Units	<ul style="list-style-type: none"> • The Strategic Enrollment Management team has developed preliminary modelling to project enrollment units which has been used to develop the budget for Fiscal 2025/26. Student headcount is based on current units, historical retention rates and estimated new students, returning students, and stop outs. • Domestic student headcount: Fall 5119, Spring 3352, Summer 1756 for Fiscal 2025/26 • International student headcount: Fall 3293, Spring 2201, Summer 2350 for Fiscal 2025/26 • Domestic and international returning student headcount – historical return rates for each term (fall to spring, spring to summer, spring to fall, summer to fall) by previous terms new student headcount. • Course registrations units calculated: student headcount multiplied by last year's average courses taken by students. • Finance used total course registrations for the university to develop faculty level course registrations using Fiscal 2023/24 and 2024/25 course registration information.
Enrollment: Tuition Revenue	<ul style="list-style-type: none"> • A 2% fee increase for Domestic and 5% increase for International applied. • Exemption of 2% increase included for 3 programs (2D, 3D and VFX). • The enrollment units (course registrations) are multiplied by average rates per term, per faculty, which have been calculated using the average actuals of the most recent term, for tuition dollars per unit.
Enrollment: Faculty Teaching	<ul style="list-style-type: none"> • Units are calculated based on enrollment units; used most recent faculty average from 2024/25 to calculate enrollment revenue. • Rate used to calculate faculty teaching costs is reflective of the new ratified collective agreement Step 2 rate effective April 1, 2024 (sections: \$13,486.50; lab hours \$60.65; PMI \$82.55).
Admin, Exempt, MoveUp FTE's and Faculty Non-Teaching Units	<ul style="list-style-type: none"> • FTE's equal to Fiscal 2024/25 Budget used as a starting point plus new positions added and adjustments that occurred during the year. • MoveUp – rates used in the current salary have been adjusted for the 3% estimated rate increases for 24/25. • Faculty non-teaching used step rates effective April 1, 2024: 2024 (sections: \$13,486.50; lab hours \$60.65; PMI \$82.55).
Ancillary Operations	<ul style="list-style-type: none"> • Budgets developed with input from budget holders.

Capilano University

Fiscal Year 2025/26

Enrollment and Tuition Revenue Summary

Attachment 3

1. Summary Statement

	Actuals - 2025/26		Budget - 2025/26		Variances - Budget x Actuals	
	YEAR	YEAR	YEAR	YEAR	Enrollment	\$
	Enrollment	\$	Enrollment	\$		
Domestic	42,495	25,538,142	38,794	23,336,628	3,701	2,201,514
International	23,174	49,143,871	30,176	64,057,744	(7,002)	(14,913,873)
TOTAL TUITION	65,669	74,682,012	68,970	87,394,372	(3,301)	(12,712,359)
Student Success Fee		2,294,048		2,392,672	-	(98,624)
Service and Technology Fee		1,884,090		1,965,218	-	(81,128)
Continuing Studies		-		-	-	-
New Program Costing		-	130	426,994	(130)	(426,994)
Squamish	-	-	-	-	-	-
Additional adjustments (actuals)		455,989		-	-	455,989
Student Consumables		319,636		581,676	-	(262,040)
Total		79,635,776		92,760,932		(13,125,156)
Board approved Final/Master		79,635,776		92,760,932		
Difference		-		0.00		

