



AGENDA OPEN MEETING OF THE BOARD

Tuesday, October 13, 2026

5:00 pm to 7:00 pm

Main Campus, Room BR126

Board Members

RJ Wallia (Chair), Debi Doucette (Chancellor), Jason Dewling (President & Vice-Chancellor), Amina El mantari (Vice-Chair), Shelley Frost (Vice-Chair), Brittany John, David Ayriss, Louisa Lun, Karan Deep Nain, Pegah Yaghmaie, Harjoban Gill, Troy Abromaitis, Janet Cox

Capilano University respectfully acknowledges that our campuses are located on the unceded territories of the səliłwətał (Tsleil-Waututh), Sk̓wxwú7mesh (Squamish) and xʷməθkʷəy̓əm (Musqueam) Nations.

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
1. Welcome, Introductions and Land Acknowledgement – RJ Wallia, Chair	Information	-	5 min	-
2. Approval of Agenda – RJ Wallia, Chair <i>Motion: THAT the Board approve the agenda as presented</i>	Approval	-	2 min	Page 1
3. Declaration of Vacancy – RJ Wallia, Chair As per Section 24(1) of the B.C. University Act, may it be noted that the following vacancy exists on the Capilano University Board of Governors: one appointed member position and one elected faculty member position.	Information	-	2 min	-
4. Approved Minutes – RJ Wallia The minutes of the Board of Governors Open Meeting held June 23, 2026 were approved by email and are included for information in the agenda package.	Information	Sch 4	3 min	Page 4
5. Consent Agenda – RJ Wallia, Chair <i>Disclaimer: The Consent Agenda includes items that have been presented at Committee meetings since the previous Board open meeting. By approving the Consent Agenda, a Board member acknowledges receipt of the information and approves the recommended actions contained within the agenda, without significant amendment. An item may be removed from the Consent Agenda for a separate discussion, amendment, and consideration at the request of a Board member.</i> <i>Motion: THAT the Board of Governors approve items under 5.1 and receive for information items under 5.2 of the Consent Agenda.</i> 5.1. Items for Approval: 5.1.1. Committee Terms of Reference 5.1.1.1. Audit and Risk Committee 5.1.1.2. Executive and HR Committee 5.1.1.3. Finance Committee 5.1.1.4. Governance and Planning Committee	Approval	Sch 5.1.1 Sch 5.1.1.1 Sch 5.1.1.2 Sch 5.1.1.3 Sch 5.1.1.4	3 min	Page 9 Page 11 Page 19 Page 26 Page 33

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
5.1.2. Procurement Policy 5.2. Items for Information: 5.2.1. Board Committee Reports <i>(These reports summarize the activities of the Committee's last meeting and are for information.)</i> 5.2.1.1. Audit and Risk Committee 5.2.1.2. Executive and HR Committee 5.2.1.3. Finance Committee 5.2.1.4. Governance and Planning Committee	Information	Sch 5.1.2		Page 41
		Sch 5.2.1.1		Page 64
		Sch 5.2.1.2		Page 65
		Sch 5.2.1.3		Page 66
		Sch 5.2.1.4		Page 67
6. Place Holder: <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	5 min	-
7. Board Chair's Report – RJ Wallia, Chair	Information	Verbal	10 min	-
8. Senate Report – Alan Jenks, Senate Vice Chair and Amina El mantari, Senate Liaison	Information	Verbal	10 min	-
9. President's Report – Dr. Jason Dewling, President & Vice-Chancellor	Information	Sch 9	10 min	Page 68
10. About the Capilano Students' Union – The CSU's Student Executives	Information	Sch 10	20 min	Page 77
11. Academics			50 min	
11.1. Program Costing – Tally Bains, Vice President Finance & Administration	Information	Sch 11.1		Page 90
11.2. Proposed Course Discontinuances – Faculty of Arts and Sciences – Dr. Vicki St. Pierre, VP Academic & Provost Motion: <i>THAT the Board of Governors refer the recommendation for the discontinuance of the following thirteen courses within the Faculty of Arts and Sciences to the Senate for advice:</i> Political Science (POL) 205 – Public International Law 206 – Scope and Methods of Political Analysis 250 – Global Human Rights 305 – Advanced Public International Law 309 – Advanced European integration Women's and Gender Studies (WGST) 204 – Literary Explorations of Gender 220 – Women and the Past: An Historical Survey 226 – Women and Religion 230 – Women, Art, and Gender Mathematics and Statistics (MATH) 102 – Statistical Methods 204 – Probability and Statistics for Applications 215 – Introduction to Analysis	Approval	Sch 11.2		Page 98
11.3. Program Intake Recommendations for 2027/28 – Dr. Vicki St. Pierre, VP Academic & Provost		Sch 11.3		Page 100
11.3.1. Diploma in Music	Approval	Item 11.3.1		Page 101

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
Motion: <i>THAT the Board of Governors suspend new student intake into the Diploma in Music for three academic years beginning with the 2027-28 academic year, while protecting completion pathways for currently enrolled students.</i>				
11.3.2. Bachelor of Communication Studies Motion: <i>THAT the Board of Governors suspend new student intake into the Bachelor of Communication Studies for three academic years beginning with the 2027-28 academic year, while protecting completion pathways for currently enrolled students.</i>	Approval	Item 11.3.2		Page 102
11.3.3. Tourism Programs Motion: <i>THAT the Board of Governors maintain new student intake into the Tourism Management Diploma (Co-op) for the 2027-28 academic year; and that the Board accepts the recommendation from Senate to continue intake for the Bachelor of Tourism Management for the 2027-28 academic year.</i>	Approval	Item 11.3.3		Page 104
11.4. Viability and Costs of Low Enrolled Programs – Dr. Vicki St. Pierre, VP Academic & Provost Motion: <i>THAT the Board of Governors direct management to explore the viability of low enrolled programs. Low enrolled programs are defined as less than 30 new students in a Bachelor degree and less than 25 in a non-degree. Further THAT the Board of Governors refer the program suspension (intake pause), closure or renewal of listed programs to Senate for advice (without prejudice or precedent); And that recommendations for said programs come back to the Board in the November or December Board meetings.</i>	Approval			
11.5. Program Review – Dr. Vicki St. Pierre, VP Academic & Provost Motion: <i>THAT the Board of Governors direct administration to examine all programs for cost efficiencies, shared courses, class size, lab costs, section release and enrolment caps that this this report come back to the Board in February 2027.</i>	Approval			
12. Meeting Close	-	-	-	-

Upcoming Board of Governors Open Meetings:

October 27, 2026
 November 24, 2026
 February 23, 2027
 April 27, 2027
 June 22, 2027

Present: RJ Wallia, Board Chair
Debra Doucette, Chancellor
Jason Dewling, President & Vice-Chancellor
Amina El mantari, Appointed Member
Janet Cox, Elected Non-Faculty Member
Louisa Lun, Appointed Member
Brittany John, Appointed Member
Shelley Frost, Appointed Member
David Ayriiss, Appointed Member
Pegah Yaghmaie, Elected Faculty Member
Sam Tecele, Elected Faculty Member
Owen McLachlan, Elected Student Member

Guest: Alan Jenks, Vice Chair of Senate

4 of 117

4. Placeholder from the Consent Agenda

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

5. Board Chair's Report

RJ reflected that it has been a challenging but encouraging year for the University. He noted that while change can be uncertain, it also presents opportunity, and he expressed optimism about the University's direction.

He highlighted that recent financial results are positive and suggest that current strategies are helping the University navigate its challenges. He reiterated the Board's shared goal of strengthening the University's position as a leading teaching-focused institution, noting that this will require continued innovation in how teaching and learning are delivered.

He emphasized the importance of clarity in the University's role within the region and its responsibility to its communities and Indigenous host nations. RJ also underscored the need for the Board to remain focused on governance and long-term direction, while supporting management in executing its plans.

6. Senate Report

Alan Jenks, Vice Chair of Senate, provided a brief update on Senate activities for May and June. He noted that Senate continued its work on faculty restructuring through an ad hoc committee, which will carry on into the fall.

He reported that Senate approved 1,153 graduates and highlighted updates related to governance policies and committee work.

Alan also noted continued activity across Senate committees, including academic planning, graduate studies, and teaching and learning, along with routine policy and curriculum work. He concluded by acknowledging the significant ongoing work of Senate over the year.

7. President's Report

Jason Dewling, President & Vice-Chancellor, presented the President's Report in a revised format that aligns institutional goals and KPIs with responsible executives and progress updates. He noted that the new format is intended to improve clarity and accountability and invited feedback from the Board.

He highlighted ongoing work on program refinement, costing models, and broader planning initiatives, as well as upcoming external reporting. He also noted continued work on enrolment, operational planning, and sector-informed best practices. He concluded with brief remarks on institutional engagement and communications activities.



8. Academics

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

Lesley Brown, Interim Vice President Academic and Provost, presented a recommendation from Senate regarding the discontinuance of courses within the Faculty of Fine and Applied Arts. She noted that the changes are part of routine academic housekeeping to remove inactive courses and ensure the academic calendar accurately reflects current program offerings. It was highlighted that this work supports clarity for students and advisors and reduces the risk of outdated course information remaining in circulation.

Board members sought clarification on the scale of the changes in relation to the total number of courses in the Faculty and discussed how legacy course codes relate to updated program structures. Aurelea Mahood, Vice-Provost & AVP, noted that some course codes may appear recently active due to program revisions, but in fact represent previous iterations of program profiles, and that removing them supports clearer advising and smoother student navigation.

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

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

8.2. Proposed Course Discontinuances – Faculty of Arts and Sciences

Lesley Brown presented a further recommendation from Senate regarding the discontinuance of two courses within the Faculty of Arts and Sciences. She noted that the rationale is consistent with the previous item, focused on aligning the academic calendar with current program requirements and removing inactive course listings.

Board members briefly noted the importance of providing contextual information when reviewing course changes.

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

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.

9. Finance Committee

9.1. Final Fiscal 2025/26 Financial Results

Tally Bains, VP Finance & Administration, presented the university's fiscal year-end results for 2025/26 noting a final surplus of \$2.14 million which is \$5.2 million or 2.4% favourable when compared to \$3.1 million deficit forecasted in January. She highlighted that variances were driven by higher-than-expected investment income, lower international agent commissions, and slightly higher tuition revenue.



She noted that prior-year Ministry grant restricted funds of \$5.6 million had been recognized as revenue in this fiscal year, which materially contributed to the surplus and will not be available in future years. Tally also highlighted continued international enrolment declines, with further revenue pressure anticipated in 2026/27, alongside ongoing efforts to reduce expenditures and manage cash flow.

9.2. Five-Year Capital Plan 2027/28 – 2031/32

Ryan Blades, AVP Facilities Services and Campus Planning, presented the university's five-year capital plan, noting that it is a required annual submission to the Ministry and provides an overview of institutional capital priorities over the next five years.

He explained that key projects have been structured into phased components to improve funding feasibility and alignment with Ministry thresholds. Student housing projects and other major infrastructure priorities remain central to the plan, alongside deferred maintenance and accessibility upgrades at both campuses.

It was moved by David Ayriss, seconded by Janet Cox and resolved:

THAT the Board of Governors approve the Five-Year Capital Plan 2027/28 – 2031/32.

10. Items from Board Closed Meeting

10.1 Chancellor Revised Role Description

Kari Wharton, VP University Relations presented proposed revisions to the Chancellor's role description. Following discussion in the closed session, the Board considered amendments to the proposed revisions to the Chancellor role description. It was noted that clarification was sought regarding engagement with the Ministry, and the Board agreed that the revised document would proceed subject to the Ministry being made aware of the revisions consultation to ensure appropriate external awareness and due diligence. The Board also confirmed that the item relates to the definition of the role and responsibilities of the Chancellor, and not the appointment process itself.

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

THAT the Board of Governors approve the proposed revisions to the Chancellor role description, subject to consultation with the Ministry.

10.2 Capilano University Institutional Planning and Resource Allocation Principles

The Board considered the Institutional Planning and Resource Allocation Principles, with discussion focused on ensuring that the principles were not interpreted as being ranked in order of priority. It was agreed that any numerical ordering would be removed or revised to avoid implying precedence among the principles, and that all principles are intended to hold equal importance.



It was moved by RJ Wallia, seconded by Pegah Yaghmaie and resolved as amended:

THAT the Board of Governors approve the Institutional Planning and Budgeting Principles, subject to removing any symbolism of order of precedence within the Institutional Planning and Budgeting Principles.

11. Board Chair and Vice-Chair Nominations and Election

Jason Dewling conducted the election of the Chair and Vice-Chairs.

Jason called for nominations for Chair. At the Board of Governors In-Camera meeting held April 28, 2026, RJ Wallia consented to his candidacy.

It was moved by Jason Dewling and approved:

THAT RJ Wallia be elected as Chair of the Board of Governors.

Jason called for nominations for Vice-Chair. RJ Wallia nominated Shelley Frost and Amina El mantari to act as Vice-Chairs. Shelley and Amina accepted the nominations.

It was moved by RJ Wallia and approved:

THAT Shelley Frost and Amina El mantari be elected as Vice-Chairs.

12. Meeting Close

Tally Bains, VP Finance and Administration, reminded the Board that June committee and board meeting minutes are approved by email in late June/early July.

RJ Wallia closed the meeting at 6:17 pm.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 5.1.1: Review of Committees Terms of Reference	
PURPOSE:	☒ Approval ☐ Information ☐ Discussion
MEETING DATE: October 13, 2026	
PRESENTER: Tally Bains, VP Finance and Administration	

PURPOSE

As per its Terms of Reference, section 3.1 b), the Governance and Planning Committee has the responsibility for reviewing proposed changes for all standing committees prior to those changes moving forward to the Board of Governors for approval. The Committee reviewed this report at their September 15, 2026 meeting and proposed the motion below.

MOTION

The following motion is proposed for the Board of Governors:

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

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

SUMMARY

As per the Board Standing Committee schedule, the terms of reference for each Committee is reviewed at the June meetings. The changes to the Audit and Risk Committee, Finance Committee and Executive and HR Committee Terms of Reference have been presented and approved by their respective committees to proceed to the GPC. The changes to the GPC Terms of Reference were endorsed at the June 8, 2026 GPC meeting to proceed to the Board of Governors meeting.

The summary of the proposed changes to the Terms of Reference for each Committee is in the table below.

Committee Terms of Reference: Summary of Changes

Committee	Section	Summary of changes
Audit and Risk	3.1 Terms of Reference	- Terms of Reference review moved from September to June meeting - Annual committee self-assessment discussion added to the June committee meeting
Executive and Human Resources	3.1 Terms of Reference	- Terms of Reference review moved from September to June meeting - Annual committee self-assessment discussion added to the June committee meeting
	3.3 Board Oversight	Deleted reference to Board's annual self-assessment survey report to reflect changes approved by the Board this year.
	6 Meetings	Updated to reflect 5 meetings per year as per current schedule – meetings of this Committee are held between regularly scheduled meetings of the Board
Finance	3.1 Terms of Reference	- Terms of Reference review moved from September to June meeting - Annual committee self-assessment discussion added to the June committee meeting
Governance and Planning	3.1 Terms of Reference	- Terms of Reference review moved from September to June meeting - Annual committee self-assessment discussion added to the June committee meeting
	3.3 Governance	Board's annual self-assessment survey updated to reflect changes approved by the Board this year.

Attachments

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





Audit and Risk Committee

TERMS OF REFERENCE

Approved by the Board of Governors on November 30, 2021

Revised on November 25, 2025

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

1. PURPOSE

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

2. COMPOSITION AND QUORUM

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

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

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

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

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

3. DUTIES AND RESPONSIBILITIES

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

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

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

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

3.1. Terms of Reference and Self-Assessment

a) Conduct an annual ~~Annually~~ review of the Committee's Terms of Reference

~~a)b)~~ Orient ~~and orient~~ new Committee members; ~~and~~

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

~~b)d)~~ Conduct an annual self-assessment of the Committee

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3.2. Policies

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

3.3. External Audit

- a) review the planning and results of external audit activities and the ongoing relationship with the external auditor, including:
 - i. reviewing and recommending to the Board the engagement of the external auditor and the appropriateness and reasonableness of the proposed audit fees based on a competitive process;
 - ii. meeting annually with the external auditor to review and discuss the external audit plan;
 - iii. review with the external auditor and management the annual audited financial statements and recommend Board approval of the audited financial statements;
 - iv. review with the external auditor the auditor's findings report, including the appropriateness of accounting policies and underlying estimates;
 - v. meeting at least annually with the external auditor without management present, and.
 - vi. review independence of external auditor and engagement for other professional services.

3.4. Internal Audit

- a) review the planning and results of internal audit activities, including:
 - i. reviewing and recommending that the Board approve the appointment of any third-party internal audit service provider;
 - ii. reviewing and approving the annual internal audit plan for recommendation

to the Board;

- iii. reviewing and approving the budget for delivery of the internal audit plan; and
- iv. reviewing the findings of the internal audit reports and receiving periodic reports to ensure that recommendations are implemented; and
- v. meeting with the internal auditor in camera at least annually without other management present

3.5. Risk Management

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

3.6. Cybersecurity

- a) receive an overview of the Board's responsibility for cybersecurity;
- b) receive annually the national cybersecurity assessment report on the University's cybersecurity score and the annual action plan based on the recommendations from the report.

3.7. Internal Controls

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

4. ACCOUNTABILITY

The Committee is accountable to the Board.

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

⁴ Board Manual, section 35.

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

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

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

5. MEETINGS

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

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

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

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

Committee members may participate in a Committee meeting by means of online platforms or other communication facilities by which all participants in the meeting can understand and communicate with each other.⁷

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁸ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section 32(a) of the Board Governance Manual.

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

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

⁶ Board Manual, section 35(d)

⁷ Board Manual, section 32(a)

⁸ Board Manual, section 32(a)

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

7. COMMITTEE CALENDAR

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

	Activity	Information/ Approval	Meetings			
			#1 September	#2 February	#3 April (if needed)	#4 June
3.1 Terms of Reference						
a)	Review Terms of Reference ~~and orient new committee members~~	Approval	X			X
b)	<u>Orient new committee members</u>	<u>Information</u>	X	<u>As required</u>		
b c)	Receive year in review report to confirm work set out in the committees' duties and responsibilities was completed	<u>Information</u>				X
d)	<u>Annual committee self-assessment</u>	<u>Discussion</u>				X
3.2 Policies						
a)	Review Board policies and make recommendations to Board	Approval	As required			
b)	Receive Committee's policy list and work plan of expected activities for the year	Information	X			
	Receive summary report on policies work completed during the year against the workplan	Information				X
3.3 External Audit						
a) i	Review and recommend to Board engagement of external auditor and proposed audit fees based on a competitive process	Approval	As required			
a) ii	Meet annually with external auditor to review external audit plan	Information		X		
a) iii	Review annual audited financial statements and recommend Executive and HR committee approve on behalf of Board	Approval				X
a) iv	Review auditors audit findings report including appropriateness of accounting policies and underlying estimates	Information				X
a) v	Meet with external auditor without management	Discussion				X
a) vi	Review independence of external auditor and engagement with other professional services	Information				X
3.4 Internal Audit						
a) i	Review and recommend the Board approve the appointment of any third-party internal audit service provider	Approval	As required			
a) ii	Review and approve the annual internal audit plan	Approval				X
a) ii	Review and approve the budget for delivery of the internal audit plan	-	As required			

a) iv	Review finding of the internal audit reports and receive periodic reports to ensure recommendations are implemented	Information	As required			
a) v	Meet with internal auditor in camera at least annually without management	Discussion	As required			
		Information/ Approval	Meetings			
	Activity		#1 September	#2 February	#3 April (if needed)	#4 June
3.5	Risk Management					
a) i	Receive reports on all high risks, progress with ERM program, and risk register with updated action plans and managements risk mitigation strategies	Information	X	X		
a) ii	Review insurance coverage of material business risks and uncertainties	Information	As required			
3.6	Cybersecurity					
a)	Receive overview of the board's responsibility for cybersecurity (included in orientation)		X			
b)	Receive annually the national cybersecurity assessment report on the University's cybersecurity score and the annual plan based on the recommendations.			X		
3.6	Internal Controls					
a)	Through discussions with external auditors obtain reasonable assurance that the university has implemented appropriate systems of internal controls	Information				X



Executive and Human Resources Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on ~~November 25, 2025~~

1. PURPOSE

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

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

2. COMPOSITION AND QUORUM

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

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

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

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

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

3. DUTIES AND RESPONSIBILITIES

The principal duties of the Committee are:

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

3.1. Terms of Reference and Self-Assessment

- a) Conduct an annual ~~Annually~~ review of the Committee's Terms of Reference
- ~~a)b) Orient and orient~~ new Committee members;
- c) Rreceive, at the end of the year, a year in review report from management to confirm work set out in the committee's duties and responsibilities was completed.
- ~~b)d) Conduct an annual self-assessment of the Committee.~~

3.2. Policies

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

3.3. Human Resources Strategies

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

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

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

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

3.5. Board Oversight

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

3.6. Board Succession and Nominations

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

3.7. Expediting Matters on Behalf of the Board

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

4. ACCOUNTABILITY

The Committee is accountable to the Board.