2. Enrollment (Units and \$)

	Actuals - 2025/26		Budget - 2025/26		Variances - Budget - 2025/26 x 2025/26 Actual	
	YEAR	YEAR	YEAR	YEAR	Enrollment	\$
	Enrollment	\$	Enrollment	\$		
Faculty of Arts and Sciences	21,754	28,040,961	22,738	30,265,446	(984)	(2,224,485)
Domestic	10,875	5,321,495	9,882	4,548,616	993	772,879
International	10,879	22,719,466	12,856	25,716,830	(1,977)	(2,997,364)
Business and Professional Studies Faculty	17,612	20,499,335	19,778	27,620,839	(2,166)	(7,121,504)
Domestic	9,941	4,736,527	8,772	4,389,177	1,169	347,350
International	7,670	15,762,808	11,006	23,231,662	(3,335)	(7,468,854)
Education, Health and Human Development Faculty	7,429	6,472,853	8,095	6,267,772	(666)	205,081
Domestic	5,946	2,515,956	6,247	2,088,962	(301)	426,994
International	1,483	3,956,897	1,848	4,178,810	(364)	(221,913)
Fine and Applied Arts Faculty	13,078	13,949,263	11,988	14,823,829	1,090	(874,566)
Domestic	11,807	10,839,122	10,347	10,368,372	1,459	470,750
International	1,271	3,110,140	1,640	4,455,457	(369)	(1,345,317)
Global and Community Studies Faculty	5,796	5,719,601	6,371	8,416,487	(576)	(2,696,886)
Domestic	3,926	2,125,041	3,545	1,941,502	381	183,539
International	1,870	3,594,560	2,826	6,474,985	(956)	(2,880,425)
TOTAL	65,669	74,682,012	68,970	87,394,372	(3,301)	(12,712,360)
Domestic	42,495	25,538,142	38,794	23,336,628	3,701	2,201,514
International	23,174	49,143,871	30,176	64,057,744	(7,002)	(14,913,873)
Other Fees	-	4,178,138	1,767	6,217,578	(1,767)	(2,039,440)
Domestic	-	2,492,006	1,374	2,965,436	(1,374)	(473,430)
International	-	1,686,132	392	3,252,142	(392)	(1,566,010)

Capilano University

Fiscal Year 2025/26
Faculty Teaching Summary

Attachment 4

1. Summary Statement

	Actuals - 2025/26		Budget - 2025/26		Variances - Budget - 2025/26 x 2025/26 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Units	\$	Units	\$	Units	\$
Section	2,635.97	40,434,312.14	2,878.58	38,819,042	(242.61)	1,615,270
Lab Hours	8,125.01	502,852.80	8,495.00	515,211	(370.00)	(12,358)
PMI	7,298.19	593,259.34	7,845.49	647,680	(547.30)	(54,421)
Total	18,059.163	41,530,424	19,219.07	39,981,933	(1,159.90)	1,548,491

2. Section (Units and \$)

	Actuals - 2025/26		Budget - 2025/26		Variances - Budget - 2025/26 x 2025/26 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Units	\$	Units	\$	Units	\$
2.1.4 Indigenous Student Services	-	-	3.89	52,454	(3.89)	(52,454)
2.2 FAS	793.81	10,716,092	813.22	10,966,680	(19.41)	(250,588)
2.3 BPS	469.01	6,587,189	590.52	7,963,399	(121.51)	(1,376,210)
2.4 EHHD	563.15	7,490,636	539.25	7,272,005	23.90	218,631
2.5 Fine and Applied Art Faculty	570.58	7,639,308	633.49	8,542,875	(62.91)	(903,567)
2.5.1 Performing Arts Theatre	-	-	-	-	-	-
2.6 GCS	231.40	3,145,261	281.53	3,796,623	(50.13)	(651,362)
2.7 Sechelt	-	-	3.52	47,511	(3.52)	(47,511)
4.4.1 Central CapU	-	4,757,527	0.42	5,704	(0.42)	4,751,823
5.3 CIE	0.81	11,693	-	-	0.81	11,693
6.1.1 Central PCD	7.22	86,607	12.74	171,791	(5.52)	(85,184)
TOTAL	2,635.97	40,434,312	2,878.58	38,819,042	(242.61)	1,615,270

3. Lab Hours (Units and \$)

	Actuals - 2025/26		Budget - 2025/26		Variances - Budget - 2025/26 x 2025/26 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Units	\$	Units	\$	Units	\$
2.2 FAS	7,735.91	480,822	8,050.74	488,269	(314.83)	(7,447)
2.5 Fine and Applied Art Faculty	359.10	20,819	406.65	24,663	(47.55)	(3,844)
6.1.1 Central PCD	30.00	1,212	37.62	2,281	(7.62)	(1,069)
TOTAL	8,125.01	502,853	8,495.00	515,211	(370.00)	(12,358)

4. PMI (Units and \$)

	Actuals - 2025/26		Budget - 2025/26		Variances - Budget - 2025/26 x 2025/26 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Units	\$	Units	\$	Units	\$
2.5 Fine and Applied Art Faculty	7,291.69	592,702	7,845.49	647,680	(553.80)	(54,978)
6.1.1 Central PCD	6.50	557	-	-	6.50	557
TOTAL	7,298.19	593,259	7,845.49	647,680	(547.30)	(54,421)

Capilano University

Fiscal Year 2025/26
Faculty Non-Teaching Summary

Attachment 5

1. Summary Statement

Section	2025/26 - Actuals		2025/26 - Budget		Variances - Budget - 2025/26 x 2025/26 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	
	Units	\$	Units	\$	Units	\$
Lab Hours	849.76	11,883,551	791.67	10,676,009	824,501.35	1,207,542
PMI	29,202.98	1,659,606	25,670.38	1,556,889	79,621.72	102,717
Total	422.78	35,568	378.00	31,208	2,950.15	4,360
Total	30,475.52	13,578,725	26,840.04	12,264,106	907,073.22	1,314,619

2. Section (Units and \$)

	2025/26 - Actuals		2025/26 - Budget		Variances - Budget - 2025/26 x 2025/26 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	
	Units	\$	Units	\$	Units	\$
1.1 President	5.78	83,180	7.00	94,365	(22,371.32)	(11,185)
2.1 Academic program VP	2.37	30,055	31.87	429,721	(87,866.86)	(399,666)
2.1.1 CTE	53.28	739,401	39.55	533,392	90,173.42	206,009
2.1.2 CARS	19.00	271,450	14.66	197,731	9,656.74	73,719
2.1.3 Academic Initiatives and Planning	8.19	117,713	25.15	339,185	(121,598.34)	(221,472)
2.2 FAS	121.66	1,696,056	104.71	1,412,128	160,797.59	283,928
2.3 BPS	76.38	1,094,585	86.18	1,162,157	154,883.17	(67,572)
2.4 EHHD	151.64	2,078,563	128.03	1,726,559	76,272.93	352,004
2.5 Fine and Applied Art Faculty	99.30	1,385,734	110.26	1,486,964	62,797.10	(101,230)
2.5.1 Performing Arts Theatre	0.63	9,000	0.25	3,371	-	5,629
2.6 GCS	45.00	641,972	51.71	697,384	(36,098.89)	(55,412)
2.7 Sechelt	-	-	12.64	170,440	(53,942.00)	(170,440)
2.8 Library	69.19	972,959	65.00	876,559	125,721.75	96,400
4.4.1 Central CapU	17.98	8,155	-	-	-	8,155
5.1 SPVP	8.00	115,128	8.00	107,884	2,716.50	7,244
5.2 AVPSS	62.90	877,552	66.35	894,763	(1,301.94)	(17,211)
5.3 CIE	2.88	41,374	4.50	60,685	(17,863.44)	(19,311)
6.1 PCD	2.00	28,782	3.75	50,571	18,667.88	(21,789)
6.1.1 Central PCD	94.53	1,561,473	20.99	283,000	420,684.05	1,278,473
7.1 Squamish	9.06	130,418	11.06	149,150	43,173.00	(18,732)
TOTAL	849.76	11,883,551	791.67	10,676,009	824,501.35	1,207,542

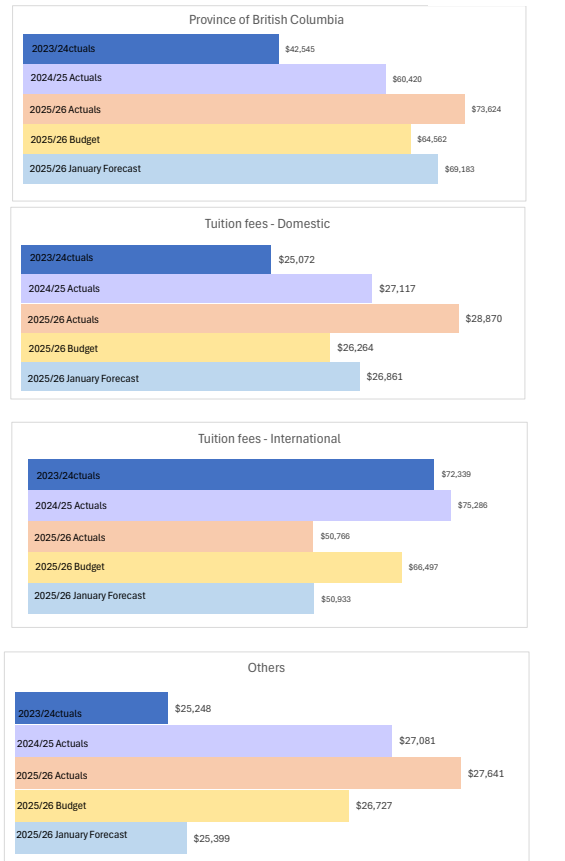
3. Lab Hours (Units and \$)