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

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

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

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

5. MEETINGS

The Committee will meet at least ~~two~~ **five** (25) times each year, and as necessary between regularly scheduled meetings of the Board, as determined by the Board Chair.

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

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

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

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

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

² Board Manual, section 35(a)(e)

³ Board Manual, section 35(d)

⁴ Board Manual, section 35(d)

⁵ Board Manual, section 32(a)

⁶ Board Manual, section 32(a)

7. COMMITTEE CALENDAR

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

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

	Activity	Information/ Approval	Meetings				
			#1 September	#2 November	#3 February	#4 April	#5 June
a)	Provide oversight on the Board's direction and the annual goals and priorities of the Board	Information/ Discussion	X	And as required			
b i)	Review annual attendance record, board annual self-assessment survey report,	Information					X
	recommendations received from the Governance and Planning Committee						
b ii)	Make recommendations for discussion with the Board of Governors at the closed meeting	Approval					X
c)	Development of Board's annual meeting calendar	Information	X				
d)	Supervise conduct of Board members		As required				
e)	Provide advice to Board Chair and President		As required				
3.6	Board Succession and Nominations						
a)	Maintain, annually review the Board's skills and competency matrix	Information		X			
	Identify skills and characteristics required of future Board member		As required				
b)	Nominations for election of Chair and Vice-Chair	Information			X		
c)	Discuss succession of chair for each committee and make recommendations to Board about Board composition and/or identify candidates for appointment	Information	As required				
3.7	Expediting Matters on Behalf of Board						
a)	Address urgent matters	Approval	As required				
b)	Approve audited financial statements based on review and recommendation from the Audit and Risk Committee; share with the Board at the next regularly scheduled Board meeting. Approval will be done via email in June to comply with Ministry deadlines	Approval					X



Finance Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on ~~November 25, 2025~~

1. PURPOSE

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

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

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

2. COMPOSITION AND QUORUM

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

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

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

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

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

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

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

3. DUTIES AND RESPONSIBILITIES

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

3.1. Terms of Reference and Self-Assessment

- a) Conduct an annual ~~Annually~~ review of the Committee's Terms of Reference
- ~~a)b)~~ Orient ~~and orient~~ new Committee members;
- c) R~~r~~receive at the end of the year, a year in review report from management to confirm work set out in the committees' duties and responsibilities was completed
- ~~b)d)~~ -Conduct an annual self-assessment of the Committee.

3.2. Policies

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

3.3. Financial Statements and Other Financial Reporting

- a) review and recommend for approval to the Board, financial information that will be forwarded to the Government or made publicly available including:
 - i. actual to budget reports and quarterly forecast reports submitted to Ministry;
 - ii. final fiscal year actual to budget financial results;
 - iii. five-year capital plan;
 - iv. student enrollment FTE reports;

- v. executive compensation and disclosure; and
 - vi. statement of financial information.
- b) ensure that the Board receives timely, meaningful reports that keep it properly informed of the University's financial situation and that provide the information needed for decision-making.

3.4. Financial Planning and Budget Development

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

3.5. University Property and Capital Planning

- a) review and make recommendations to the Board on matters relating to the acquisition, disposition, development, and management of the real property of the University;
- b) Receive and review updates on capital projects (real estate dashboard).

3.6. Investment Matters

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

4. ACCOUNTABILITY

The Committee is accountable to the Board.

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

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

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

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

5. MEETINGS

The Committee will meet at least four (4) times each year, or more frequently as deemed necessary by the Committee.

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

Committee members may participate in a Committee meeting by means of online platforms or other communication facilities by which all participants in the meeting can understand and communicate with each other.⁷

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁸ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section 32(a) of the Board Governance Manual.

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

The Committee shall maintain minutes of its meetings.

6. EXTERNAL ADVISORS

⁴ Board Manual, section 35.

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

⁶ Board Manual, section 35(d)

⁷ Board Manual, section 32(a)

⁸ Board Manual, section 32(a)

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

7. COMMITTEE CALENDAR

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

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

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



Governance and Planning Committee

TERMS OF REFERENCE

Approved by the Board of Governors on June 19, 2018

Revised on November 25, 2025

1. PURPOSE

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

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

2. COMPOSITION AND QUORUM

The Board Chair will appoint at least four members to the Committee.¹

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

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

3. DUTIES AND RESPONSIBILITIES

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

3.1. Terms of Reference and Self-Assessment

- a) Conduct an annual ~~annually~~ review of the Committee's Terms of Reference
- ~~a)b) Orient and orient~~ new Committee members;

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

² Board Manual, section 35(e).

~~b)c)~~ Review changes to all standing Committees' Terms of Reference and make recommendations for Board approval; ~~and~~

~~d)~~ Receive, at the end of the year, a year in review report from management to confirm work set out in the committees' duties and responsibilities was completed-

~~e)~~ Conduct an annual self-assessment of the Committee

3.2. Policies

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

3.3. Governance

- a) annually review the Board's governance framework, including:
 - i. review the Board Governance Manual for effectiveness, relevance and clarity;
 - ii. review the roles and responsibilities of the Board, the Chair, and other Board members;
 - iii. review the relevance of individual committees and committee terms of reference;
 - iv. taking into account changes to the *University Act* and other governing legislation, policy and/or strategic direction that affect the duties and responsibilities of the Board;
 - v. taking into account developments and emerging best practices in corporate governance and ensuring compliance by the University with all applicable regulatory requirements relating to corporate governance;
- b) assist and support the Board's annual self-assessment survey process for evaluating the effectiveness of the Board, committees, Chair and individual Board members, including:
 - i. review ~~and finalize questions in the Board's self-assessment survey.~~ Questions are shared with the Board as part of the consent agenda at

[at the annual Board and Committee self-assessment process and discussion topics and share at Board](#) closed board meeting;

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

- c) provide oversight for the Board's Codes of Conduct and Ethics; and
- d) ensure appropriate Board member orientation, and ongoing professional development, taking into account the Board's Skills and Competencies Matrix and the Board's annual self-evaluation.

3.4. Strategic Oversight

- a) review and provide advice as needed on strategic planning for the University;
- b) review and recommend to the Board approval of the strategic plan;
- c) review and recommend to the Board approval of the academic plan;
- d) review strategic initiatives and the integrated plans and key performance indicators;
- e) monitor, on a regular basis, performance against strategic plans, with a focus on key risk and strategies; and
- f) annually review and recommend to the Board approval of the draft Institutional Accountability Plan and Report (IAPR):
 - i. review draft IAPR and provide feedback to Institutional Research;
 - ii. review final IAPR and recommend to the Board for approval.

4. POLICY REVIEW BY BOARD COMMITTEES

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

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

5. ACCOUNTABILITY

The Committee is accountable to the Board.

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

The Committee will review its Terms of Reference annually and recommend any changes to the Board for approval.⁴

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

The Committee will carry out the work assigned in the Committee Terms of Reference as well as any additional mandates as approved from time to time by the Board. Standing committees will report to the Board on work completed and make recommendations for Board's approval.⁵

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

6. MEETINGS

The Committee will meet at least ~~once-four times~~ (14) each year, or more frequently as deemed necessary by the Committee.

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

Committee members may participate in a Committee meeting by means of online platforms or other communication facilities by which all participants in the meeting can understand and communicate with each other.⁷

Committee meetings may be held by electronic means when in person meetings are not practical. When synchronous meetings are held by electronic means the same rules as for in-person meetings will apply.⁸ Asynchronous meetings may be held over email when synchronous meetings are not practical in accordance with the rules set out in section 32(a) of the Board Governance Manual.

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

The Committee shall maintain minutes of its meetings.

Commented [TB1]: Currently 4 meetings per year and all April meetings are marked "if needed". With TOR moving to June - nothing in the schedule for November. This could be marked as if needed – thinking strategic refresh might come to the committee in November.

³ Board Manual, section 35(a)(e)

⁴ Board Manual, section 35(d)

⁵ Board Manual, section 35(d)

⁶ Board Manual, section 18(a)

⁷ Board Manual, section 32(a)

⁸ Board Manual, section 32(a)

7. EXTERNAL ADVISORS

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

8. COMMITTEE CALENDAR

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

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

Commented [TB2]: See earlier comments about November meeting.

b i)	Review Board and Committee self-assessment process and discussion topics and share at Board closed meeting for Board approval , and finalize questions in the Board's self-assessment survey. <i>*Questions-Process and Discussion questions are shared with the Board as part of the consent-agenda for closed board meeting</i>	Approval			X		
b-ii)	Review self-assessment survey report	Information					X
	Activity	Information/ Approval	Meetings				
			#1 September	#2 November	#3 February	#4 April (if needed)	#5 June
	make recommendations including changes to board orientation/ development and survey for the following year for the Executive and Human Resources Committee's consideration	Approval					X
c)	Provide oversight for Board's Code of Conduct and Ethics	-	As required				
d)	Board member orientation/development	-	X				
	Professional development for Board members	-	As required				
3.4 Strategic Oversight							
a)	Review and provide advice as needed on strategic planning for the University	-	As required				
b)	Review and recommend to the Board approval of the strategic plan	Approval	As required				
c)	Review and recommend to the Board approval of the academic plan	Approval	As required				
d)	Review strategic initiatives and the integrated plans and key performance indicators	Information	X		X		
e)	Monitor, on a regular basis, performance against strategic plans with a focus on key risk and strategies	Information	X				
f)	Institutional Accountability Plan and Report (IAPR):						
f i)	Review draft IAPR and provide feedback to Institutional Research	Information					X
f ii)	Review final IAPR and recommend to the Board for approval	Approval	X				



BOARD OF GOVERNORS REPORT

AGENDA ITEM 5.1.2: B.313 Procurement Policy	
PURPOSE:	☒ Approval ☐ Information ☐ Discussion
MEETING DATE: October 13, 2026	
PRESENTER: Tally Bains, VP Finance and Administration	

PURPOSE

The purpose of this report is to provide the Board of Governors with background information on B.313 Procurement Policy. The Finance Committee received this report at its September 14, 2026 meeting and proposed the motion provided below.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve the revisions to B.313 Procurement Policy as presented.*

BACKGROUND

Policy Number and Name:	B.313 Procurement Policy								
Approval Body	☒ Board ☐ SLC ☐ Senate	If Board is approval body, select applicable board committee: ☐ Executive and HR Committee ☒ Finance Committee ☐ Audit and Risk Committee ☐ Investment Management Committee ☐ Governance and Planning Committee							
Category:	☐ New ☒ Review ☐ Rescind	If Review or Rescind selected, complete: <table border="1"> <tr> <td>Issue Date:</td> <td>June 27, 2023</td> </tr> <tr> <td>Revised Date:</td> <td>n/a</td> </tr> <tr> <td>Next Review Date:</td> <td></td> </tr> </table>		Issue Date:	June 27, 2023	Revised Date:	n/a	Next Review Date:	
Issue Date:	June 27, 2023								
Revised Date:	n/a								
Next Review Date:									
Procedure # and Name:	B.313.1 Procurement Procedure								
VP Responsible:	Vice-President Finance and Administration								
Proponent Responsible:	Director, Risk Management								

Rationale for creation, revision or rescinding

B.313 Procurement Policy was approved in June 2023, replacing the previous E.205 Purchasing/ Procurement – Donations/ Vendors – Partnerships – Contracts – Disposals Policy which had not been revised since 2008. Policy review was triggered by the introduction of Workday, launched at the beginning of April 2026.

Context

Procurement processes at the University are designed to support departments in obtaining the best overall value when procuring goods, services, and construction, using fair, equitable, transparent, and where appropriate, competitive processes. The policy and its supporting procedure set out responsibilities and provides direction on best practices.

Issues identified

Review of current procurement practices and the identification of optimized processes identified that the procedure was ordered in a way that made the document difficult to use, especially by departments less familiar with procurement practices.

Changes

Changes to the policy include:

- new and updated definitions (and removal of little used definitions);
- updated scope section including identifying out of scope activities;
- closer alignment with B.215 Spending and Signing Authority Policy;
- updated and reorganized procurement principles including more specific reference to accessibility;
- clarification regarding the consideration of social and environmental factors in the procurement process;
- updated and consolidated responsibilities; and
- more clarity about exemptions and reference to a more explicit direct award process to allow the waiving of procurement requirements in specific and exceptional circumstances.

The procedure has been updated to align with Workday ERP processes. The most significant change is the reduction of the direct purchasing threshold from \$5,000 to \$2,500. More direction on determining procurement value; supplier verification; processes for competitive procurement and contract reviews; direct awards and pre-qualified supplier lists; terms of payment; change orders and contract amendment; supplier performance management; dispute management; and disposals have been added, to be implemented when the policy is approved.

Risk, Benefits and Strategy alignment

This policy and the supporting procedure address risk through setting out clear directions and responsibilities with respect to procurement. Following best practices in procurement should result in consistent delivery of best value for the university. The policy continues to include the University's commitment to including social and environmental factors in procurement and adds



engaging in procurement collaboration and partnership opportunities and utilizing provincial supply arrangements to the principles.

Consultation

The policy and procedure have been updated by the Manager, Procurement, and the Director, Risk Management. Review and updating of the procedure has been completed alongside Workday implementation activities, involving significant collaboration between People, Culture and Diversity, Digital Technology Services and Financial Services. Specific sections have also been reviewed by relevant specialists as needed. Learning from legal advice both during the review of the previous policy and subsequent engagements has been incorporated.

Subsequent to the SLC review accessibility was explicitly added to the procurement principles to support the universities accessibility plan.

Review and approval process timelines

Date	Committee	Purpose
March 4, 2026	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
April 14, 2026	SLC	To review, ask for further amendments if required or approve
Sept 14, 2026	Finance Committee	Review, request amendments if required or recommend for Board approval
Oct 13, 2026	Board	Final approval

Plan for associated training or awareness raising

Workday procurement training was provided through March – May, with supporting manuals and recordings made available. Additional Workday training is being provided at the start of this semester, the procurement Frontlines pages have been updated, and additional procurement related training is in development.

Plan for policy monitoring

The Procurement Manager will address procedural concerns as they arise, with policy compliance issues escalated as needed.

Attachments:

#	Name
1	B.313 Procurement Policy (redlined)
2	B.313 Procurement Policy (all changes accepted)
3	B.313 Procurement Policy (2023)

Note, as the changes are significant to assist Board review a 'clean' version of the policy with all changes accepted and a copy of the current (2023) version have also been attached.



		POLICY		
Policy No.		Officer Responsible		
B.313		Vice President, Finance and Administration		
Policy Name				
Procurement				
Approved by	Replaces		Category	Next Review
Board	E.205 Purchasing/ Procurement – Donations/ Vendors – Partnerships – Contracts - Disposals		<u>Finance</u>	June 2028
Date Issued	Date Revised	Date in effect	Related Policies	
June 27, 2023	New		~~B.506 Standards of Conduct~~ B.215 Spending and Signing Authority Policy	

1. PURPOSE

1.1 This policy ~~and accompanying supported by B.313.1 Procurement Procedure (the “Procedures”)~~ establish a framework for Capilano University (the “University”) ~~Procurement that~~ follows best and leading public sector supply chain management practices to achieve Best Value ~~in its purchase of goods and/or services while:~~

- maintaining the University’s stated values and commitments (including those imposed by funding agreements and grants);
- complying with applicable law; and
- respecting the generally accepted thresholds for Competitive Procurement practices (including those set out in relevant trade agreements).

1.1.2 This policy sets out the principles to be followed ~~by University employees~~ throughout the Procurement process and outlines the ~~roles of those organizational positions with~~ related responsibilities.

2. DEFINITIONS

“Administrator” an employee that works in a managerial role including, but not limited to Deans, Associate Vice-Presidents, University Librarian, Directors, Managers and other equivalent positions.

“Best Value” ~~means~~ the best overall value delivered to the University, measured not only on technical criteria, purchase price and total cost of ownership (as applicable), but also ~~on~~ other considering qualitative factors including such as the University’s commitment to social and environmental considerations Sustainable Procurement, and the capacity of the Supplier(s) to meet other criteria, all of which will be stated by the University in the relevant procurement documents.

“Competitive Procurement”: the process by which the University procures goods, services or construction by allowing multiple Suppliers to compete for Contracts to achieve Best Value.

“Contract”: ~~means~~ a legally enforceable agreement between the University and one or more Supplier or other third party ~~ies~~ governing the provision of goods ~~and~~ services, or construction in exchange for valuable consideration paid by the University or consideration received by the University.

“Procurement”: ~~means the structured process by which the University plans, sources, acquisitiones, and manages of goods and, services or including construction by purchase, lease, or rental.~~

“Procurement Leader” ~~is the person referred to in section 5.2 of this Policy.~~

“Purchasing Card” or “P-card”: ~~means the University corporate P~~ purchasing card issued to approved University employees for permitted certain purchases, ~~as permitted under the P-card program procedures guide.~~

“Purchase Order” or “PO” ~~means a written order issued by the University to, and accepted by, a Supplier for the provision of goods and/or services~~ construction.

“Social Procurement” ~~means the University’s resolve to consider cultural, economic, ethical, and social values, and environmental outcomes in the procurement process.~~

“Signing Officer” an employee occupying an organizational position that has been delegated spending and/or signing authority as described in B.215 Spending and Signing Authority Policy.

“Supplier” means a party who supplies goods ~~and/or~~ services or construction to the University.

A ~~longer full~~ lexicon of procurement related terms is included in the Glossary of Procurement Terms available on the ~~Purchasing and~~ Procurement page of the University’s intranet site Frontlines page.

3. SCOPE

~~3.1—This policy This policy governs the University's acquisition of all goods and services or construction, including infrastructure, construction, capital expenses and equipment, by purchase, lease, or rental, with the University's funds from all sources.~~

~~3.1 This policy applies to all University employees involved in any Procurement-related activities. It outlines the authority and the responsibility to implement, administer and enforce this policy and the Procedure, and to lead and manage the University's procurement activities.~~

3.2 The following activities are out of scope:

(a) rental and lease of real property;

(b) services provided to the University under a contract of employment;

(c) representation and performance-based commission Contracts (for example international agents hired to recruit students or represent the University);

(d) services provided to the University that involve revenue generation or cost sharing arrangements. Procurement Services will provide advice on request regarding the use of Procurement processes if appropriate and the development of appropriate contractual arrangements; and

(e) the incurrence and reimbursement, or payment of travel, business and hospitality expenses by employees, board members, or University contractors while engaged in University business activities which are governed by B.213 Travel, Business and Hospitality Expense Policy.

~~3.23.3 This policy and the Procurement Procedures have no impact on the University's relationship with Suppliers, proponents, and other external parties unless expressly incorporated into a Contract with them.~~

4. POLICY STATEMENT

4.1 The University will take all necessary actions to protect the institutional and professional integrity of its Procurement practices and commits to consider technical, social, environmental, and economic values considerations in all Procurement-related matters. All competitive opportunities will be open, fair, transparent, and accessible for interested parties.

4.14.2 B.215 Spending and Signing Authority Policy and B.215.1 Spending and Signing Authority Procedure apply to the Procurement process. Employees may only commit the University to incur costs within the limits set out in that policy or under the explicit direction of a Signing Officer. Only designated Signing Officers are permitted to enter into Procurement related Contracts.

Employees must take care to ensure that verbal Contracts are not inadvertently created on behalf of the University.