	2025/26 - Actuals		2025/26 - Budget		Variances - Budget - 2025/26 x 2025/26 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	
	Units	\$	Units	\$	Units	\$
2.2 FAS	6,269.56	372,916	4,245.70	257,498	31,471.74	115,418
2.3 BPS	816.10	46,701	1,144.88	69,436	(7,464.06)	(22,735)
2.5 Fine and Applied Art Faculty	21,947.56	1,229,628	20,279.81	1,229,955	46,439.98	(327)
6.1.1 Central PCD	169.75	10,360	-	-	9,174.06	10,360
TOTAL	29,202.98	1,659,606	25,670.38	1,556,889	79,621.72	102,717

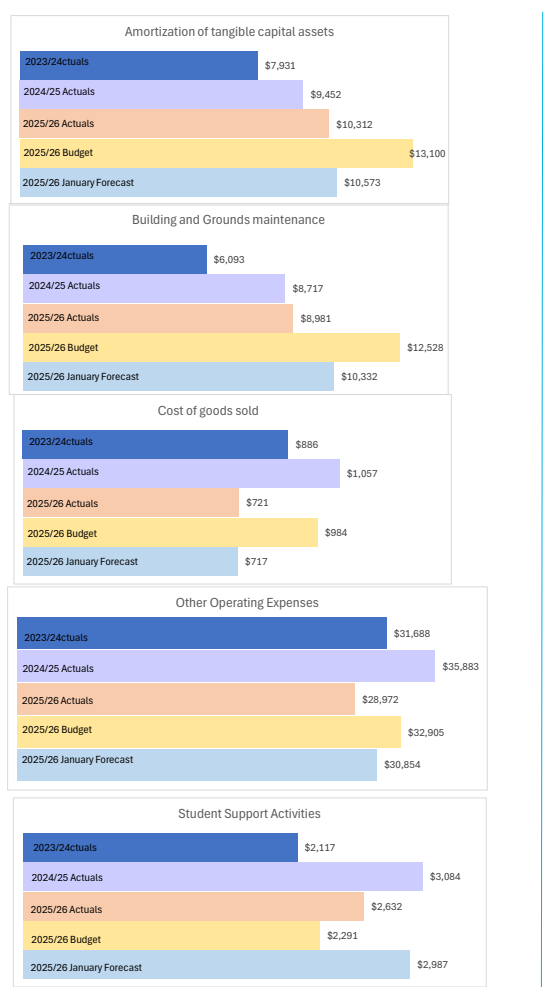
4. PMI (Units and \$)

	2025/26 - Actuals		2025/26 - Budget		Variances - Budget - 2025/26 x 2025/26 Actuals	
	YEAR	YEAR	YEAR	YEAR	YEAR	
	Units	\$	Units	\$	Units	\$
2.5 Fine and Applied Art Faculty	422.78	35,568	378.00	31,208	2,950.15	4,360
TOTAL	422.78	35,568	378.00	31,208	2,950.15	4,360

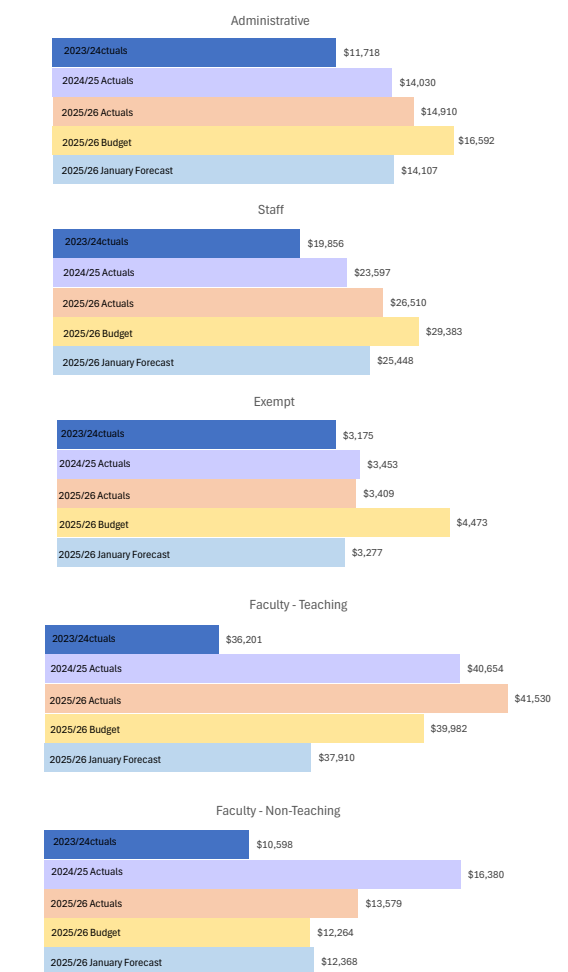
REVENUE BY CATEGORY



EXPENSES BY CATEGORY



SALARIES BY CATEGORY





BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.2: Five-Year Capital Plan 2027/28 – 2031/32	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 23, 2026	
PRESENTER: Ryan Blades, AVP, Facilities, Safety, Campus Planning & Real Estate	

PURPOSE

The Ministry of Post-Secondary Education and Future Skills (Ministry) requires all post-secondary institutions in BC to submit a Board of Governor's approved Five-year Capital Plan on an annual basis. The Finance Committee reviewed this plan at their meeting on June 17, 2026 and passed a motion to recommend that the Board approve it.

MOTION

That the Board of Governors approve the Five-year Capital Plan 2027/28 to 2031/32.

BACKGROUND

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

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

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

Projects have been prioritized based on life-safety and infrastructure risk, legislative and accessibility requirements, support for student housing, enrolment growth, academic priorities, and alignment with the Campus Master Plan.

FIVE-YEAR CAPITAL PLAN PROJECTS

The following table summarizes projects on our plan from two previous years as well as our current plan for 2027/28 – 2031/32:

2025/26 – 2029/30	2026/27 – 2030/31	2027/28 – 2031/32
Student Housing Phase 2	Student Housing Acquisition - Squamish	Electrical Infrastructure Upgrade Phase 1 (can be further subdivided into multiple sub-phases)
Student Housing Acquisition - Squamish	Canoe Home for Indigenous Education and Affairs	Electrical Infrastructure Upgrade Phase 2
Childcare Facility - Squamish	ká lax-ay Campus Renewal	Electrical Infrastructure Upgrade Phase 3
New STEAM Facility	Fir Building Revitalization	Electrical Infrastructure Upgrade Phase 4
Centre for Indigenous Education and Affairs	Campus Accessibility	Student Housing Building 4 Acquisition – Squamish
Campus Accessibility	Mechanical Systems Renewal	Student Housing Phase 2
Mechanical Systems Renewal	STEAM Facility	Fir Building Envelope, Mechanical and Electrical Systems Renewal – North Vancouver
ká lax-ay Campus Renewal and Expansion	Centre for Sport and Wellness Expansion	Campus Accessibility – North Vancouver
Centre for Sport and Wellness Expansion	Centre for Visual and Performing Arts	Mechanical Systems Renewal – North Vancouver
Centre for Visual and Performing Arts	Parking Facility	STEAM Facility – North Vancouver
Fir Building Revitalization		Centre for Sport and Wellness Expansion – North Vancouver
Parking Facility		Centre for Visual and Performing Arts – North Vancouver
		Parking Facility – North Vancouver