Procurement Principles

4.3 The University ~~has the responsibility to~~ will make all reasonable efforts to achieve Best Value, taking into account the total cost of ownership which includes ~~both~~ economic, -technical, social ~~procurement~~ and environmental factors ~~values~~;

a) ~~comply with applicable law,~~ regulatory requirements and directives and the requirements ~~in of~~ funding agreements;

a)b) ~~pay due attention to and~~ industry standards for competitive ~~bidding procurement~~ thresholds, including those contained in applicable trade agreements;

b)c) ~~provide equal opportunities for~~ qualified vendors-Suppliers and contractors to do business with the University;

c)d) ~~establish-Procure~~ standardiz ~~edation of~~ goods, equipment, and technology wherever possible ~~to realize Best Value including through restricting Purchasing~~ Procurement to specified departments to maintain quality control;

d)e) ~~P~~procure goods ~~and/or,~~ services or construction with due regard to ~~the use of responsible products without compromising a~~ the maintenance of a safe, healthy, ~~relevant,~~ fit for purpose, accessible and aesthetically acceptable learning and working environment;

f) ~~procure the necessary quality and quantity of goods~~ ~~and/or,~~ services or construction in an efficient, responsive, and cost-effective manner commensurate with the value of the purchase;

g) ~~develop and participate in partnership and collaborative Procurement opportunities including with BCNET and the Government of British Columbia;~~

e)h) ~~utilize provincial supply arrangements when aligned with University requirements;~~

f) ~~balance administrative effort and expense to be commensurate with the value of the purchase;~~

g)i) ~~dispose of surplus goods, assets and equipment consistently to ensure and transparently~~ to maximize cost recovery at the appropriate market value;

~~make sure that equipment, furniture or fixtures are not removed from University premises or properties without the prior, written consent of the Procurement Leader/Manager;~~

h)j) ~~minimize any undue exposure of the University to risk in procurement transactions; and~~

i)k) ~~conduct ensure that Procurement business processes are conducted with fairness, integrity, accountability, and transparency, and avoiding conflicts of interest that all awards and contracts are free of any conflicts of interest as per the B.506 Standards of Conduct B.517 Conflict of Interest~~ Policy.

Social and Environmental Considerations~~Procurement Values~~

~~4.24.4~~ The University acknowledges that its decisions may have ~~local~~, environmental, and social impact. The University will ~~adopt Social Procurement practices in determining Best Value, in order to help develop and sustain diverse and healthy communities. The University will~~ assess potential social outcomes and community benefits when planning for and sourcing goods ~~and/or~~ services or construction and determining Best Value including using the following values and criteria:

- a) ~~working together to build~~ing relationships that support businesses and enterprises led by Indigenous Peoples;
- b) supporting social enterprises, not-for-profit businesses, and small or medium enterprises;
- c) supporting businesses and enterprises that reduce employment and other barriers for marginalized groups;
- d) reducing environmental impact, including eliminating waste and reducing emissions and using environmentally and ecologically responsible products and equipment including ~~the use of~~ locally produced and/or sustainable materials;
- e) including accessibility considerations in service delivery, products and designs; and
- e)f) respecting inclusivity, diversity, equity, culture, and fair labour practices;

Procurement Procedures

~~4.3 — The University has developed E.205.1 Procurement Procedure in conjunction with this policy to provide guidance on the processes to be followed when purchasing goods and services, including submitting a request; planning, preparing, and issuing solicitation documents; conducting evaluations; and contract awarding processes.~~

5. RESPONSIBILITIES

- 5.1 The ~~Vice-President, Finance and Administration or designate is responsible for appointing an individual employed by the~~ University has appointed the Procurement Manager to lead and manage the University's procurement activities ~~(the "Procurement LeaderManager")~~, under the direction of the Director, Risk Management.
- 5.2 The ~~appointed individual ("Procurement LeaderManager")~~ is responsible for:
 - a) communicating the contents of this policy to the University community, ~~and~~ educating Signing Officers so that they understand their responsibilities with respect to Procurement, and advising the Vice-President, Finance and Administration or designate of any Procurement activities that are not in compliance with this policy; ~~or~~ that present unusual risks ~~that~~, might bring the activities of the University under public scrutiny; ~~and/or~~, that involve controversial matters;:-

- b) developing and implementing ~~a~~ robust Procurement processes and managing ~~the~~ Procurement Services to administer Procurement activities across the University team, making sure that staff are competent in:
 - i. Procurement techniques (including negotiations);
 - ii. Contractual terms and conditions;
 - iii. cost reduction techniques; and
 - iv. Competitive bidding Procurement processes.
- c) Where additional expertise is required to support the Procurement process the Procurement Manager Leader is responsible for finding and managing specialists as needed
- d) making sure that Procurement activities goods and services are acquired conducted in a manner that:
 - ~~i. achieves Best Value in the fulfillment of specified needs with appropriate levels of quality and service;~~
 - ~~ii. uses fair, open and equitable processes when calling for, receiving, and evaluating competitive bids;~~
 - ~~iii. meets statutory, legal, environmental, and ethical obligations in the acquisition of goods and/or services; and~~
 - ~~iv.~~ provides an audit trail that meets the requirements of external funding bodies and auditors.

5.3 Procurement Services are responsible for providing advice and assistance on a range of Procurement matters including solicitation methods, contractual options and managing Supplier relationships.

1.25.4 Senior leadership and Administrators are responsible for making sure that:

- a) this policy and the Procedure areis understood and complied with within their faculties and departments; and
- b) the Procurement Manager Leader is notified in advance of all planned high dollar value, high politically risk, politically sensitive, or complex purchases, so that the appropriate Procurement processes es areis followed.

5.35.5 All University Signing authorities and Officers (as defined in B.215 Spending and Signing Authority Policy) must confirm compliance with relevant are responsible for confirming that University policies including B.215 Spending and Signing Authority Policy, B.215.1 Spending and Signing Procedure, this policy and the Procurement Procedures have been followed and Contracts

~~reviewed with all issues addressed~~ before signing ~~agreements~~ Contracts that committing the University to purchase goods, ~~and/or~~ services or construction.

~~5.45.6 University~~ Employees involved in any Procurement-related activities or the management of the resulting Contract(s), and Board members involved in approving ~~Contracts~~ Procurements, shall not engage in or have a financial interest in, whether directly or indirectly, any activity that conflicts or raises a reasonable question of conflict with their duties and responsibilities, including the acceptance of gifts or favours or considerations of any type, or otherwise violates ~~the B517 Conflict of Interest B.506 Standards of Conduct~~ policy.

6. EXEMPTIONS AND DIRECT AWARDS ~~EXCEPTIONS~~

6.1 ~~With the exception of the Certain exempt~~ goods ~~and/or~~ services or construction may be exempt from aspects of this policy. The procedure includes a listed in clause 4.32 of the Procurement Procedure, ~~of the classes of goods and/or services exempted. if the financial value of the goods or, services or construction to be purchased fall into the Higher Value category as set out in the Procurement Threshold table in clause 4.1 of the Procurement Procedure Competitive Procurement is required.~~ Departments are encouraged to consult with ~~the P~~procurement Services leader for guidance prior to acquiring exempted goods ~~and/or~~ services or construction.

6.1. In specific and exceptional circumstances, the requirements set out in the Procurement Threshold table may be bypassed and a Direct Award implemented. The Direct Award process, including the required reviews, assessments, and authorizations is described in clauses 4.16 – 4.18 of the Procedure. Procurement Services will report on the use of the Direct Award process on an annual basis.

~~6.1. Any department wishing to purchase goods or services, other than the exempted goods and/or services outside of the principles and processes set out in this Policy or the Procurement Procedure must make a case for the deviation request to the Director of Risk Management for review and then be authorized in advance by the Vice President, Finance and Administration. Approved deviations will be reported to the Finance Committee.~~

7. DESIGNATED OFFICER

7.1 The Vice President, Finance and Administration is the Policy Owner, responsible for the oversight of this Policy. The Administration of this Policy and the development, subsequent revisions to and operationalization of any associated procedures is the responsibility of the Director, Risk Management, supported by the Procurement Manager.

8. ASSOCIATED POLICIES AND ~~PROCEDURES~~ GUIDANCE

B.313.1 Procurement Procedure

B.213 Travel and Business Expenses Policy

[B.213.1 Travel and Business Expenses Procedure](#)

B.215 Spending and Signing Authority Policy

[B.215.1 Spending and Signing Authority Procedure](#)

~~B.506 Standards of Conduct Policy~~

[B.218 Capital Assets Policy](#)

[B.517 Conflict of Interest Policy](#)

~~E.306 Gift in Kind Policy~~

2.7. REFERENCES AND PROFESSIONAL STANDARDS

Excise Tax Act (Canada)

Freedom of Information and Protection of Privacy Act (British Columbia)

Sale of Goods Act (British Columbia)

University Act (British Columbia)

New West Partnership Trade Agreement

Canada-United States-Mexico Agreement

Canada-European Union Comprehensive Economic and Trade Agreement

 CAPILANO UNIVERSITY		POLICY		
Policy No.	Officer Responsible			
B.313	Vice President, Finance and Administration			
Policy Name				
Procurement				
Approved by	Replaces		Category	Next Review
Board	E.205 Purchasing/ Procurement – Donations/ Vendors – Partnerships – Contracts - Disposals		Finance	
Date Issued	Date Revised	Date in effect	Related Policies	
June 27, 2023			B.215 Spending and Signing Authority Policy	

1. PURPOSE

- 1.1 This policy supported by B.313.1 Procurement Procedure (the “Procedure”) establish a framework for Capilano University (the “University”) Procurement that follows best and leading public sector supply chain management practices to achieve Best Value while:
- a) maintaining the University’s stated values and commitments (including those imposed by funding agreements and grants);
 - b) complying with applicable law; and
 - c) respecting the generally accepted thresholds for Competitive Procurement practices (including those set out in relevant trade agreements).
- 1.2 This policy sets out the principles to be followed throughout the Procurement process and outlines the Procurement related responsibilities.

2. DEFINITIONS

“**Administrator**” an employee that works in a managerial role including, but not limited to Deans, Associate Vice-Presidents, University Librarian, Directors, Managers and other equivalent positions.

“**Best Value**” the best overall value delivered to the University, measured not only on technical criteria, purchase price and total cost of ownership (as applicable), but also considering qualitative factors including social and environmental considerations.

“Competitive Procurement”: the process by which the University procures goods, services or construction by allowing multiple Suppliers to compete for Contracts to achieve Best Value.

“Contract”: a legally enforceable agreement between the University and one or more Supplier or other third party governing the provision of goods , services, or construction in exchange for valuable consideration paid by the University or consideration received by the University.

“Procurement”: the structured process by which the University plans, sources, acquires, and manages goods , services or construction.

“Purchasing Card” or “P-card”: the University Purchasing card issued to approved University employees for permitted purchases,

“Signing Officer” an employee occupying an organizational position that has been delegated spending and/or signing authority as described in B.215 Spending and Signing Authority Policy.

“Supplier” means a party who supplies goods, services or construction to the University.

A longer lexicon of procurement related terms is included in the Glossary of Procurement Terms available on the Procurement page of the University’s intranet site.

3. SCOPE

3.1 This policy applies to all University employees involved in any Procurement-related activities.

3.2 The following activities are out of scope:

- (a) rental and lease of real property;
- (b) services provided to the University under a contract of employment;
- (c) representation and performance-based commission Contracts (for example international agents hired to recruit students or represent the University);
- (d) services provided to the University that involve revenue generation or cost sharing arrangements. Procurement Services will provide advice on request regarding the use of Procurement processes if appropriate and the development of appropriate contractual arrangements; and
- (e) the incurrence and reimbursement, or payment of travel, business and hospitality expenses by employees, board members, or University contractors while engaged in University business activities which are governed by B.213 Travel, Business and Hospitality Expense Policy.

3.3 This policy and the Procedure have no impact on the University’s relationship with Suppliers unless expressly incorporated into Contract.

4. POLICY STATEMENT

- 4.1 The University will take all necessary actions to protect the institutional and professional integrity of its Procurement practices and commits to consider technical, social, environmental, and economic considerations in Procurement-related matters. All competitive opportunities will be open, fair, transparent, and accessible for interested parties.
- 4.2 B.215 Spending and Signing Authority Policy and B.215.1 Spending and Signing Authority Procedure apply to the Procurement process. Employees may only commit the University to incur costs within the limits set out in that policy or under the explicit direction of a Signing Officer. Only designated Signing Officers are permitted to enter into Procurement related Contracts. Employees must take care to ensure that verbal Contracts are not inadvertently created on behalf of the University.

Procurement Principles

- 4.3 The University will make all reasonable efforts to achieve Best Value, taking into account the total cost of ownership which includes economic, technical, social and environmental factors;
- a) comply with applicable law, regulatory requirements and directives and the requirements in funding agreements
 - b) pay due attention to industry standards for competitive procurement thresholds, including those contained in applicable trade agreements;
 - c) provide equal opportunities for Suppliers to do business with the University;
 - d) Procure standardized goods, equipment, and technology wherever possible including through restricting Procurement to specified departments to maintain quality control;
 - e) Procure goods , services or construction with due regard to the maintenance of a safe, healthy, fit for purpose, accessible and aesthetically acceptable learning and working environment;
 - f) procure the necessary quality and quantity of goods , services or construction in an efficient, responsive, and cost-effective manner commensurate with the value of the purchase;
 - g) develop and participate in partnership and collaborative Procurement opportunities including with BCNET and the Government of British Columbia;
 - h) utilize provincial supply arrangements when aligned with University requirements;
 - i) dispose of surplus goods consistently and transparently to maximize cost recovery;
 - j) minimize any undue exposure of the University to risk in procurement transactions; and
 - k) conduct Procurement processes with fairness, integrity, accountability, and transparency, avoiding conflicts of interest as per the B.517 Conflict of Interest Policy.

Social and Environmental Considerations

- 4.4 The University acknowledges that its decisions may have environmental, and social impact. The University will assess potential social outcomes and community benefits when planning for and sourcing goods , services or construction and determining Best Value including:
- a) building relationships that support businesses and enterprises led by Indigenous Peoples;
 - b) supporting social enterprises, not-for-profit businesses, and small or medium enterprises;
 - c) supporting businesses and enterprises that reduce employment and other barriers for marginalized groups;
 - d) reducing environmental impact, including eliminating waste and reducing emissions and using environmentally and ecologically responsible products and equipment including locally produced and/or sustainable materials;
 - e) including accessibility considerations in service delivery, products and designs; and
 - f) respecting inclusivity, diversity, equity, culture, and fair labour practices;

5. RESPONSIBILITIES

- 5.1 The University has appointed the Procurement Manager to lead and manage the University's procurement activities , under the direction of the Director, Risk Management.
- 5.2 The Procurement Manager is responsible for:
- a) communicating the contents of this policy to the University community, educating Signing Officers so that they understand their responsibilities with respect to Procurement, and advising the Vice-President, Finance and Administration or designate of any Procurement activities that are not in compliance with this policy; that present unusual risks that might bring the activities of the University under public scrutiny; or, that involve controversial matters;
 - b) developing and implementing robust Procurement processes and managing Procurement Services to administer Procurement activities across the University , making sure that staff are competent in:
 - i. Procurement techniques (including negotiations);
 - ii. Contractual terms and conditions;
 - iii. cost reduction techniques; and
 - iv. Competitive Procurement processes.
 - c) Where additional expertise is required to support the Procurement process the Procurement Manager is responsible for finding and managing specialists as needed

- d) making sure that Procurement activities are conducted in a manner that provides an audit trail that meets the requirements of external funding bodies and auditors.
- 5.3 Procurement Services are responsible for providing advice and assistance on a range of Procurement matters including solicitation methods, contractual options and managing Supplier relationships.
- 5.4 Senior leadership and Administrators are responsible for making sure that:
- a) this policy and the Procedure are understood and complied with within their faculties and departments; and
 - b) the Procurement Manager is notified in advance of all planned high dollar value, high risk, politically sensitive, or complex purchases, so that the appropriate Procurement processes are followed.
- 5.5 Signing Officers must confirm compliance with relevant University policies including B.215 Spending and Signing Authority Policy, B.215.1 Spending and Signing Procedure, this policy and the Procedure before signing Contracts that commit the University to purchase goods, services or construction.
- 5.6 Employees involved in any Procurement-related activities or the management of the resulting Contract(s), and Board members involved in approving Contracts, shall not engage in or have a financial interest in, whether directly or indirectly, any activity that conflicts or raises a reasonable question of conflict with their duties and responsibilities, including the acceptance of gifts or favours or considerations of any type, or otherwise violates B517 Conflict of Interest policy.
- 6. EXEMPTIONS AND DIRECT AWARDS**
- 6.1 With the exception of the exempt goods, services or construction listed in clause 4.32 of the Procurement Procedure, if the financial value of the goods , services or construction to be purchased fall into the Higher Value category as set out in the Procurement Threshold table in clause 4.1 of the Procedure Competitive Procurement is required. Departments are encouraged to consult with Procurement Services for guidance prior to acquiring exempt goods , services or construction.
- 6.1. In specific and exceptional circumstances, the requirements set out in the Procurement Threshold table may be bypassed and a Direct Award implemented. The Direct Award process, including the required reviews, assessments, and authorizations is described in clauses 4.16 – 4.18 of the Procedure. Procurement Services will report on the use of the Direct Award process on an annual basis.

7. DESIGNATED OFFICER

- 7.1 The Vice President, Finance and Administration is the Policy Owner, responsible for the oversight of this Policy. The Administration of this Policy and the development, subsequent revisions to and operationalization of any associated procedures is the responsibility of the Director, Risk Management, supported by the Procurement Manager.

8. ASSOCIATED POLICIES AND GUIDANCE

- B.313.1 Procurement Procedure
- B.213 Travel and Business Expenses Policy
- B.213.1 Travel and Business Expenses Procedure
- B.215 Spending and Signing Authority Policy
- B.215.1 Spending and Signing Authority Procedure
- B.218 Capital Assets Policy
- B.517 Conflict of Interest Policy

7. REFERENCES AND PROFESSIONAL STANDARDS

- Excise Tax Act* (Canada)
- Freedom of Information and Protection of Privacy Act* (British Columbia)
- Sale of Goods Act* (British Columbia)
- University Act* (British Columbia)
- New West Partnership Trade Agreement
- Canada-United States-Mexico Agreement
- Canada-European Union Comprehensive Economic and Trade Agreement

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.313	Vice President, Finance and Administration		
Policy Name			
Procurement			
Approved by	Replaces	Category	Next Review
Bo	E.205 Purchasing/Procurement – Donations/Vendors – Partnerships – Contracts - Disposals		
Date Issued	Date Revised	Related Policies	
	New	B.215 Spending and Signing Authority Policy	

1. PURPOSE

- 1.1 This Policy and accompanying Procedures establish a framework for Capilano University (the “University”) to follow best and leading public sector supply chain management practices to achieve best value in its purchase of good and/or services while maintaining the University’s stated values and commitments (including those imposed by funding agreements and grants), complying with applicable law, and respecting the generally accepted thresholds for competitive procurement practices (including those set out in trade agreements).
- 1.2 This Policy sets out the principles to be followed by University employees throughout the procurement process and outlines the roles of those organizational positions with procurement responsibilities.
- 1.3 This Policy and the Procurement Procedures have not impact on the University’s relationship with Suppliers, proponents, and other external parties unless expressly incorporated into a contract with them.

2. DEFINITIONS

“Best Value” means the best overall value delivered to the University, measured not only on purchase price and total cost of ownership (as applicable), but also on other factors such as the University’s commitment to Social Procurement, and the capacity of the Supplier to meet other criteria, all of which will be stated by the University in the relevant procurement documents.

“Contract” means a legally enforceable agreement between the University and one or more third parties governing the provision of goods and services.

“Procurement” means the acquisition of goods and services, including construction, by purchase, lease, or rental.

“Procurement Leader” is the person referred to in section 5.2 of this Policy.

“Purchasing Card” or **“P-card”** means the corporate purchasing card issued to University employees for certain purchases, as permitted under the P-card program procedures guide.

“Purchase Order” or **“PO”** means a written order issued by the University to, and accepted by, a supplier for the provision of certain goods and/or services.

“Social Procurement” means the University’s resolve to consider cultural, economic, ethical, and social values, and environmental outcomes in the procurement process.

“Supplier” means a party who supplies goods and services to the University.

A full lexicon of procurement related terms is included in the Glossary of Procurement Terms available on the Purchasing and Procurement Frontlines page.

3. SCOPE

- 3.1 This Policy governs the University’s acquisition of all goods and services, including infrastructure, construction, capital expenses and equipment, by purchase, lease, or rental, with the University’s funds from all sources.
- 3.2 This Policy applies to all University employees involved in any procurement-related activities. It outlines the authority and the responsibility to implement, administer and enforce this Policy and the Procurement Procedures, and to lead and manage the University’s procurement activities.

4. POLICY STATEMENT

- 4.1 The University will take all necessary actions to protect the institutional and professional integrity of its procurement practices and commits to consider social, environmental, and economic values in all procurement-related matters. All competitive opportunities will be open, fair, transparent, and accessible for interested parties.

- 4.2 Procurement Services is the dedicated group within the University that is responsible for overseeing and administering procurement activities for all areas of the University.
- 4.3 University employees involved in any procurement-related activities or the management of the resulting contract(s), and Board members involved in approving procurements, shall not engage in or have a financial interest in, whether directly or indirectly, any activity that conflicts or raises a reasonable question of conflict with their duties and responsibilities, including the acceptance of gifts or favours or considerations of any type, or otherwise violates the [B.506 Standards of Conduct](#) policy.

Procurement Principles

- 4.4 The University has the responsibility to:
- a) achieve Best Value, taking into account the total cost of ownership which includes both economic and social procurement values;
 - b) comply with applicable law, and the requirements of funding agreements, and industry standards for competitive bidding thresholds, including those contained in trade agreements;
 - c) provide equal opportunity for qualified vendors and contractors to do business with the University;
 - d) establish standardization of goods, equipment, and technology wherever possible to realize best value;
 - e) procure goods and/or services with due regard to the use of responsible products without compromising a healthy, safe, relevant, and aesthetically acceptable learning and working environment;
 - f) procure the necessary quality and quantity of goods and/or services in an efficient, responsive, and cost-effective manner;
 - g) balance administrative effort and expense to be commensurate with the value of the purchase;
 - h) dispose of surplus goods, assets and equipment at the appropriate market value;
 - i) make sure that equipment, furniture or fixtures are not removed from University premises or properties without the prior, written consent of the Procurement Leader;
 - j) minimize any undue exposure of the University to risk in procurement transactions; and
 - k) ensure that business processes are conducted with fairness, integrity, accountability, and transparency and that all awards and contracts are free of any conflicts of interest as per the [B.506 Standards of Conduct](#) policy.

Social Procurement Values

- 4.5 The University acknowledges that its decisions may have local, environmental, and social impact. The University will adopt Social Procurement practices in determining Best Value, in order to help develop and sustain diverse and healthy communities. The University will assess potential social outcomes and community benefits when planning for and sourcing goods and/or services using the following values and criteria:
- a) working together to build relationships that support businesses and enterprises led by Indigenous peoples;
 - b) supporting social enterprises, not-for-profit businesses, and small or medium enterprises;
 - c) supporting businesses and enterprises that reduce employment and other barriers for marginalized groups;
 - d) using environmentally and ecologically responsible products and equipment including the use of locally produced and/or sustainable materials;
 - e) respecting inclusivity, diversity, equity, culture, and fair labour practices; and
 - f) reducing environmental impact, including eliminating waste and reducing emissions.

Procurement Procedures

- 4.6 The University has developed E.205.1 Procurement Procedure in conjunction with this policy to provide guidance on the procedures to be followed when purchasing goods and services, including submitting a request; planning, preparing, and issuing solicitation documents; conducting evaluations; and contract awarding processes.

5. RESPONSIBILITIES

- 5.1 The Vice-President, Finance and Administration is responsible for implementing, administering and enforcing compliance with this policy and any related procedures.
- 5.2 The Vice-President, Finance and Administration or designate is responsible for appointing an individual employed by the University to lead and manage the University's procurement activities (the "**Procurement Leader**").
- 5.3 The appointed individual ("Procurement Leader") is responsible for:
- a) communicating the contents of this policy to the University community and educating signing officers so that they understand their responsibilities with respect to procurement, and advising the Vice-President, Finance and Administration or designate of any procurement activities that are not in compliance with this policy or that present unusual risks, might bring the activities of the University under public scrutiny and/or, that involve controversial matters.
 - b) implementing a robust procurement process and managing the Procurement Services team, making sure that staff are competent in:
 - i. procurement techniques (including negotiations);

- ii. contractual terms and conditions;
- iii. cost reduction techniques; and
- iv. competitive bidding processes.

Where additional expertise is required to support the procurement process the Procurement Leader is responsible for finding and managing specialists as needed.

- c) making sure that goods and services are acquired in a manner that:
 - i. achieves Best Value in the fulfillment of specified needs with appropriate levels of quality and service;
 - ii. uses fair, open and equitable processes when calling for, receiving, and evaluating competitive bids;
 - iii. meets statutory, legal, environmental, and ethical obligations in the acquisition of goods and/or services; and
 - iv. provides an audit trail that meets the requirements of our external funding bodies and auditors.

1.2 Senior Leadership and Administrators are responsible for making sure that:

- a) this Policy is understood and complied with within their faculties and departments; and
- b) the Procurement Leader is notified in advance of all planned high dollar value, politically sensitive, or complex purchases, so that the appropriate procurement process is followed.

All University Signing authorities and officers (as defined in B.215 Spending and Signing Authority Policy) are responsible for confirming that procurement procedures have been followed and contracts reviewed with all issues addressed before signing agreements committing the University to purchase goods and/or services.

2. EXCEPTIONS

- 6.1. Certain goods and/or services may be exempt from aspects of this Policy. The Procurement Procedure includes a list of the classes of goods and/or services exempted. Departments are encouraged to consult with the Procurement Leader for guidance prior to acquiring exempted goods and/or services.
- 6.2. Any department wishing to purchase goods or services, other than the exempted goods and/or services outside of the principles and processes set out in this Policy or the Procurement Procedure must make a case for the deviation request to the Director of Risk Management for review and then be authorized in advance by the Vice-President, Finance and Administration. Approved deviations will be reported to the Finance Committee.

3. DESIGNATED OFFICER

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

4. ASSOCIATED POLICIES AND PROCEDURES

B.313.1 Procurement Procedures

ARM.1120 Purchasing Card Policy – Charge Card

B.213 Travel and Business Expenses Policy

B.215 Spending and Signing Authority Policy

B.506 Standards of Conduct Policy

E.203 Capital and Operating Expenditures

E.306 Gift in Kind Policy

E.401 Sustainability Policy

5. REFERENCES AND PROFESSIONAL STANDARDS

Excise Tax Act (Canada)

Freedom of Information and Protection of Privacy Act (British Columbia)

Sale of Goods Act (British Columbia)

University Act (British Columbia)

New West Partnership Trade Agreement

Canada-United States-Mexico Agreement

Canada-European Union Comprehensive Economic and Trade Agreement



BOARD OF GOVERNORS REPORT

AGENDA ITEM 5.2.1.1: Audit and Risk Committee Report	
PURPOSE:	☐ Approval ☒ Information ☐ Discussion
MEETING DATE: October 13, 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 September 9, 2026.

SUMMARY

The Committee received the June 4, 2026 meeting minutes and the policies under the Committee's jurisdiction scheduled for review in 2026-27. The Committee also discussed the following items:

- **Committee Orientation:** Tally Bains, VP Finance and Administration, provided an overview of the Committee's responsibilities and key activities in accordance with its terms of reference.
- **Risk Management Program and Risk Register Update:** Jacquetta Goy, Director of Risk Management, provided an update on the University's risk management program and risk register.
- **Cybersecurity Program: NCA Report:** Melvin Lal, Director of Cybersecurity, provided an update on the University's cybersecurity program and National Cybersecurity Assessment (NCA).

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 5.2.1.2: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	☐ Approval ☒ Information ☐ Discussion
MEETING DATE: October 13, 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 September 21, 2026

SUMMARY

The Committee received the June 16, 2026 minutes, the policies under the Committee's jurisdiction scheduled for review in 2026-27, and an orientation on its responsibilities and key activities in accordance with its terms of reference.

The Committee approved on behalf of the Board of Governors the Statement of Financial Information Fiscal 2025-26 and 2025-26 Institutional Accountability Plan and Report and discussed human resources and governance matters.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 5.2.1.3: Finance Committee Report	
PURPOSE:	☐ Approval ☒ Information ☐ Discussion
MEETING DATE: October 13, 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 September 14, 2026.

SUMMARY

The Committee received the June 17, 2026 minutes, the policies under the Committee's jurisdiction scheduled for review in 2026-27 and the Fiscal 2026/27 quarter 1 forecast.

The Committee recommended the Statement of Financial Information for fiscal 2026/27 to proceed to Executive and Human Resources Committee to approve on behalf of the Board of Governors.

The Committee also discussed the following items:

- **Committee Orientation:** Tally Bains, VP Finance and Administration provided an overview of the Committee's responsibilities and key activities in accordance with its terms of reference.
- **Risk and Investment Analytics Report:** Reya Lu, Investment Consultant, Ellement Consulting, provided an overview of market conditions and the performance of the Foundation and University funds for the quarter ending June 2026.
- **University Property and Capital Planning:** Ryan Blades, AVP Facilities, Safety, Campus Planning & Real Estate provided an update on the Real Estate and Development Dashboard.
- **B.313 Procurement Policy:** Tally Bains, VP Finance and Administration presented proposed revisions to the B.313 Procurement Policy. The Committee recommended the Board of Governors approve the policy. This approval is included in the Board meeting as part of the consent agenda.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 5.2.1.4: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	☐ Approval ☒ Information ☐ Discussion
MEETING DATE: October 13, 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 September 15, 2026.

SUMMARY

The Committee received the June 8, 2026 minutes and the policies under the Committee's jurisdiction scheduled for review in 2026-27.

The Committee also discussed the following items:

- **Committee Orientation:** Tally Bains, VP Finance and Administration, provided an overview of the Committee's responsibilities and key activities in accordance with its terms of reference.
- **Institutional Accountability Plan and Report (IAPR):** Sam Hannah, Institutional Research Analyst, provided an update on the 2025-26 Institutional Accountability Plan and Report (IAPR), including changes made following feedback received from the Ministry on August 20, 2026. The Committee endorsed the IAPR to proceed to the Executive and HR Committee for approval, on behalf of the Board of Governors.
- **Committee Terms of Reference Review:** Tally Bains, VP Finance and Administration, reviewed proposed changes to the Terms of Reference for the Finance Committee, Audit and Risk Committee, and Executive and HR Committee. The Committee endorsed the proposed changes to proceed to the Board of Governors for approval. This is provided to the Board as part of the consent agenda.

RECOMMENDATION

This is for the Board's information only.

Oct 13, 2026 President's Report to the Board

Reporting Period: June 17-October 6

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		
	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	Board receiving report on first 4 programs in October 2026. Further programs to be reviewed in Nov and Dec 2026.	Financial modeling for direct revenue and teaching costs completed (V2 in progress)
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	Dr. Vicki St. Pierre started on Aug. 2, 2026
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	Health assessment currently being completed.
Respond to the Avison report recommendations to contribute meaningfully to the B.C. post-secondary system (September 2026).	President	Delayed due to Election call	Expected late fall or early 2027
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	MNP review of admin/exempt. Exec review of all MoveUp roles and Deans/Provost to evaluate faculty levels	We will address admin costs first, then staffing costs and then academic. Phased changes: Oct, March, June and August.



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		
	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	Completed	168 checklist completed and 3 reports generated. Staff are in execution mode.
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	CIO hiring in progress and soon to be complete.
Align admissions process to a single admissions team in preparation for installation of a new CRM (June 2027).	VP External Relations	Alignment of staffing completed. CRM	Single admissions team now in place. CRM to



KEY PERFORMANCE INDICATORS (KPIs)		KEY OWNER / PROGRESS UPDATES	
		implementation in Fall 2026.	launch implementation in November.
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	First "Cultural Safety" training session in August.	Other training options are being explored in cooperation with Indigenous Education and Affairs personnel.
Align staffing levels to operational requirements and enrolment levels by February 2027.	President and other executive council members	Stewardship meetings by Executive in place	MNP report complete and staffing realignment in progress.



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		
	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	Actively meeting to address this goal.	Admin and Exempt review as several operational areas. International staff changes.
Reduce \$12M deficit by \$4M targeting an \$8M or less deficit by end of 2026–2027.	President, VP Finance & Administration, Executive	Q2 update in board report	Currently on target to get below \$8M deficit in current fiscal year.
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.	Squamish budget currently projecting an \$800k positive variance for fiscal year 26-27



PRESSURES WE FACE IN THIS MOMENT



OPPORTUNITIES WE HAVE IN THIS MOMENT



Sector trends and reports

- [Memorial University Workforce changes: Lots of parallels to CapU](#)
- [English Language School Closures](#)
- [AI](#)
- [Takes a Village: how the role of President has changed](#)

Calendar of events and community engagements



DATE	AUDIENCE	ATTENDEES
June 17	Rowena Rizzott: CNV Health Innovation District	Jason Dewling
June 18	Annual Board, CUAA and Foundation Thank You Dinner	Jason Dewling, The Board
June 19	CapU Campus Visit & Lunch: Alex Verdecchia/MBExec	Jason Dewling
June 21	BCIEW Opening Reception	Jason Dewling
June 22	Meeting: Neil Fassina (President, Okanagan College)	Jason Dewling
June 22	BC International Education Week	Jason Dewling
June 23	BCBC Event: Executive Roundtable on the Provincial Political Landscape	Jason Dewling
June 25	Lunch Meeting: Lynn Houle & Rebecca Pang/RBC	Jason Dewling
June 26	Breakfast meeting: Scott Thompson (Think Tank Training Centre)	Jason Dewling
June 26	Chancellor Debi Doucette Welcome Lunch at CapU Squamish	Jason Dewling, Brian Storey, Kari Wharton, Lesley Brown, Tally Bains, Erin McFadden
June 29	Meeting: Faye Halls/Squamish Nation	Jason Dewling
June 29	Meeting: James Honan (Senior Lecturer on Education, Harvard)	Jason Dewling
June 29	Introductory Meeting: Dr. David Fung	Jason Dewling
June 30	CapU Campus Visit – Daren Hancott & Gurpal Dhaliwal(Western Community College)	Jason Dewling
June 30	Lunch Meeting: Oliver Webbe/Darwin	Jason Dewling, Ryan Blades
July 2	Introductory Meeting: Councillor Herman Mah/DNV	Jason Dewling
July 4	Dinner with United Way BC: Michael McKnight and James Kitamara, BMO	Jason Dewling
July 5-11	EAB, Alumni, Recruitment Events	Jason Dewling
July 6	Dinner with Sheldon Levy, (Governor General of Canada)	Jason Dewling
July 6	Coffee Meeting: Margaret McGuffin (music publishing)	Jason Dewling
July 7	Alumni Lunch	Jason Dewling, PAR team
July 8	Dinner for Toronto Leaders	Jason Dewling
July 9	Minister Jessie Sunner Visit to Capilano University	Jason Dewling, Kari Wharton, Lesley Brown, Linda Ong, Brian Storey
July 9	Meeting: Michael Sangster Chief Executive Officer @ National Association of Career Colleges	Jason Dewling
July 10	Universities Canada President & CEO: Gabriel Miller	Jason Dewling
July 13	Squamish Campus Tour and Meeting with Patricia Heintzman	Jason Dewling, Brian Storey
July 14	Introductory Meeting: DWV Mayor Mark Sager	Jason Dewling
July 16	LEO Awards Sponsors Appreciation Reception hosted by RBC	Jason Dewling
July 17	Reconnecting & Higher Education Perspectives with Misha Kaur Lidder	Jason Dewling
July 17	Lunch Meeting: Robin Dhir, MNP	Jason Dewling, RJ Wallia



DATE	AUDIENCE	ATTENDEES
July 20	shíshálh Nation Chief, Council, CAO	Jason Dewling, Ryan Blades, Stephanie Merinuk
July 21	Health Innovation District Partnership Coalition - Next Steps	Jason Dewling, Mayor Linda Buchanan
July 22	Capilano University visit to Olds College: Community Learning Campus concept	Jason Dewling, Ryan Blades
July 23	Lunch Meeting: Ajay Patel (Vancouver Community College)	Jason Dewling
July 23	Thank-You Reception Harry Jerome Community Recreation Centre	Jason Dewling, Mayor Linda Buchanan and City of North Vancouver Council
July 24	Meeting: James Mandigo (University Fraser Valley)	Jason Dewling
July 24	Meeting: Larry Sawrenko (City, North Vancouver)	Jason Dewling, Tally Bains
July 27	Lunch Meeting: Ramin Shadmehr (former Dean)	Jason Dewling
August 10	Dinner Meeting: Aly Damji (Managing Partner, Real Estate)	Jason Dewling
August 11	Tour of Fulmer Centre: Darwin, Kinder Roots, Lorne Segal	Jason Dewling, members from Kingswood Properties
August 13	Breakfast Meeting: Don Avison (Legal Council)	Jason Dewling
August 13	Lunch Meeting: Bridgitte Anderson/GVBOT	Jason Dewling
August 14	Intro Meeting: Braeden Caley (Liberal candidate for North Vancouver—Capilano)	Jason Dewling
August 17	Dinner Meeting: Jeri Krogseth	Jason Dewling, Heather Dewling
August 18	Squamish Childcare Opportunity— Kinder Roots	Jason Dewling
August 20	Coffee with Catherine Vertesi, former CapU employee	Jason Dewling
August 21	Trevor Hughes, Deputy Minister of Post Secondary and Future Skills	Jason Dewling
August 24	Treehouse Employee Open House	Jason Dewling, CapU Employees
August 27	Global Public Affairs with Melissa Carvalho & Randy Pettipas	Jason Dewling, Kari Wharton
September 2	Campus visit: Jonathan Mosley (NV Chamber of Commerce)	Jason Dewling
September 3	Department of Defense & Defence Agency Industry Day	Jason Dewling, Kari Wharton, various members from the Department of National Defence
September 3	Lunch: Joel Ward (Joel Ward & Associates)	Jason Dewling, Kari Wharton
September 3	Dinner Meeting: Bob & Brenda McGill	Jason Dewling, Kari Wharton, David Ayriss
September 8	Tour North side of campus with Mark Sager (Mayor, West Vancouver)	Jason Dewling
September 8	Meeting with Mike Little (Mayor North Vancouver) at CapU Street Party (CUSP)	Jason Dewling
September 9	PSEA AGM & Standing Committee on Human Resources Practices (SCHRP)	Jason Dewling, Erin McFadden
September 10	Mountain Fest Welcoming CapU Squamish Students	Jason Dewling & Executive Team, Board members
September 12	Home Game: Women's Soccer (Opponent: VIU)	Jason Dewling & Heather Dewling
September 12	Home Game: Men's Soccer (Opponent: VIU)	Jason Dewling & Heather Dewling
September 14	JWest Groundbreaking Ceremony (CIJA): Geoffrey Rosen	Jason Dewling
September 14	Lunch with Linda Buchanan (Mayor of City of North Vancouver)	Jason Dewling



DATE	AUDIENCE	ATTENDEES
September 15	PACIU Presidents Committee Meeting	Jason Dewling & various President's from PSIs
September 23	University Welcome for Truth and Reconciliation: Performance: Hip Hop artist and performer, Brandon Peters	Jason Dewling
September 23	UBC: Walk With Us: The Path Towards Reconciliation: online	Jason Dewling
September 24	Art Exhibit: The Fifth Wall (Michelle Kruger artist): Hilton Doubtree (Zack and Alyia Bhatia)	Jason Dewling
September 25	TRESCA (Tourism and Outdoor Recreation Student Association). World Tourism Day panel discussion with Industry Leaders	Jason Dewling
September 25	University Welcome for Truth and Reconciliation: Musical Performance: Dances with Wolfgang	Jason Dewling
September 27-30	Gov/Alum/Donor meetings + 15th Anniversary Celebration for The King's Trust Canada	Jason Dewling
September 28	Coffee with Nicholas Collins (Former Faculty and a Donor)	Jason Dewling
September 28	Royal Roads Meeting - President Philip Steenkamp, and Tamara Leary, Associate Vice-President, Integrated Academic Planning & Strategic Initiatives	Jason Dewling
September 29	Alumni Breakfast	Jason Dewling, 5 CapU Alumni members
September 29	15th Anniversary Celebration for The King's Trust Canada	Jason Dewling & Debi Doucette
October 1	MOMENTUM Donor and Student Event	Jason Dewling, 38 Donors (including guests), 29 Students, 17 internal CapU Staff, 10 Student Volunteers
October 2	Introductory Meeting Graeme Baker (Portfolio Manager at Phillips, Hager & North Investment Management)	Jason Dewling
October 3	Arts Umbrella: Splash Art Auction	Jason Dewling & Debi Doucette
October 6	Universities Canada: National Virtual Forum on Antisemitism	Jason Dewling



To: Board of Governors
From: Capilano Students' Union
Date: October 13, 2026
Subject: CSU priorities and the student experience in 2026/27

Sch.10

A student union embedded in the Capilano University experience

THE CAPILANO STUDENTS' UNION (CSU) represents students across North Vancouver, Squamish, the Sunshine Coast and online. We help students navigate university systems, reduce barriers to academic success, build community and leadership, and bring student perspectives into university and government decision-making.