SUMMARY OF 2027/28 – 2031/32 PLAN

1. **Electrical Infrastructure Upgrade Phase 1**
 The main electrical distribution and incomer are end-of-life, which brings the risk of campus power outages. Failure of the existing electrical infrastructure would have a significant impact on academic operations, research activities, student housing, and business continuity across the campus. Both north and south distribution loops present marginal or failing insulation resistance tests, resulting in a greater risk of immediate failure. This project also includes replacement of existing cables and equipment upgrades, making it ready for BC Hydro's 25KV services. Phase 1 includes equipment replacement, while maintaining connections to the existing distribution system. This phase can be further subdivided into smaller, discrete sub-phases that can be advanced independently as funding becomes available.
2. **Electrical Infrastructure Upgrade Phase 2**
 The main electrical distribution and incomer are end-of-life, which brings the risk of campus power outages. Both north and south distribution loops present marginal or failing insulation resistance tests, resulting in a greater risk of immediate failure. This project also includes replacement of existing cables and equipment upgrades, making it ready for BC Hydro's 25KV services.
 Phase 1 includes equipment replacement, while maintaining connections to the existing distribution system
 Phase 2 covers construction of approximately half of the civil backbone.
3. **Electrical Infrastructure Upgrade Phase 3**
 The main electrical distribution and incomer are end-of-life, which brings the risk of campus power outages. Both north and south distribution loops present marginal or failing insulation resistance tests, resulting in a greater risk of immediate failure. This project also includes replacement of existing cables and equipment upgrades, making it ready for BC Hydro's 25KV services.
 Phase 3 covers the remaining civil backbone.
4. **Electrical Infrastructure Upgrade Phase 4**
 The main electrical distribution and incomer are end-of-life, which brings the risk of campus power outages. Both north and south distribution loops present marginal or failing insulation resistance tests, resulting in a greater risk of immediate failure. This project also includes replacement of existing cables and equipment upgrades, making it ready for BC Hydro's 25KV services.
 Phase 4 is electrification of the new circuits and crossover.
5. **Student Housing Building 4 Acquisition – Squamish**
 The Ministry supported CapU in the acquisition of the first three buildings adjacent to our campus in Squamish, BC. This 5-year Capital Plan submission seeks support to exercise the option (with a five-year term expiring May 14, 2029) to acquire the fourth existing student housing facility adjacent to the campus for an acquisition price of \$23M.



6. Student Housing Phase 2

The Student Housing Phase 2 project is planned to deliver a new facility providing ~150 beds of student accommodation for occupancy by 2029. The Project is the second phase of an approximately 500-bed development of an existing parking lot at the northern end of our main North Vancouver campus in the area designated as the “Student Life” precinct in our 2018 Campus Master Plan.

7. Fir Building Envelope, Mechanical and Electrical Systems Renewal

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

8. Campus Accessibility

The project will address and rectify barriers to education and services with respect to physical accessibility and mobility. CapU is located on the slope of a mountain with academic buildings extending from the lower part of campus to the upper part of campus, which entails an elevation change of over 40 meters. A central part of CapU’s Campus Master Plan is to animate the north end of campus, which is being achieved by the addition of Student Housing, the Centre for Childhood Studies and an increase in academic programming in the north. To make these new facilities and resources accessible to all, routes of access addressing the elevation changes must be addressed. A wayfinding plan and physical signage which directs differently abled pedestrians to the most accessible routes using a combination of interior elevators, accessible paths, ramps, and roadways.

In 2019, CapU engaged a consultant to perform an accessibility assessment using the Rick Hanson Foundation’s principles at CapU and provided a report outlining recommendations to address deficiencies in the following categories: vehicular access, exterior approach/entrance, interior circulation, internal services, sanitary facilities, wayfinding/signage/information, emergency systems, and additional uses. The Campus Accessibility project will rectify the deficiencies outlined in the report, as well as address mobility issues related to the physical challenges related to occupying land which exists on terrain with changes in elevation.

9. Mechanical Systems Renewal

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



10. STEAM Facility

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

11. Centre for Sport and Wellness Revitalization

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

12. Centre for Visual and Performing Arts

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

13. Parking Facility

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



Capilano University Chancellor

The Chancellor serves as ceremonial head of the University, working in close partnership with University leadership to champion its values and advance the vision, mission and strategic priorities outlined in *Envisioning 2030* and *Illuminating 2030*. As Chair of Convocation, the Chancellor presides over formal ceremonies and confers academic credentials. Recognized as an individual of distinction and integrity, the Chancellor – alongside the President and Vice Chancellor – acts as a key representative and advocate for the University within the broader community. The role requires the ability to inspire institutional growth and change, while effectively engaging and educating partners and stakeholders about Capilano University’s mandate and evolving priorities.

Qualifications of the Chancellor:

- Demonstrates a strong connection to the University’s values or holds a meaningful history with the university.
- Passionate about higher education and its transformative impact on individuals, communities, and society at large.
- Recognized leader in their field, sector or industry with national or international reputation.
- A respected and engaged community member who can help advance the University mission and strategic goals.
- Committed to contributing to the University’s growth and its collaborations with various stakeholders, partners and communities.
- Skilled at building and nurturing relationships across diverse groups, including faculty, staff, students, alumni, donors, government representatives, and broader Capilano community.
- Brings the time, insight, and energy required to fulfill ceremonial duties with ease, grace and professionalism.
- Possesses the intellectual vitality and personal resilience to navigate complex and evolving challenges facing the University.
- Readily accessible and available to actively support and engage with the University community.

Chancellor’s Responsibilities and Position Profile:

Ceremonial and Other University Events

The Chancellor will be comfortable with and adept at ceremonial events and familiar with protocol in the University, business, and government settings. The Chancellor chairs and presides over Convocation and confers Capilano University credentials.

Convocation

- Presides over convocation once a year (multiple days).
- Co-hosts annual event to welcome Honorary Degree Recipients.
- Attends and speaks at formal ceremonial university events throughout the academic year.
- At the invitation of the President, attends non-university events.

Fundraising

- Chancellor works closely with the President and Vice-President, University Relations to secure support for the University.
- Chancellor will facilitate introductions, as they deem appropriate, for University from their personal and professional networks
- Chancellor will cultivate relationships with corporate, foundations and special interest groups on behalf of the University. Chancellor works closely with the University to host the annual Chancellor's Dinner fundraiser

The Chancellor should be prepared to represent the University at various official functions. These include, but are not limited to:

- Capilano University Alumni Association's signature alumni event: the Alumni Awards of Excellence.

Senate and Board of Governors

- The Chancellor is an essential contributor to the governance of the University and is a voting member of the Board of Governors and the Senate.
- The Chancellor, as a member of Senate and Board of Governors, will attend meetings when deemed appropriate by the University Administration, in consultation with the Chancellor.

Advances the relationship with the University's Communities

- The Chancellor will be a senior states person with experience and contacts which complement those of the University's senior officers facilitating their efforts to represent and respond to the diverse interests found among the University's members, alumni and friends.
- The Chancellor will serve as an advisor to the President.

Represents the public interest in the University

- The Chancellor will be an articulate and effective communicator, comfortable in a wide variety of public and private settings and across a diverse range of audiences.
- Ambassadorial role in advancing the University's interests within the local, provincial, national and international arenas.

General Timelines

- Presides over 3 days of convocation (five ceremonies) in early June each year.
- The annual Chancellor's Dinner fundraising event.
- Capilano University Alumni Association's signature alumni event, the Alumni Awards of Excellence which is typically held in the first quarter of the year.
- Capilano University Senate meetings are held monthly, except for July, normally on the first Tuesday of each month at 4 pm.
- The Board of Governors meets nine times during the year

APPOINTMENT:

- As prescribed by sections 11, 12, and 13 of the University Act, the Board of Governors will appoint the Chancellor on nomination by the Alumni Association and after consultation with the Senate.
- The Chancellor holds office for three years and may be reappointed for a second term (total tenure of six years) and after that until a successor is appointed. A retiring Chancellor is eligible for reappointment.
- A person may not hold the office of Chancellor for more than six consecutive years in addition to the period of office held by the person as a result of having been appointed for the unexpired term of the person's predecessor.
- The Chancellor must not be employed by the university and there is no compensation.
- The Chancellor must notify the university of any potential conflicts of interest and/or if pursuing elected office during the term.
- If the office of Chancellor becomes vacant for any reason before the expiration of the Chancellor's term of office, the vacancy must be filled as soon as practicable as described in section 11(1) of the University Act.
- The President of the University holds the office of Vice Chancellor and may act in the place of the Chancellor.