PURPOSE

Elevate the post-secondary experience and empower members through advocacy, services and leadership.

VISION

A welcoming, barrier-free community at Capilano University.

COMMUNITY, EQUITY & BELONGING

We create opportunities for students to find community, see themselves represented, and participate in campus life. This includes clubs, events, recreation and low barrier programming. Our collectives and constituency groups bring students together around identity and lived experience while our resource centres provide dedicated physical spaces for Black, queer and women students.

SERVICES & STUDENT RIGHTS

We deliver practical support for students that complement university services. Students can save money with the U-Pass BC transit pass, health and dental coverage which includes gender-affirming care, and food security resources. Device Doctor offers free electronics repair and technical support, with parts at cost. The Student Rights Office provides confidential help with grade appeals, academic integrity concerns, withdrawals and other university processes.

REPRESENTATION & ADVOCACY

We advocate within the university and to governments on issues that shape students' ability to succeed in their education. We work with the university on tuition, fees, academic policy and student consultation. Our government advocacy focuses on post-secondary funding, protecting the domestic tuition cap, investments in student housing, affordability and public transit.

2025-2030 Strategic Plan: Year Two

Our strategic plan responds to a real engagement challenge. Students do not always know what the CSU is, what services are available, or how their fees translate into value. In the 2026 Student Experience Survey, only 38% of respondents were at least somewhat aware of CSU services and how to access them; 39% did not follow us on social media; and only 11% felt knowledgeable about how CSU fees are spent. We aim to be more visible, data-informed, accountable and connected to members.

1. BUILDING STUDENT COMMUNITY

This fall, we are testing CSU 101 with board members and student leaders before piloting it in selected course sections in spring 2027. The course will help students understand their membership and how to get involved. We are increasing our presence in student housing and at

To: Board of Governors
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Sch.10

regional campuses, and using student feedback to grow domestic participation while sustaining international engagement. We are developing funding plans to refresh resource centres and regional campus lounges, and working to establish an Indigenous Students' Union resource centre. We are evaluating next steps for the construction of a student union building following new opportunities at the university.

2. DEMONSTRATING OPERATIONAL EXCELLENCE

We are using student surveys and engagement dashboards to guide spending and align our work with members' needs, our scope and our capacity. This year, we are reviewing service usage and food security delivery, improving club funding and membership practices, and developing peer mentorship for board members. We will also consult students on appropriate external revenue sources and pursue accreditation to assess our operations independently.

3. STRENGTHENING TRUST

We are investing in board development and leadership continuity, reviewing our internal accountability mechanisms, and drawing more deliberately on alumni knowledge. We will report more clearly on results and how student fees are used. Student leaders will also receive training to strengthen their work as community ambassadors and build relationships with the university, Indigenous host Nations, governments and community partners.

What is the student experience like in 2026?

The 2026 Student Experience Survey shows how tuition and course costs sit alongside rent, food, transportation and paid work. These pressures can affect academic focus and success, and make it harder to adapt when university policies or costs change.

AFFORDABILITY & WORK

Students often draw on several sources of financial support to stay enrolled. Among survey respondents, 36% said income from a job while studying would help pay their education costs. Employed respondents reported working an average of 20 hours per week during the fall and spring semesters, and 53% of respondents reported high or extreme stress from tuition costs.

HOUSING FOOD & BASIC NEEDS

Housing and food pressures can affect students' capacity to focus on their studies. Students reported average monthly rent of \$914, compared with \$777 they said they could reasonably afford, a gap of \$137. High or extreme stress related to housing costs was reported by 44% of respondents, and food costs by 39%. Respondents reported skipping an average of 4 meals per month because they could not afford food.

TRANSPORTATION & ACCESS

For respondents commuting to North Vancouver by transit, the average one-way trip was 66.5 minutes. More than half of transit respondents reported being passed by full buses, and 26% reported making three or more transfers, requiring at least four vehicles for a single journey.

To: Board of Governors
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Sch.10

Our advocacy goals

The CSU brings student evidence and perspectives to decision-makers to inform university and government policy, budgets and services.

CAPILANO UNIVERSITY

Our university-facing work is centred on affordability, predictability and fair academic systems. This year's Tuition Impact Survey will inform discussions about 2027/28 tuition, including the effects of increases on continuing international students and their ability to plan for total program costs. Students are also asking for a tuition instalment plan, a full-week fall reading break, earlier final exam schedules, greater use of open educational resources, less reliance on paid digital assessment tools and a more streamlined appeal process. The Student Rights Office complements this advocacy through individual support and by identifying recurring barriers in university processes.

GOVERNMENT & COMMUNITY PARTNERS

Externally, we are advocating for sustainable post-secondary funding, affordable student housing, reliable public transit and fair treatment of international students. As BC reviews its post-secondary system, our priorities include protecting the domestic tuition cap, preserving regional access and improving international tuition transparency. We are seeking renewed provincial investment so the university can build Phase 2 of student housing.

What we ask the board to consider

AFFORDABILITY & PREDICTABILITY

We ask you to consider total student costs and whether students can plan for them, including tuition, fees, course costs and changes after enrolment. Predictability is especially important for international students.

ACCESS & BELONGING

We ask you to consider how a decision affects students' ability to attend class, access services, remain enrolled and participate in university life. Housing, transit, food security and academic supports all contribute to belonging. Whether students in residence, at regional campuses and online can use those supports matters as much as whether they are offered.

STUDENT VOICE & PARTNERSHIP

Meaningful consultation works best when students are engaged early enough to help define the problem and shape potential solutions. The CSU can bring survey evidence, casework themes, campaign data and student representatives into that process while options are still being developed.

We're grateful for our continued partnership

We value our positive relationship with Capilano University and the board's commitment to student perspectives. We will continue to raise student concerns and work together on solutions through shared evidence and constructive conversations.



Board of Governors

October 13, 2026



Who we are

Student-led, independent, and focused on the student experience

Our purpose

The CSU elevates the post-secondary experience and empowers our members through advocacy, services, and leadership opportunities.

Advocacy

We represent students to CapU, governments, transit agencies and community partners.

Services

We deliver practical supports that reduce barriers and improve affordability.

Leadership

We create meaningful opportunities for students to lead, organize and participate.

Community

We build connections across North Vancouver, Squamish, and the Sunshine Coast.

We are distinct from the university, but many of our goals depend on constructive partnerships.



Our strategic focus this year

Year two of the CSU's 2025–2030 strategic plan

① Building student community

- Pilot CSU 101 course to improve member awareness
- Increase our presence at regional campuses and in student housing
- Strengthen collectives, student spaces and low-barrier events

② Demonstrating operational excellence

- Align services with student needs, organizational scope, and capacity
- Use student feedback and data to guide budget decisions
- Explore external revenue generation and pursue accreditation

③ Strengthening trust

- Develop student leaders as community ambassadors
- Strengthen board development and accountability
- Build stronger government, host Nation and community relationships

Our strategic plan responds to the fact that many students do not know what the CSU is or how to get involved.



What students are telling us

A few key indicators from the 2026 Student Experience Survey

4

meals skipped

average per month due to inability to afford food

20 hrs

worked each week

average during the fall and spring semesters

66.5 mins

one-way transit commute

average trip time to North Vancouver among transit riders

\$914

average monthly rent paid

compared with \$777 respondents said they could reasonably afford

These pressures overlap.

Students are balancing school with work, housing costs and long commutes. Together, these pressures can affect academic focus and success, and make it harder to adapt when university policies or costs change.

Community, equity & belonging

How students find connection, representation and welcoming spaces



Student community

Clubs and events connect students on campuses, in residence and online. We aim to grow domestic engagement, sustain international participation and build a student union building.

Resource centres

Spaces for Black, queer and women students. We plan to refresh these centres and regional lounges and establish an Indigenous Students' Union space.

Collectives & constituencies

Student-led groups bring students together around identity and lived experience to build community and advance equity through events and advocacy.

Student rights & inclusion

The Student Rights Office supports students with appeals, academic integrity concerns and withdrawals. Workshops help students know their options and advocate for themselves.

We hope to give students places to connect, groups that represent them, and support when they face barriers.



Services that reduce barriers

Practical supports that students use every day

1 U-Pass BC
Affordable public transit in Metro Vancouver, and plans to expand the program to Squamish with BC Transit.

2 Health & dental
Extended health and dental coverage, including gender-affirming care.

3 Food security
Access to food through the community cupboard, emergency food hampers and low-cost grocery stores.

4 Student Rights Office
Confidential support navigating appeals, academic integrity and university processes.

5 Device Doctor
Free electronics repair and technical support (parts at-cost), plus refurbished devices for students in need.

 This year, we are using student data to review how services, especially food-security programming, are delivered and where resources have the most impact.

Created by students for students, these services address practical barriers to studying and make life more affordable.



Our advocacy goals

From the classroom to government and engaging the community

University & academic

- Tuition affordability, predictability and international student protections
- A week-long fall reading break
- Student rights in the appeal process
- Meaningful consultation in university decisions and policy reviews

External & government

- Protect the domestic tuition cap and regional access as BC reviews post-secondary education
- Renewed investment in student housing so CapU can build Phase 2
- Better public transportation connections

Community partners

- Work with BC Transit to bring the U-Pass BC program to Squamish
- Build on our relationships with Indigenous host Nations
- Deepen collaboration with other student organizations

The CSU's role is to bring evidence of the student experience into decision making.



We ask the board to consider

Three lenses for decisions that affect students

Affordability and predictability

Students need to understand what their education will cost and have confidence that costs will not change unexpectedly part-way through a program.

Access & belonging

The student experience is shaped by housing, transportation, schedules, physical and social spaces, and whether students can actually access supports across campuses.

Student voice & partnership

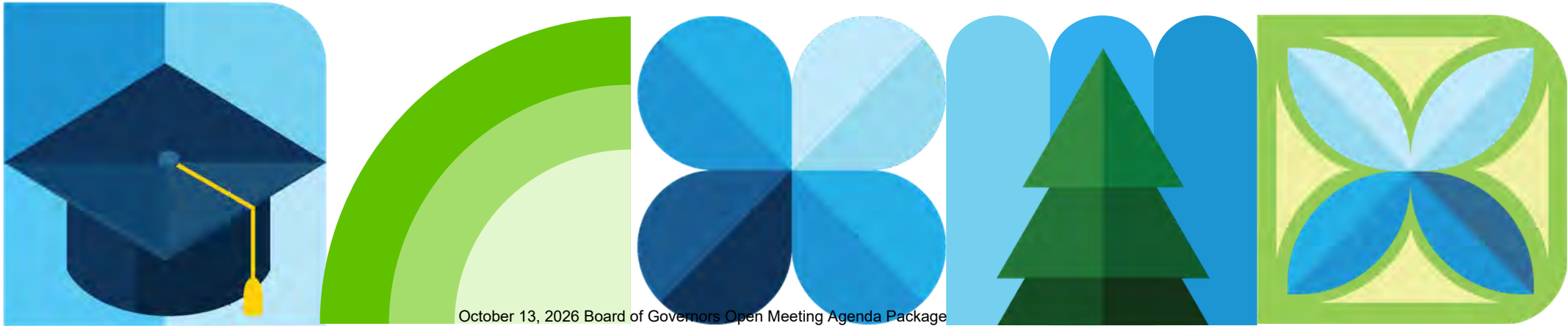
The strongest decisions are made when student perspectives are included early enough to shape the options, not only after a preferred approach has been developed.

We appreciate the board's continued partnership and its commitment to including student perspectives in decisions.



Thank you

We welcome any questions.





Program Costing Journey

Board of Governors
October 13, 2026

Tally Bains, VP Finance



7,091

Students enrolled in for credit programs for Fall 2026 (as of Sept 29, 2026)

120+

Programs Offered

19

Bachelor's degrees offered

26

Average number of students in a class

1760

Work-integrated learning experiences

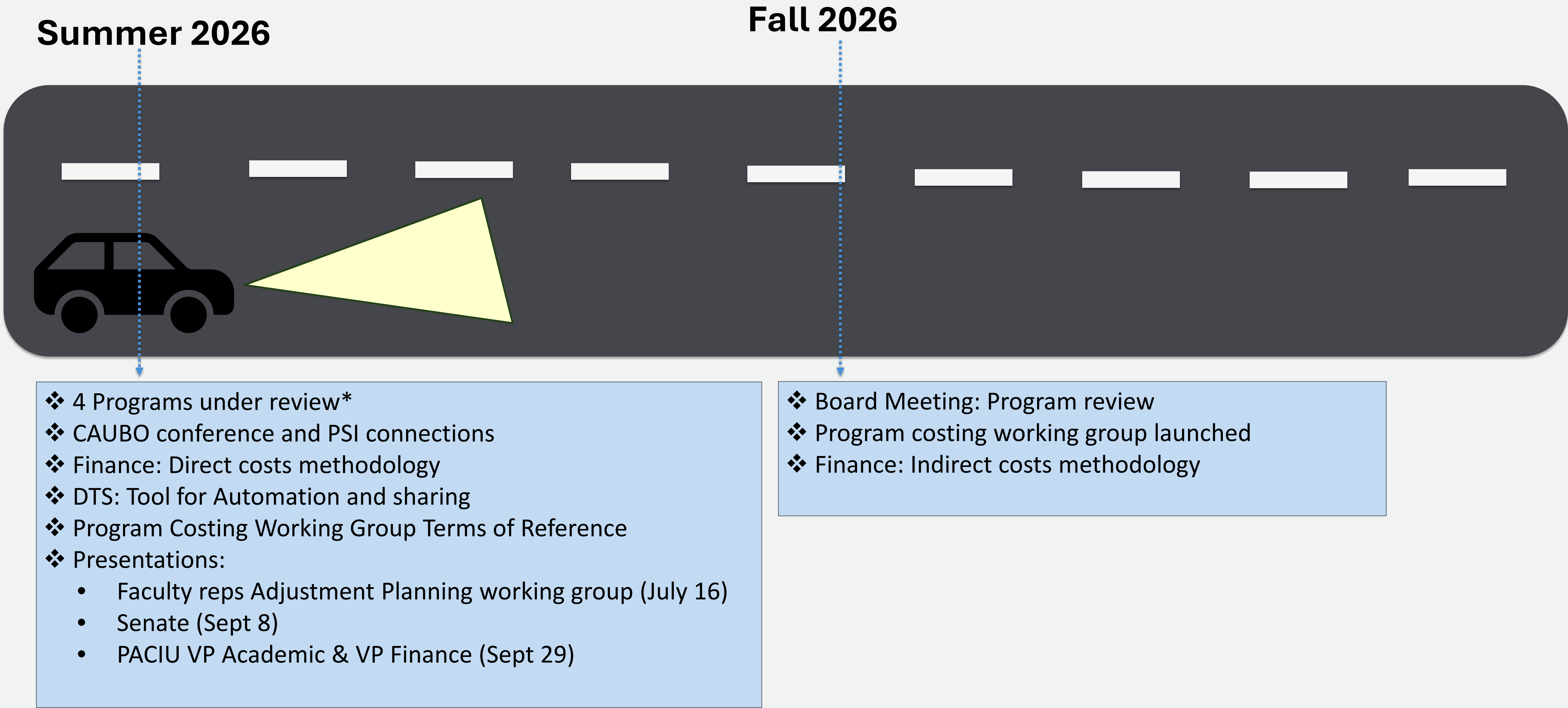
100,000+

Alumni

Teaching-focused university with campuses in North Vancouver and Squamish, recognized for personalized learning, experiential education, and strong connections to communities, employers and industry.

A University Inspired by Imagination

CapU's Program Costing Journey



Program Costing Journey

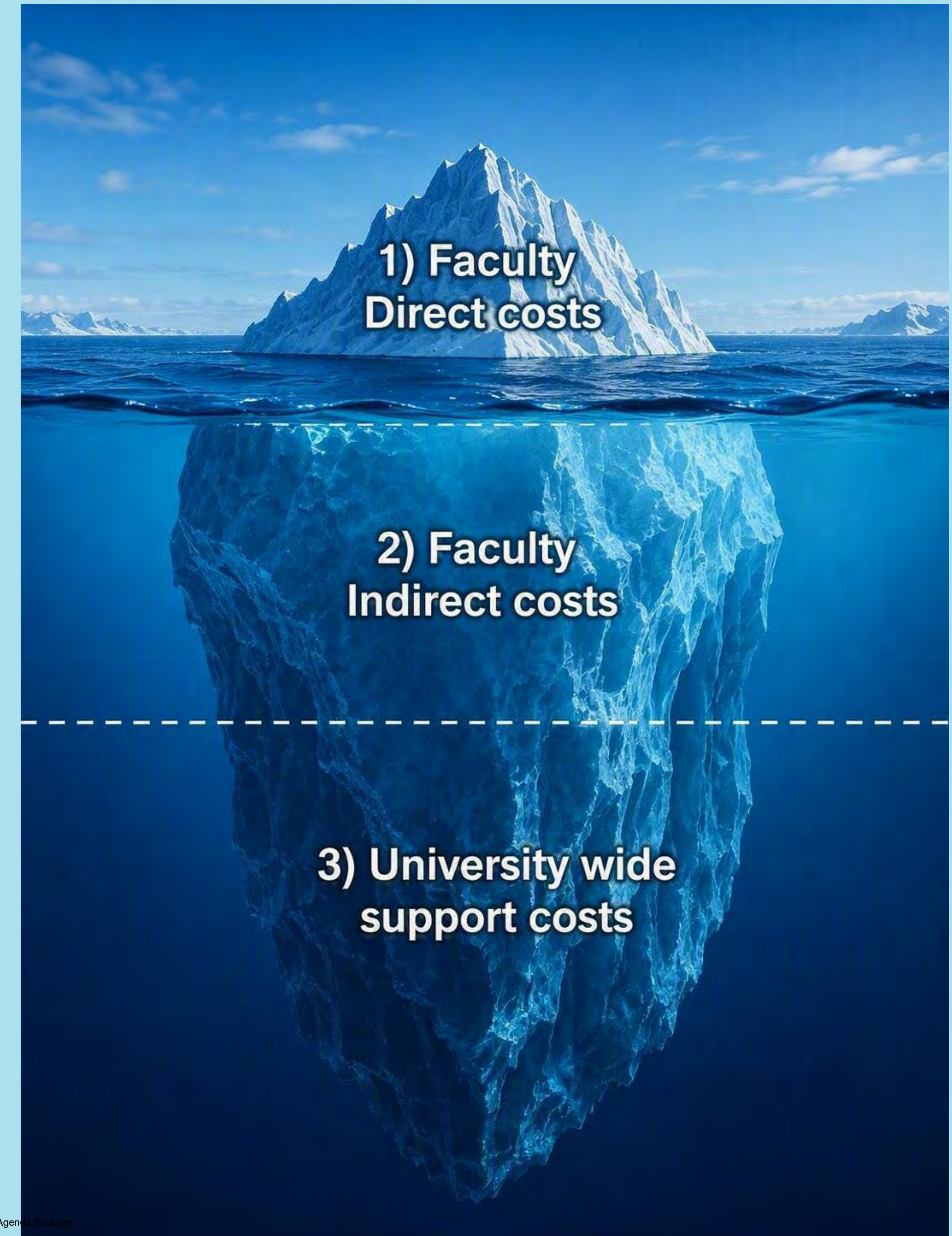
Current State – Tuition revenue & Faculty direct costs

Next Steps – Faculty Indirect costs, University wide support costs

Faculty Direct costs – Faculty teaching salary

Faculty Indirect costs – All faculty non-instructional salaries, faculty-specific operating expenses, and faculty staff salaries. These costs can be thought of as faculty-specific costs that supports the delivery of academic programs.