Expectations of the Chancellor

- The Chancellor serves as a representative of the University and is expected to uphold the University's values and commitments, including respect, inclusion, reconciliation, academic freedom, and institutional integrity.
- In carrying out the role, the Chancellor will:
 - Act in a manner consistent with the responsibilities and expectations of the position

- Respect the University's commitment to institutional neutrality when representing the University in an official capacity
- Distinguish clearly between personal views and official University positions
- Conduct themselves in a manner that maintains the trust and confidence of the University community and the broader public

Removal of the Chancellor

- The Board of Governors, in accordance with its authority under the University Act and the University's governance framework, retains the authority to remove the Chancellor.
- Without limiting this authority, removal may be considered where the Board determines that the Chancellor's conduct, actions, or circumstances:
 - Are inconsistent with the expectations of the role as outlined in this policy
 - Materially impact (term we use in our agreements) , or reasonably risk impacting, the reputation, relationships, or effective functioning of the University
 - Undermine the University's commitments to its values, including respect, belonging, reconciliation, and institutional integrity
 - Create sustained uncertainty or concern within the University community that affects confidence in the institution's leadership
- In exercising this authority, the Board will act in a manner that is fair, measured, and consistent with its governance responsibilities.

Capilano University Institutional Planning and Resource Allocation Principles

The following principles, established by Executive and endorsed by the Board, guide decisions related to institutional planning and resource allocation.

1. Align Decisions with the University's Purpose and Values

Planning and resource allocation decisions will support the University's core purpose of educating students and serving the community in a sustainable manner, as outlined in the University Act and reflected in the University's values.

2. Support Long-Term Financial Sustainability

The University will support its long-term financial sustainability by ensuring that expenditures remain aligned with revenues and institutional priorities. Investments that enhance effectiveness, innovation, sustainability, and operational efficiency, while maintaining quality, will be prioritized.

A clear focus on efficient and effective administration at all levels of the institution will help ensure that maximum resources are directed toward the University's core purpose.

3. Treat Employees Fairly and Respectfully

The University recognizes that its people are its most valuable resource. We will strive to preserve employment wherever possible and will approach planning and resource allocation decisions with fairness, transparency, and respect for all employees.

4. Advance the Academic Purpose and Student Success

The University will prioritize activities that directly support its vision, purpose, and academic mandate. Academic programs and support services will reflect the University's commitment to exceptional learning experiences, student success, and responsiveness to evolving learner, workforce, and societal needs.

Resource allocation decisions will be guided by the academic plan, enrolment patterns, student demand, and efforts to improve course accessibility. The University will seek to ensure that programs and services are appropriately and sustainably resourced to maintain high-quality teaching, learning, research, distinctiveness, and student support.

5. Align Resources with Strategic Priorities and Government Direction

The University recognizes that it cannot be all things to all people. Choices regarding investments and resource allocation will therefore be made strategically, in accordance with institutional priorities, and with consideration for the University's contribution to the broader British Columbia post-secondary system.

Resource allocation decisions will be guided by the University's strategic goals, academic plans, enrolment objectives, and long-term institutional vision. The University will selectively invest in areas of strategic importance and demonstrated impact.

The Province's response to the Avison sector review and other government priorities may influence institutional planning and resource allocation decisions.

6. Ensure Transparency and Accountability

Planning and budget decisions will be informed by evidence, consultation, and responsible stewardship of University resources. Decision-making processes will be transparent, accountable, and aligned with institutional priorities.

7. Prioritize Institutional Outcomes

Decisions across the University must support the best interests of the institution as a whole. Collaboration, transparency, and early consultation will guide decisions that affect multiple departments, faculties, and service areas. Institutional priorities will take precedence over individual unit interests.