University wide support costs – Costs associated with institution-wide services and infrastructure that support academic and operational activities across the university. (Examples: DTS, Facilities, PCD)



Tuition Methodology

- Program tuition revenue is based on student enrolment in a specific program and is recalculated each term to reflect changes in student program registrations.
- Tuition revenue is attributed to the program in which a student is enrolled and follows the student accordingly. It is not allocated to the Faculty or School responsible for delivering the courses.

Tuition Calculation

- 1) Every student who enrolls at CapU is given a student ID and when registering each term they must choose a program to enroll in.
- 2) This allows us to summarize all course registrations based on the students enrolled in every program.
- 3) We then allocate the total tuition for all students enrolled in that program each term.

Data Source: Banner enrolment data

Program Name	Bachelor Degree X	
Student ID	Domestic Student X	
Term	Fall 2026	
Course Name	Course Tuition	
CMNS2361A	448.89	
CMNS49801	897.78	
JAPN10001	448.89	
SOC36001	448.89	
Grand Total	2,244.45	

Program Name	Bachelor Degree X	
Student ID	International Student Y	
Term	Fall 2026	
Course Name	Course Tuition	
CMNS1321A	2,069.25	
CMNS2203A	2,069.25	
CRIM10101	2,069.25	
FREN10101	2,759.00	
TOUR11601	2,114.52	
Grand Total	11,081.27	

In this example we would allocate \$2,244 of tuition from Domestic Student X and \$11,081 from International Student Y to the program that they are enrolled in. The tuition allocated is irrespective of which subjects they are taking, as they may be enrolled in an Arts Degree while taking Communications courses.

Bachelor Degree X	
Student ID	Total Tution
Domestic Student X	2,244.45
Domestic Student A	1,505.20
Domestic Student B	980.45
International Student Y	11,081.27
International Student A	9,500.56
International Student B	12,222.22
Total Program Revenue	\$ 37,534.15



Methodology – Faculty Direct Costs

Faculty Direct Costs Methodology

- The teaching salary allocation methodology aligns instructional salary costs with the courses taken by students and, ultimately, the programs in which those students are enrolled.

- This methodology provides a fair and transparent allocation of teaching costs by linking them directly to the programs generating student demand.

Faculty Direct Costs Calculation

- 1) *Using a Paylive query we are able to determine the number of sections and associated teaching costs for every course that was offered in a given term.*
- 2) *Using the enrolment query we can determine the total number of course registrations for each course each term.*
- 3) *Calculate a teaching cost per registration by dividing the total section cost by the total number of registrations*
- 4) *Allocate the teaching cost per registration using the number of registrations from students within each program.*

Data Source: Paylive payroll system/Banner enrollment data

Step 1 - Calculate the total cost of each course

Fall 2026

Course Name	Number of Sections	Total Section Cost
AHIS100	4.00	57,564
AHIS103	1.00	12,566
AHIS109	1.00	12,566
AHIS210	1.00	12,055
BADM101	1.00	14,391
BADM102	1.00	12,566
BADM106	1.00	12,055
CMNS159	1.00	14,391
CMNS185	3.60	48,871
	14.60	\$ 197,025

Step 2/3 - Calculate a cost per registration metric

Fall 2026

Course Name	Total Section Cost	Total Enrolment	Cost per registration	Students per section
AHIS100	57,564	138	\$ 417.13	35
AHIS103	12,566	32	\$ 392.69	32
AHIS109	12,566	23	\$ 546.35	23
AHIS210	12,055	22	\$ 547.95	22
BADM101	14,391	23	\$ 625.70	23
BADM102	12,566	28	\$ 448.79	28
BADM106	12,055	19	\$ 634.47	19
CMNS159	14,391	11	\$ 1,308.27	11
CMNS185	48,871	48	\$ 1,018.15	13
	\$ 197,025	344		

 Methodology – Faculty Direct Costs

Step 4 - Allocate teachings costs to each program			
<i>Program A</i>			
Course Name	Total registrations	Cost per registration	Total Cost
AHIS100	11.00	417.13	4,588
AHIS103	4.00	392.69	1,571
AHIS109	2.00	546.35	1,093
AHIS210	3.00	547.95	1,644
BADM101	3.00	625.70	1,877
BADM102	4.00	448.79	1,795
BADM106	3.00	634.47	1,903
CMNS159	1.00	1,308.27	1,308
CMNS185	4.00	1,018.15	4,073
			\$ 19,852

Step 4 - Allocate teachings costs to each program			
<i>Program B</i>			
Course Name		Cost per registration	Total Cost
AHIS100	25.00	417.13	10,428
AHIS103	9.00	392.69	3,534
AHIS109	8.00	546.35	4,371
AHIS210	3.00	547.95	1,644
BADM101	1.00	625.70	626
BADM102	1.00	448.79	449
BADM106	4.00	634.47	2,538
CMNS159	2.00	1,308.27	2,617
CMNS185	9.00	1,018.15	9,163
			\$ 35,369

Thank you

NORTH VANCOUVER CAMPUS

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North Vancouver, BC
V7J 3H5

SQUAMISH

3200 University Boulevard
Squamish, BC
V8B 0N8





BOARD OF GOVERNORS REPORT

AGENDA ITEM 11.2: Proposed Course Discontinuances – Faculty of Arts and Sciences	
PURPOSE:	☒ Approval ☐ Information ☐ Discussion
MEETING DATE: October 13, 2026	
PRESENTER: Vicki St. Pierre, Vice President, Academic and Provost	

PURPOSE

The purpose of this report is to provide the Board of Governors with information in support of the motion to refer the proposed discontinuance of thirteen courses within the Faculty of Arts and Sciences to the Senate for advice.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors refer the recommendation for the discontinuance of the following thirteen courses within the Faculty of Arts and Sciences to the Senate for advice:*

Political Science (POL)

- 205 – Public International Law
- 206 – Scope and Methods of Political Analysis
- 250 – Global Human Rights
- 305 – Advanced Public International Law
- 309 – Advanced European Integration

Women's and Gender Studies (WGST)

- 204 – Literary Explorations of Gender
- 220 – Women and the Past: An Historical Survey
- 222 – Social Science Perspectives on Gender
- 226 – Women and Religion
- 230 – Women, Art, and Gender

Mathematics and Statistics (MATH)

- 102 – Statistical Methods
- 204 – Probability and Statistics for Applications
- 215 – Introduction to Analysis

RATIONALE

As part of ongoing curriculum review within the Faculty of Arts and Sciences, the departments of Political Science, Women's and Gender Studies, and Mathematics and Statistics have identified thirteen courses for discontinuance. The courses are no longer offered and, in several cases, have not been offered for many years. The proposed discontinuances will ensure that the University's course listings accurately reflect current academic offerings and that outdated courses are removed from the curriculum.

Political Science

None of these courses are currently offered, and they have not been offered in more than eight years. The Department has indicated that several of the courses have outdated or unavailable course outlines, with some dating from the period when Capilano University was a college.

The Department has requested that the courses be discontinued and removed from the University's course listings so that the published course offerings accurately reflect courses that are currently offered or are planned for future delivery.

Women's and Gender Studies:

The Department confirmed that these courses are no longer offered.

WGST 220 and WGST 226 were specifically proposed for discontinuance in alignment with new course development and the development of a Minor in Women's and Gender Studies. Neither course has ever been offered. The Department identified outdated content and course framing as additional reasons for discontinuance. In the case of WGST 226, there is no longer a Religious Studies department to support delivery of the course. The Department also indicated that the historical content and perspectives addressed by these courses are incorporated into other existing courses.

Mathematics and Statistics

MATH 102 was last offered in Spring 2002. The content of the course is now covered in more recently developed upper-level statistics courses.

MATH 204 was last offered in Fall 2006. Its content is partly covered in STAT 101 and in the more recently developed upper-level statistics courses STAT 305 and STAT 310. MATH 204 is currently listed as equivalent to STAT 101. Following discontinuance of MATH 204, the equivalency note referring to MATH 204 will be removed from the STAT 101 course description as appropriate.

MATH 215 was last offered in Fall 1996. The course was designed for students majoring in mathematics and no longer fits within the University's current programs. If similar content were required in the future, the Department has indicated that a new course would need to be developed given the outdated nature of MATH 215.

POLICY

The proposed discontinuations are aligned with [Policy B.104: Discontinuance of Programs or Courses](#) and [Policy S2013-2 Teaching Out of Discontinued Programs](#). As per policy, the Board may approve discontinuance after seeking advice from Senate.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 11.3: Program Intake Recommendations for 2027/28	
PURPOSE:	☒ Approval ☐ Information ☐ Discussion
MEETING DATE: October 13, 2026	
PREPARED BY: Vicki St. Pierre, Vice-President, Academic & Provost	
APPROVED BY: Jason Dewling, President & Vice Chancellor	

DECISION OVERVIEW

The Board is asked to consider three separate recommendations for the 2027-28 academic year. Each briefing uses the same evidence structure so that the Board can address the programs through distinct motions: suspend intake to the Diploma in Music; suspend intake to the Bachelor of Communication Studies; and, in one Tourism decision, maintain intake to both the Tourism Management Diploma (Co-op) and the Bachelor of Tourism Management.

KEY SEQUENCING

The following provides background information on key sequencing of activities related to this work.

- December 17, 2025 – Proposed programs for suspension (intake pause) for the 2026-2027 academic year presented to Board to approve to take to Senate for advice
- January 13, 2026 – Programs under consideration brought to Senate
- February 4, 2026 – Senate asks for advice from SAPRC
- February 10, 19, March 4, 2026 – SAPRC works on advice to Senate regarding process
- March 3, 17, 2026 – Senate receives advice from SAPRC and crafts recommendation to Board (specifically, for this memo, regarding the suspension of intake for the 4 programs discussed here) to NOT suspend intake for any of the 4 programs for fall 2026 intakes and beyond.
- June 12, 2026 – At a special-purpose meeting, Board accepted Senate's advice to remove these four programs from the 2026-27 suspension list, and maintain Fall 2026
- At this same meeting, the Board also requested an administrative recommendation by September 30, 2026, on whether applications should open for 2027-28.
- From June 12, 2026 onward – Work with the new program costing model, along with registration results has been done in collaboration with Deans, Financial, and the VP Academic.
- This collaborative work has brought us to these recommendations (motions).

Briefings

Name
Briefing 1: Diploma in Music
Briefing 2: Bachelor of Communication Studies
Briefing 3: Tourism Programs

Briefing 1: Diploma in Music

Purpose

To obtain Board approval to suspend new student intake into the Diploma in Music for three academic years beginning in Fall 2027, while protecting completion pathways for currently enrolled students.

Motion:

The following motion is recommended to the Board of Governors:

Motion: *THAT the Board of Governors suspend new student intake into the Diploma in Music for three academic years beginning with the 2027-28 academic year, while protecting completion pathways for currently enrolled students.*

Evidence

Measure	Reference period result
Tuition revenue	\$145,420
Identified program costs*	\$555,016
Fall 2026 new students	11 actual compared with 9 projected
Finance calculated FTE	19.39 across the three-term costing period

Costing reference period: Summer 2025, Fall 2025, and Spring 2026. *Identified program costs include direct teaching salaries and benefits, operating expenses, and allocated non-instructional release costs. They exclude facilities, institutional overhead, and administrative costs. The difference between tuition revenue and identified costs is therefore not a measure of full institutional surplus or of cash savings achievable through suspension.

Rationale

- The program generated \$145,420 in tuition revenue against \$555,016 in identified program costs. Tuition therefore covered less than one-third of the costs included in the model, before facilities, institutional overhead, and administrative costs are considered.
- Identified program costs were approximately \$28,628 per Finance-calculated FTE, while tuition revenue was approximately \$7,501 per FTE. The resulting gap was approximately \$21,127 per FTE.
- The Fall 2026 intake exceeded projection by two students, but this result does not correct the scale of the structural cost gap or establish a sustainable cohort size.

Implementation Considerations

- Prepare a guaranteed teach-out plan that identifies the sections, sequencing, advising, and supports required for current students to complete without delay.
- Use vacancies, attrition, workload planning, shared delivery, and section consolidation to reduce or productively redeploy avoidable costs. Continuing salary or allocated costs should not be reported as savings unless they are removed or redeployed.
- Use the three-year suspension to determine whether a redesigned music credential can meet a defined minimum intake and cost threshold before intake is reconsidered.



Briefing 2: Bachelor of Communication Studies

Purpose

To obtain Board approval to suspend new student intake into the Bachelor of Communication Studies for three academic years beginning in Fall 2027, while protecting completion pathways and continuing Communication electives for students across the University.

Motion:

The following motion is recommended to the Board of Governors:

Motion: *THAT the Board of Governors suspend new student intake into the Bachelor of Communication Studies for three academic years beginning with the 2027-28 academic year, while protecting completion pathways for currently enrolled students.*

Evidence

Measure	Reference period result
Tuition revenue	\$930,571
Identified program costs*	\$814,209
Fall 2026 new students	17 actual compared with 32 projected: 14 domestic and 3 international
Fall 2023 to Fall 2026	Headcount down 32%; FTE down 28%; tuition revenue down 26%

Costing reference period: Summer 2025, Fall 2025, and Spring 2026. *Identified program costs include direct teaching salaries and benefits, operating expenses, and allocated non-instructional release costs. They exclude facilities, institutional overhead, and administrative costs. The difference between tuition revenue and identified costs is therefore not a measure of full institutional surplus or of cash savings achievable through suspension.

Rationale

- Demand has weakened across several measures. Fall headcount declined from 145 in 2023 to 99 in 2026, Fall FTE declined from 50.95 to 36.43, and Fall tuition revenue declined from \$449,151 to \$330,670.
- The Fall 2026 intake reached only 17 students, 47% below the projection of 32. Both domestic and international intake remain low, with only three new international students.
- The identified program costs were approximately \$8,175 per FTE, leaving only about \$1,168 per FTE before facilities, institutional overhead, and administrative costs. The historic positive difference should therefore not be interpreted as evidence of full-program profitability, particularly as enrolment declines.
- The credential operates in a highly duplicated and competitive field, particularly in the Lower Mainland. Directly comparable or closely related degrees are available through SFU, UBC, KPU, Trinity Western University, UFV, and Emily Carr University, limiting the distinctiveness of Capilano's stand-alone degree.
- The program has had several years to revise its curriculum and market position without reversing the enrolment trajectory. A defined suspension creates space for a more fundamental redesign.

Implementation Considerations

- Maintain Communication electives so students in other credentials continue to access relevant courses and faculty expertise.
- Explore a Bachelor of Arts with a Major in Communication as a potentially more efficient and distinctive pathway, supported by a business and academic case addressing regional differentiation, minimum viable enrolment, domestic and international demand, and full cost.



- Develop and communicate a guaranteed teach-out plan for current students, including required course availability and advising.

Key Risk

Because the program's tuition revenue exceeded the identified costs in the reference period, suspension will not automatically create savings. The financial benefit depends on whether sections and other avoidable costs can be removed or whether faculty capacity can be productively redeployed.



Briefing 3: Tourism Programs

Purpose

To obtain Board approval to maintain new student intake into both the Tourism Management Diploma (Co-op) and the Bachelor of Tourism Management for 2027-28. Applications for the bachelor program continue to be received; no separate motion to reopen applications is required.

Motion:

The following motion is recommended to the Board of Governors:

Motion: THAT the Board of Governors maintain new student intake into the Tourism Management Diploma (Co-op) for the 2027-28 academic year; and that the Board accepts the recommendation from Senate to continue intake for the Bachelor of Tourism Management for the 2027-28 academic year.

Evidence

Measure	Reference period result
Diploma tuition revenue	\$417,347
Diploma identified program costs*	\$345,998
Diploma Fall 2026 new students	4 actual compared with 4 projected; no international students
Bachelor tuition revenue	\$986,752
Bachelor identified program costs*	\$786,742
Bachelor Fall 2026 new students	25 actual compared with 15 projected: 10 domestic and 15 international

Costing reference period: Summer 2025, Fall 2025, and Spring 2026. *Identified program costs include direct teaching salaries and benefits, operating expenses, and allocated non-instructional release costs. They exclude facilities, institutional overhead, and administrative costs. The difference between tuition revenue and identified costs is therefore not a measure of full institutional surplus or of cash savings achievable through suspension.

Rationale

- The diploma generated \$417,347 in tuition revenue against \$345,998 in identified program costs, a difference of \$71,349 before facilities, overhead and administration. This is not full-program profitability, but it supports retaining intake while reviewing delivery and demand.
- Diploma courses are shared with the degree and will continue to run. Pausing diploma intake therefore offers no demonstrated course savings and could reduce enrolment in those sections. The four-student intake should be assessed within shared delivery, rather than as a separate cohort.
- The School is nearing completion of its program review and has undertaken significant redesign of both credentials. Maintaining intake allows this work to inform renewal and preserves a direct-entry diploma pathway with progression to the degree.
- Capilano has played a leading role in provincial roundtables on tourism. Retaining both entry pathways supports that engagement and allows program renewal to respond to emerging industry needs.



- The bachelor generated \$986,752 in tuition revenue against \$786,742 in identified costs, a difference of \$200,010 before facilities, overhead and administration. Fall 2026 intake reached 25 students against 15 projected, including 15 international students.
- The bachelor and Post-Baccalaureate programs share upper-level courses. Across ten reported TOUR sections, 269 of 339 seats were filled, approximately 79%. Articulation agreements, including LaSalle College, and alignment with British Columbia's Look West strategy support the integrated Tourism portfolio.

Retention and Sustainability

Bachelor retention remains a concern. The 2023 cohort declined from 23 students at entry to 14 by Fall 2026, and the 2024 cohort from 16 to 10. The 2022 cohort declined from 20 to four, although the table also records graduates and students continuing elsewhere in the University. The 2025 cohort retained 13 of 14 students. These results require a cohort-level diagnostic.

Maintaining both intakes should be accompanied by program renewal, shared delivery and a retention strategy. Small diploma intake remains a risk; continuation should be assessed through enrolment, course fill, completion and the incremental costs of the integrated portfolio.

Implementation Considerations

- Complete the program review and bring forward renewal proposals for both credentials, informed by industry engagement and a costed shared-delivery plan.
- Maintain direct entry to the diploma and clear progression to the degree. Retain a diploma exit option for eligible degree students, with early advising, re-entry support and pathway mapping.
- Market the diploma, bachelor and Post-Baccalaureate as an integrated portfolio. Review intake frequency and recruitment capacity following the CIE restructuring.
- Assess Squamish delivery, NI sections and sharing approximately 25% of Tourism courses with Business where learning outcomes and scheduling permit.
- Monitor applications, intake, course fill, FTE, retention, completion, tuition and identified costs annually, with separate domestic and international targets.

Key Risks

- Low diploma intake and weak bachelor retention may reduce course fill. Use shared scheduling, targeted recruitment and retention interventions; add sections only where demand and costs support them.
- International recruitment remains exposed to policy change and reduced capacity. The historic revenue-to-cost differences exclude overhead and do not guarantee future sustainability.



Supporting Material

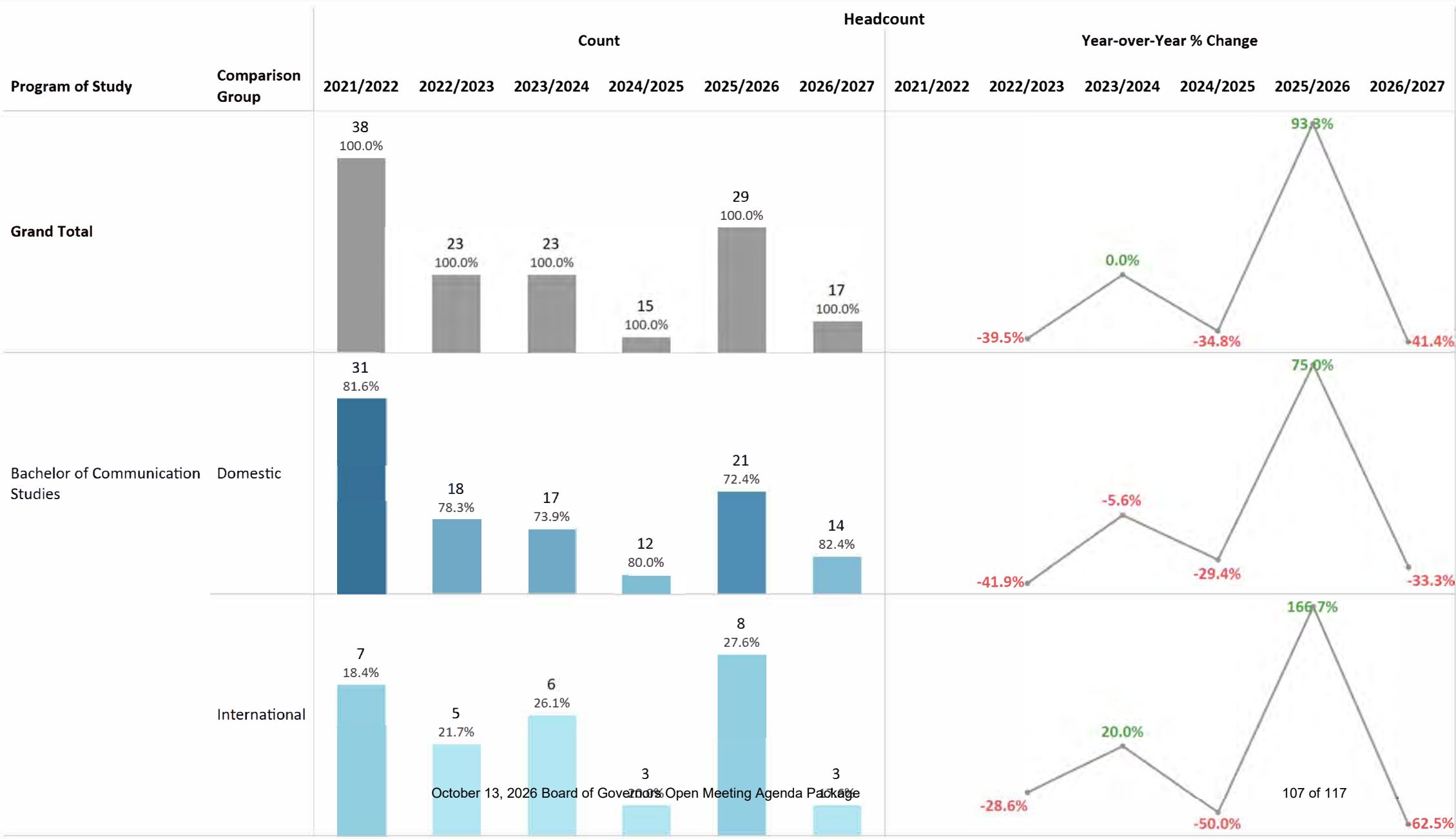
Attachment
Attachment 1: Fall 2026 application and enrolment snapshot
Attachment 2: Tuition and enrolment summary for the Bachelor of Communication Studies and Diploma in Music
Attachment 3: Program costing for the Bachelor of Communication Studies
Attachment 4: Program costing for the Diploma in Music
Attachment 5: Program costing for the Tourism Management Diploma (Co-op)
Attachment 6: Program costing for the Bachelor of Tourism Management
Attachment 7: Bachelor of Tourism Management retention table
Attachment 8: University retention table





Program Enrolment Trend: Bachelor of Communication Studies

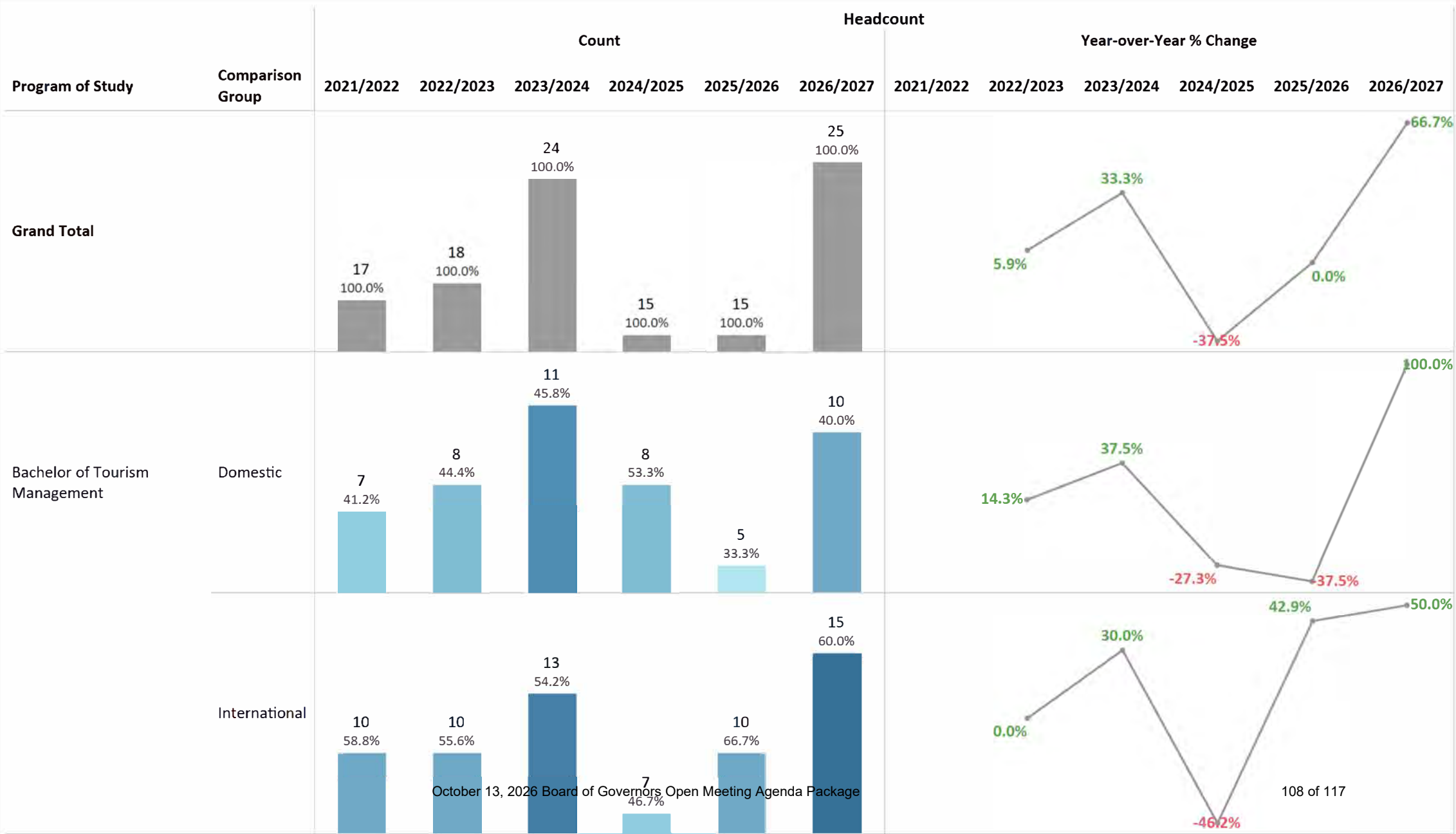
- Year Type
(Fiscal Year is term based)
- Academic Year
- Analysis Type
Headcount
- Comparison Group
Residency
- Year
Multiple values
- Term
Fall
- New to CapU
New
- Residency
All
- Indigenous Identity
All
- Gender
All
- Student Type
All
- Schedule Type
All
- Show / hide program-related filters





Program Enrolment Trend: Bachelor of Tourism Management

- Year Type
(Fiscal Year is term based)
- Academic Year
- Analysis Type
Headcount
- Comparison Group
Residency
- Year
Multiple values
- Term
Fall
- New to CapU
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- Residency
All
- Indigenous Identity
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- Gender
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- Student Type
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- Schedule Type
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- Show / hide program-related filters





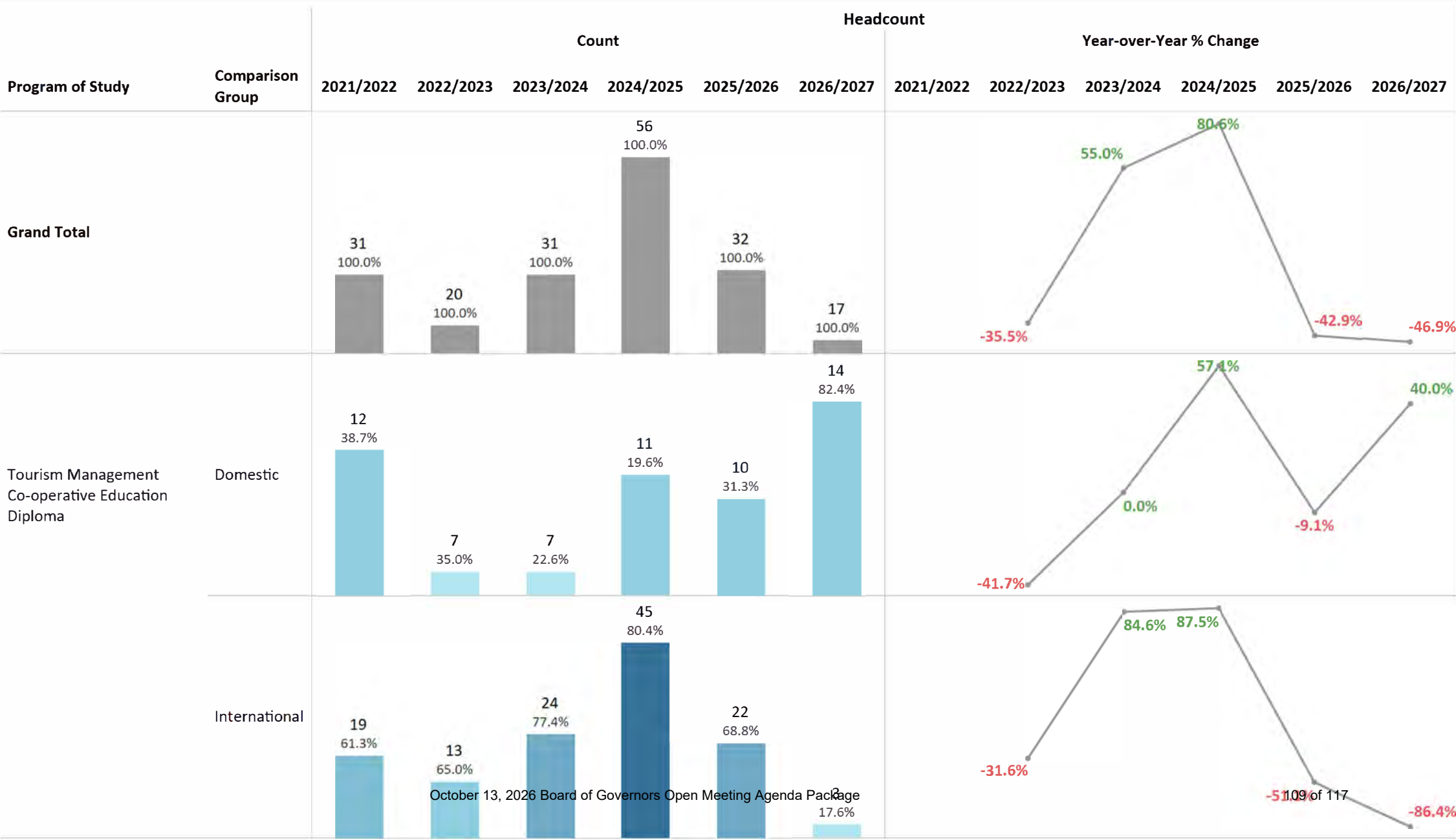
Program Enrolment Trend: Tourism Management Co-operative Education Diploma

- Year Type
(Fiscal Year is term based)
- Academic Year
- Analysis Type
Headcount
- Comparison Group
Residency

- Year
Multiple values
- Term
Fall
- New to CapU
All

- Residency
All
- Indigenous Identity
All
- Gender
All
- Student Type
All
- Schedule Type
All

Show / hide program-related filters





Program Enrolment Trend: Music Diploma

Year Type
(Fiscal Year is term based)
Academic Year
Analysis Type
Headcount

Comparison Group
Residency

Year
Multiple values

Term
Fall

New to CapU
New

Residency
All

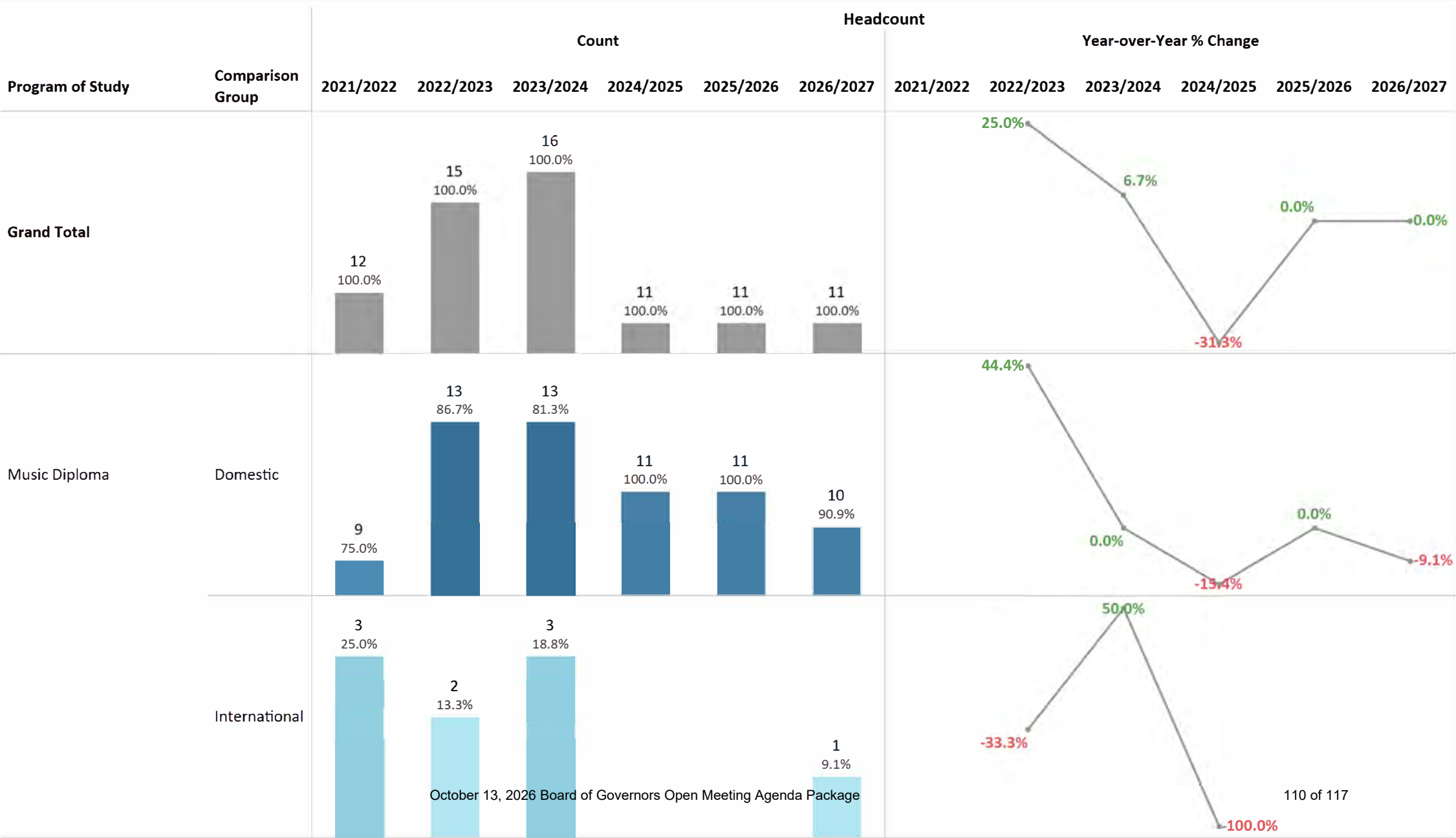
Indigenous Identity
All

Gender
All

Student Type
All

Schedule Type
All

Show / hide
program-related
filters



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 | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Course Registrations

 | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Total Credits

 | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| FTE Total

 | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Fall Enrolment Trends

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370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication 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2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music 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| Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % 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| | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music 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Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % 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2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music 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Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr><tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr><tr><td colspan="12">Fall Enrolment Trends</td></tr><tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr></td></tr> | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div> <tr><td colspan="2">Program 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Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication 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| Program Name

 | | Bachelor of Communication Studies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Abbreviation

 | | BCMNCMNS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | | Terms included in Programs under review report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Course Registrations

 | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Total Credits

 | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| FTE Total

 | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Fall Enrolment Trends

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| <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12.8%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Music Diploma</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">DIPLMUS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td 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2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music 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| | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of 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Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison 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 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | 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Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % 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Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison 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colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>449,151</td><td>437,510</td><td>102,506</td><td>370,617</td><td>373,175</td><td>143,215</td><td>391,480</td><td>395,876</td><td colspan="2">330,670</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr> <tr><td>Course Registrations</td><td>512</td><td>491</td><td>88</td><td>428</td><td>396</td><td>131</td><td>448</td><td>405</td><td colspan="2">379</td></tr> <tr><td>Total Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr> <tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year %
Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr> | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Program Name

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| Abbreviation

 | | DIPLMUS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | | Terms included in Programs under review report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Course Registrations

 | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Total Credits

 | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Fall Enrolment Trends

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| <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>449,151</td><td>437,510</td><td>102,506</td><td>370,617</td><td>373,175</td><td>143,215</td><td>391,480</td><td>395,876</td><td colspan="2">330,670</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr> <tr><td>Course Registrations</td><td>512</td><td>491</td><td>88</td><td>428</td><td>396</td><td>131</td><td>448</td><td>405</td><td colspan="2">379</td></tr> <tr><td>Total Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr> <tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12.8%</div></div></div></div><tr><td colspan="2">Program Name</td><td colspan="10">Music Diploma</td></tr><tr><td colspan="2">Abbreviation</td><td colspan="10">DIPLMUS</td></tr><tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr><tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr><tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 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 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | 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 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison 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 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | 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 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison 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colspan="2"></td></tr><tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr><tr><td>Course Registrations</td><td>512</td><td>491</td><td>88</td><td>428</td><td>396</td><td>131</td><td>448</td><td>405</td><td colspan="2">379</td></tr><tr><td>Total Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr><tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr><tr><td colspan="12">Fall Enrolment Trends</td></tr><tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr></td></tr> | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>449,151</td><td>437,510</td><td>102,506</td><td>370,617</td><td>373,175</td><td>143,215</td><td>391,480</td><td>395,876</td><td colspan="2">330,670</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr> <tr><td>Course Registrations</td><td>512</td><td>491</td><td>88</td><td>428</td><td>396</td><td>131</td><td>448</td><td>405</td><td colspan="2">379</td></tr> <tr><td>Total Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr> <tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison
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| Program Name

 | | Bachelor of Communication Studies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Abbreviation

 | | BCMNCMNS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | | Terms included in Programs under review report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Course Registrations

 | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Total Credits

 | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| FTE Total

 | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Fall Enrolment Trends

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| <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12.8%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Music Diploma</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">DIPLMUS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>107,386</td><td>74,919</td><td>7,647</td><td>72,971</td><td>69,151</td><td>7,745</td><td>71,821</td><td>65,855</td><td colspan="2">79,796</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>30</td><td>29</td><td>5</td><td>28</td><td>27</td><td>7</td><td>25</td><td>22</td><td colspan="2">22</td></tr> <tr><td>Course 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 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison 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 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | 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 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison 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Registrations</td><td>221</td><td>176</td><td>10</td><td>186</td><td>176</td><td>11</td><td>134</td><td>125</td><td colspan="2">136</td></tr> <tr><td>Total Credits</td><td>482</td><td>366</td><td>28</td><td>406</td><td>398</td><td>30</td><td>295</td><td>276</td><td colspan="2">302</td></tr> <tr><td>FTE Total</td><td>16</td><td>12</td><td>1</td><td>13</td><td>13</td><td>1</td><td>10</td><td>9</td><td colspan="2">10</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div><tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr><tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr><tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr><tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr><tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 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Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr><tr><td colspan="12">Fall Enrolment Trends</td></tr><tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr></td></tr>
 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>449,151</td><td>437,510</td><td>102,506</td><td>370,617</td><td>373,175</td><td>143,215</td><td>391,480</td><td>395,876</td><td colspan="2">330,670</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr> <tr><td>Course Registrations</td><td>512</td><td>491</td><td>88</td><td>428</td><td>396</td><td>131</td><td>448</td><td>405</td><td colspan="2">379</td></tr> <tr><td>Total Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr> <tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr>
 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div>
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| Program Name

 | | Music Diploma | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Abbreviation

 | | DIPLMUS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Fall Enrolment Trends

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 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | 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 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison 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 | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| FTE Total

 | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Fall Enrolment Trends

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 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison 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 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>449,151</td><td>437,510</td><td>102,506</td><td>370,617</td><td>373,175</td><td>143,215</td><td>391,480</td><td>395,876</td><td colspan="2">330,670</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr> <tr><td>Course Registrations</td><td>512</td><td>491</td><td>88</td><td>428</td><td>396</td><td>131</td><td>448</td><td>405</td><td colspan="2">379</td></tr> <tr><td>Total Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr> <tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr>

 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div>
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| Program Name

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| Abbreviation

 | | DIPLMUS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | | Terms included in Programs under review report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Course Registrations

 | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Total Credits

 | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| FTE Total

 | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Fall Enrolment Trends

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| <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>449,151</td><td>437,510</td><td>102,506</td><td>370,617</td><td>373,175</td><td>143,215</td><td>391,480</td><td>395,876</td><td colspan="2">330,670</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr> <tr><td>Course 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 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>449,151</td><td>437,510</td><td>102,506</td><td>370,617</td><td>373,175</td><td>143,215</td><td>391,480</td><td>395,876</td><td colspan="2">330,670</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr> <tr><td>Course Registrations</td><td>512</td><td>491</td><td>88</td><td>428</td><td>396</td><td>131</td><td>448</td><td>405</td><td colspan="2">379</td></tr> <tr><td>Total Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr> <tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr>

 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div>

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| Program Name

 | | Bachelor of Communication Studies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Abbreviation

 | | BCMNCMNS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | | Terms included in Programs under review report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Course Registrations

 | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Total Credits

 | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| FTE Total

 | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Fall Enrolment Trends

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| <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12.8%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Music Diploma</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">DIPLMUS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>107,386</td><td>74,919</td><td>7,647</td><td>72,971</td><td>69,151</td><td>7,745</td><td>71,821</td><td>65,855</td><td colspan="2">79,796</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>30</td><td>29</td><td>5</td><td>28</td><td>27</td><td>7</td><td>25</td><td>22</td><td colspan="2">22</td></tr> <tr><td>Course Registrations</td><td>221</td><td>176</td><td>10</td><td>186</td><td>176</td><td>11</td><td>134</td><td>125</td><td colspan="2">136</td></tr> <tr><td>Total Credits</td><td>482</td><td>366</td><td>28</td><td>406</td><td>398</td><td>30</td><td>295</td><td>276</td><td colspan="2">302</td></tr> <tr><td>FTE Total</td><td>16</td><td>12</td><td>1</td><td>13</td><td>13</td><td>1</td><td>10</td><td>9</td><td colspan="2">10</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div><tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr><tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr><tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr><tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr><tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 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Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr><tr><td colspan="12">Fall Enrolment Trends</td></tr><tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr></td></tr>

 | | | | | | | | | | | | Program Name | | Music Diploma | | | | | | | | | | Abbreviation | | DIPLMUS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | Headcount | 30 | 29 | 5 | 28 | 27 | 7 | 25 | 22 | 22 | | Course Registrations | 221 | 176 | 10 | 186 | 176 | 11 | 134 | 125 | 136 | | Total Credits | 482 | 366 | 28 | 406 | 398 | 30 | 295 | 276 | 302 | | FTE Total | 16 | 12 | 1 | 13 | 13 | 1 | 10 | 9 | 10 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>449,151</td><td>437,510</td><td>102,506</td><td>370,617</td><td>373,175</td><td>143,215</td><td>391,480</td><td>395,876</td><td colspan="2">330,670</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr> <tr><td>Course Registrations</td><td>512</td><td>491</td><td>88</td><td>428</td><td>396</td><td>131</td><td>448</td><td>405</td><td colspan="2">379</td></tr> <tr><td>Total Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr> <tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr>

 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div>

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| Program Name

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| Abbreviation

 | | DIPLMUS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Tuition Revenue | 107,386 | 74,919 | 7,647 | 72,971 | 69,151 | 7,745 | 71,821 | 65,855 | 79,796 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Course Registrations

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| Fall Enrolment Trends

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| <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Music Diploma</div><div><div>31</div><div>0.4%</div></div><div><div>30</div><div>0.3%</div></div><div><div>28</div><div>0.3%</div></div><div><div>25</div><div>0.3%</div></div><div><div>22</div><div>0.3%</div></div><div><div>-3.2%</div></div><div><div>-6.7%</div></div><div><div>-10.7%</div></div><div><div>-12.0%</div></div></div></div> <tr><td colspan="2">Program Name</td><td colspan="10">Bachelor of Communication Studies</td></tr> <tr><td colspan="2">Abbreviation</td><td colspan="10">BCMNCMNS</td></tr> <tr><td colspan="2"></td><td colspan="10">Terms included in Programs under review report</td></tr> <tr><td rowspan="4"></td><td colspan="3">Academic Year 2023-24</td><td colspan="3">Academic Year 2024-25</td><td colspan="2">Academic Year 2025-26</td><td colspan="2">Academic Year 2026-27</td></tr> <tr><td>Fall 2023</td><td>Spring 2024</td><td>Summer 2024</td><td>Fall 2024</td><td>Spring 2025</td><td>Summer 2025</td><td>Fall 2025</td><td>Spring 2026</td><td colspan="2">Fall 2026</td></tr> <tr><td>202330</td><td>202410</td><td>202420</td><td>202430</td><td>202510</td><td>202520</td><td>202530</td><td>202610</td><td colspan="2">202630</td></tr> <tr><td>Tuition Revenue</td><td>449,151</td><td>437,510</td><td>102,506</td><td>370,617</td><td>373,175</td><td>143,215</td><td>391,480</td><td>395,876</td><td colspan="2">330,670</td></tr> <tr><td></td><td colspan="3"></td><td colspan="3"></td><td colspan="2"></td><td colspan="2"></td></tr> <tr><td>Headcount</td><td>145</td><td>141</td><td>48</td><td>117</td><td>107</td><td>56</td><td>121</td><td>116</td><td colspan="2">99</td></tr> <tr><td>Course Registrations</td><td>512</td><td>491</td><td>88</td><td>428</td><td>396</td><td>131</td><td>448</td><td>405</td><td colspan="2">379</td></tr> <tr><td>Total Credits</td><td>1528.5</td><td>1,506</td><td>312</td><td>1,277</td><td>1,223</td><td>393</td><td>1,340</td><td>1,255</td><td colspan="2">1,093</td></tr> <tr><td>FTE Total</td><td>51</td><td>50</td><td>10</td><td>43</td><td>41</td><td>13</td><td>45</td><td>42</td><td colspan="2">36</td></tr> <tr><td colspan="12">Fall Enrolment Trends</td></tr> <tr><td colspan="12"><div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div></td></tr>

 | | | | | | | | | | | | Program Name | | Bachelor of Communication Studies | | | | | | | | | | Abbreviation | | BCMNCMNS | | | | | | | | | | | | Terms included in Programs under review report | | | | | | | | | | | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | Fall 2023 | Spring 2024 | Summer 2024 | Fall 2024 | Spring 2025 | Summer 2025 | Fall 2025 | Spring 2026 | Fall 2026 | | 202330 | 202410 | 202420 | 202430 | 202510 | 202520 | 202530 | 202610 | 202630 | | Tuition Revenue | 449,151 | 437,510 | 102,506 | 370,617 | 373,175 | 143,215 | 391,480 | 395,876 | 330,670 | | | | | | | | | | | | | Headcount | 145 | 141 | 48 | 117 | 107 | 56 | 121 | 116 | 99 | | Course Registrations | 512 | 491 | 88 | 428 | 396 | 131 | 448 | 405 | 379 | | Total Credits | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | FTE Total | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | Fall Enrolment Trends | | | | | | | | | | | | <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div>

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 | | Bachelor of Communication Studies | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Abbreviation

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 | | Terms included in Programs under review report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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 | Academic Year 2023-24 | | | Academic Year 2024-25 | | | Academic Year 2025-26 | | Academic Year 2026-27 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Total Credits

 | 1528.5 | 1,506 | 312 | 1,277 | 1,223 | 393 | 1,340 | 1,255 | 1,093 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| FTE Total

 | 51 | 50 | 10 | 43 | 41 | 13 | 45 | 42 | 36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| Fall Enrolment Trends

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| <div><div><div>Program of Study</div><div>Comparison Group</div></div><div><div>Count</div><div>Year-over-Year % Change</div></div><div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div><div>2022/2023</div><div>2023/2024</div><div>2024/2025</div><div>2025/2026</div><div>2026/2027</div></div><div><div>Bachelor of Communication Studies</div><div><div>175</div><div>2.4%</div></div><div><div>155</div><div>1.7%</div></div><div><div>117</div><div>1.3%</div></div><div><div>117</div><div>1.5%</div></div><div><div>102</div><div>1.5%</div></div><div><div>-11.4%</div></div><div><div>-24.5%</div></div><div><div>0.0%</div></div><div><div>-12</div></div></div></div>

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Program Name

Bachelor of Communication Studies

Abbreviation

BCMNCMNS

	Summer 2025	Fall 2025	Spring 2026	
Program Metrics	202520	202530	202610	Total
Headcount	56	121	116	
Course Registrations	131	448	405	984
Total Credits	393	1,340	1,255	2,988
FTE Total	13	45	42	100

Program Costing	202520	202530	202610	Total
Tuition Revenue	143,215	391,480	395,876	930,571
Faculty Direct costs (Teaching sections)	84,718	247,299	196,503	528,520
Faculty Direct costs (Benefits)	20,756	60,588	48,143	129,487
Faculty Direct costs (Total Salaries & Benefits)	105,473	307,888	244,647	658,008
Direct Margin	37,741	83,592	151,230	272,563
Faculty Indirect Expenses:				
Operating Expenses				5,677
Non-Teaching Section Cost				70,538
Position Salaries				50,365
Benefits				29,621
Total Faculty Indirect Expenses				156,201
Total Faculty Direct & Indirect costs				814,209
Total Margin				116,362

Per FTE Values	
Tuition Revenue per FTE	9,343
Faculty Direct & Indirect cost per FTE	8,175
Margin Per FTE	1,168

Program Name Music Diploma
Abbreviation DIPLMUS

	Summer 2025	Fall 2025	Spring 2026	
	202520	202530	202610	Total
Program Metrics				
Headcount	7	2	22	
Enrolment	11	134	125	270
Total Credits	30	295	276	601
FTE Total	1	10	9	19

	202520	202530	202610	Total
Program Costing				
Tuition Revenue	7,745	71,821	65,855	145,420
Faculty Direct costs (Teaching sections)	5,992	150,469	155,925	312,386
Faculty Direct costs (Benefits)	1,468	36,865	38,202	76,534
Faculty Direct costs (Total Salaries & Benefits)	7,460	187,333	194,127	388,920
Direct Margin	285	(115,512)	(128,272)	(243,500)
Faculty Indirect Expenses:				
Operating Expenses				25,318
Non-Teaching Section Cost				63,912
Position Salaries				49,162
Benefits				27,703
Total Faculty Indirect Expenses				166,096
Total Faculty Direct & Indirect costs				555,016
Total Margin				(409,596)

Per FTE Values	
Tuition Revenue per FTE	7,501
Faculty Direct & Indirect cost per FTE	28,628
Margin Per FTE	(21,127)

Program Name

Tourism Management Co-operative Diploma

Abbreviation

DIPLTOUR

	Summer 2025	Fall 2025	Spring 2026	
Program Metrics	202520	202530	202610	Total
Headcount	38	31	20	
Course Registrations	55	104	66	225
Total Credits	261	312	198	771
FTE Total	10	12	7	29

Program Costing	202520	202530	202610	Total
Tuition Revenue	161,225	174,327	81,795	417,347
Faculty Direct costs (Teaching sections)	53,769	60,267	58,624	172,660
Faculty Direct costs (Benefits)	13,173	14,765	14,363	42,302
Faculty Direct costs (Total Salaries & Benefits)	66,943	75,033	72,987	214,962
Direct Margin	94,282	99,294	8,808	202,385
Faculty Indirect Expenses:				
Operating Expenses				18,035
Non-Teaching Section Cost				45,107
Position Salaries				45,656
Benefits				22,237
Total Faculty Indirect Expenses				131,036
Total Faculty Direct & Indirect costs				345,998
Total Margin				71,349

Per FTE Values				
Tuition Revenue per FTE	16,678	15,086	11,154	14,615
Faculty Direct & Indirect cost per FTE				12,117
Margin Per FTE				2,499

Program Name

Bachelor of Tourism Management

Abbreviation

BTMTOUR

	Summer 2025	Fall 2025	Spring 2026	
Program Metrics	202520	202530	202610	Total
Headcount	48	85	79	212
Enrolment	88	313	283	684
Total Credits	318	932	849	2,099
FTE Total	11	31	28	70

Program Costing	202520	202530	202610	Total
Tuition Revenue	137,141	438,645	410,966	986,752
Faculty Direct costs (Teaching sections)	82,773	177,324	218,622	478,719
Faculty Direct costs (Benefits)	20,279	43,444	53,562	117,286
Faculty Direct costs (Total Salaries & Benefits)	103,052	220,768	272,184	596,005
Direct Margin	34,089	217,877	138,782	390,748
Faculty Indirect Expenses:				
Operating Expenses				26,253
Non-Teaching Section Cost				65,659
Position Salaries				66,458
Benefits				32,369
Total Faculty Indirect Expenses				190,738
Total Faculty Direct & Indirect costs				786,742
Total Margin				200,010

Per FTE Values	
Tuition Revenue per FTE	14,103
Faculty Direct & Indirect cost per FTE	11,245
Margin Per FTE	2,859

Bachelor of Tourism Retention Table

		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026		2026/2027
		Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall
202130	Program Cohort Headcount	17	15	14	12	10	8	7	6	3	2	
	Program Continue PIDMs	17	15	13	12	8	7	6	4	2	0	
	Program Departure Count	0	0	0	0	0	0	0	0	0	0	
	Program Grad Count	0	0	1	0	2	1	1	2	1	0	
	Program Other Continuing along AY Aliased, Term Type		7	8	9	11	11	11	11	12	12	
	Program Running Departure along AY Aliased, Term Type		0	0	0	0	0	0	0	0	0	0
	Program Running Grad along AY Aliased, Term Type		0	0	1	1	3	4	5	7	8	8
	Program Stopout Count	0	0	0	0	0	0	0	0	0	2	
202230	Program Cohort Headcount			20	18	17	17	13	9	7	7	4
	Program Continue PIDMs			20	17	17	15	11	7	6	4	0
	Program Departure Count			0	0	0	0	0	0	0	0	0
	Program Grad Count			0	0	0	2	2	1	1	0	0
	Program Other Continuing along AY Aliased, Term Type				5	6	6	8	10	11	10	13
	Program Running Departure along AY Aliased, Term Type				0	0	0	0	0	0	0	0
	Program Running Grad along AY Aliased, Term Type				0	0	0	2	4	5	6	6
	Program Stopout Count			0	1	0	0	0	1	0	3	0
202330	Program Cohort Headcount					23	21	19	19	17	16	14
	Program Continue PIDMs					21	21	18	18	15	15	0
	Program Departure Count					0	0	0	0	0	0	0
	Program Grad Count					0	0	0	1	2	0	0
	Program Other Continuing along AY Aliased, Term Type						7	9	9	10	9	11
	Program Running Departure along AY Aliased, Term Type						0	0	0	0	0	0
	Program Running Grad along AY Aliased, Term Type						0	0	0	1	3	3
	Program Stopout Count					2	0	1	0	0	1	0
202430	Program Cohort Headcount							16	13	11	12	10
	Program Continue PIDMs							16	12	11	11	0
	Program Departure Count							0	0	0	0	0
	Program Grad Count							0	0	0	0	0
	Program Other Continuing along AY Aliased, Term Type								6	8	7	9
	Program Running Departure along AY Aliased, Term Type								0	0	0	0
	Program Running Grad along AY Aliased, Term Type								0	0	0	0
	Program Stopout Count							0	1	0	1	0
202530	Program Cohort Headcount									14	13	13
	Program Continue PIDMs									14	12	0
	Program Departure Count									0	0	0
	Program Grad Count									0	0	0
	Program Other Continuing along AY Aliased, Term Type										6	6
	Program Running Departure along AY Aliased, Term Type										0	0
	Program Running Grad along AY Aliased, Term Type										0	0
	Program Stopout Count									0	1	0

Overall Retention Numbers

		2021/2022		2022/2023		2023/2024		2024/2025		2025/2026		2026/2027
		Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall	Spring	Fall
202130	Cap Cohort Headcount	1,928	1,628	1,269	1,085	720	645	512	466	285	238	161
	Cap Continuing Count	1,639	1,301	1,065	777	615	481	452	286	226	148	0
	Cap Departure Count	231	227	74	136	40	59	17	34	17	0	0
	Cap Grad Count	0	49	100	131	46	91	35	132	35	0	0
	Cap Other Continuing along AY Aliased, Term Type		69	152	162	260	249	232	226	241	236	313
	Cap Running Departure along AY Aliased, Term Type		231	458	532	668	708	767	784	818	835	835
	Cap Running Grad along AY Aliased, Term Type		0	49	149	280	326	417	452	584	619	619
	Cap Stopout Count	58	51	30	41	19	14	8	14	7	90	0
202230	Cap Cohort Headcount			2,258	1,851	1,436	1,210	795	705	495	464	312
	Cap Continuing Count			1,861	1,463	1,176	853	660	499	437	313	0
	Cap Departure Count			325	270	88	149	43	66	20	0	0
	Cap Grad Count			6	55	124	167	74	122	34	0	0
	Cap Other Continuing along AY Aliased, Term Type				76	166	180	279	252	274	251	403
	Cap Running Departure along AY Aliased, Term Type				325	595	683	832	875	941	961	961
	Cap Running Grad along AY Aliased, Term Type				6	61	185	352	426	548	582	582
	Cap Stopout Count			66	63	48	41	18	18	4	151	0
202330	Cap Cohort Headcount					2,780	2,336	1,885	1,656	1,071	871	585
	Cap Continuing Count					2,347	1,960	1,628	1,273	826	593	0
	Cap Departure Count					355	244	103	152	70	0	0
	Cap Grad Count					8	72	120	190	158	0	0
	Cap Other Continuing along AY Aliased, Term Type						81	216	222	465	437	723
	Cap Running Departure along AY Aliased, Term Type						355	599	702	854	924	924
	Cap Running Grad along AY Aliased, Term Type						8	80	200	390	548	548
	Cap Stopout Count					70	60	34	41	17	278	0
202430	Cap Cohort Headcount							2,161	1,843	1,453	1,268	852
	Cap Continuing Count							1,853	1,507	1,252	922	0
	Cap Departure Count							262	232	102	0	0
	Cap Grad Count							5	74	79	0	0
	Cap Other Continuing along AY Aliased, Term Type								51	135	139	555
	Cap Running Departure along AY Aliased, Term Type								262	494	596	596
	Cap Running Grad along AY Aliased, Term Type								5	79	158	158
	Cap Stopout Count							41	30	20	346	0
202530	Cap Cohort Headcount									1,954	1,614	1,212
	Cap Continuing Count									1,632	1,245	0
	Cap Departure Count									287	0	0
	Cap Grad Count									9	0	0
	Cap Other Continuing along AY Aliased, Term Type										44	446
	Cap Running Departure along AY Aliased, Term Type										287	287
	Cap Running Grad along AY Aliased, Term Type										9	9
	Cap Stopout Count									26	369	0