



## SPECIAL MEETING OF SENATE

Tuesday, March 17, 2026 – 4:00 pm

Capilano University – BR 126

### AGENDA

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#### ***Land Acknowledgement***

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

- |    |  |   |
|----|--|---|
| 1. | <b>Welcome</b>   | Jason Dewling                             |
| 2. | <b>Approval of the Agenda - Decision</b>   | Senate Members                            |
| 3. | <b>Business Item</b>   |   |
|    | 3.1 Advice from Senate to the Board on Program Discontinuances and Suspensions – <i>Decision</i> | Tracy Penny Light                         |
|    | (a) Advice from SAPRC on Program Discontinuations and Suspensions                                | <i>Alaa Al-Musalli</i><br>Schedule 3.1(a) |

## Senate Report

<b>AGENDA ITEM:</b> Advice from SAPRC on Program Discontinuations and Suspensions - Uncontested Discontinuations of:	
<ol style="list-style-type: none"> <li>1. Accounting Assistant Certificate</li> <li>2. Accounting Assistant Diploma</li> <li>3. Advanced Business Administration Certificate</li> <li>4. Business Fundamentals Certificate</li> <li>5. Retail Business Fundamentals Certificate</li> <li>6. Computer Information Systems Certificate</li> <li>7. Visual Communication Advanced Diploma</li> <li>8. Conducting in Music Certificate</li> <li>9. Music Diploma – Music Therapy Course Stream</li> <li>10. Music Therapy Preparatory Stream</li> <li>11. Digital Visual Effects Diploma</li> </ol>	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE:</b> 17-Mar-26	
<b>PRESENTER:</b> Alaa Al-Musalli	

### PURPOSE

This report provides advice to Senate on the uncontested discontinuations proposed for the above-listed programs as required by the motion below, which was passed at the February 3<sup>rd</sup>, 2026 Senate meeting:

That consideration or further consideration of Senate's advice to the Board of Governors regarding any proposed suspensions or discontinuances of programs be adjourned until Senate has received from SAPRC information and advice with respect to each Identified Program on educational losses and mitigation actions to enable program viability in line with Board policy B.104. Information presented to the subcommittee(s) will include, in addition to information already provided to Senate, responses from the Coordinators and/or faculty of the listed programs.

### MOTION

THAT the Senate advise the Board to discontinue the following programs:

1. Accounting Assistant Certificate
2. Accounting Assistant Diploma
3. Advanced Business Administration Certificate
4. Business Fundamentals Certificate
5. Retail Business Fundamentals Certificate
6. Computer Information Systems Certificate
7. Visual Communication Advanced Diploma
8. Conducting in Music Certificate
9. Music Diploma – Music Therapy Course Stream
10. Music Therapy Preparatory Stream
11. Digital Visual Effects Diploma

## BACKGROUND

The full Senate package was distributed to SAPRC committee members for review prior to a special SAPRC meeting on March 4<sup>th</sup>, 2026. Chairs/convenors/coordinators from the respective faculties were invited to confirm the uncontested discontinuations and suspensions or present information, data, concerns, questions, or requests to SAPRC concerning the contested suspensions. The dean and associate dean of the respective faculties were present and participated in the deliberations of each program before motions were passed.

## SUMMARY

Dr. Natasha Mrkic-Subotic, Chair of the School of Business, Heather Pawsey, Interim Music Coordinator, and Siri Olesen-Maddock, PMI Facilitator, confirmed that their schools understand the rationale behind the discontinuations of the respective programs and, therefore, the schools are not contesting these discontinuations.

Chairs/Coordinators of three programs, namely the Computer Information Systems Certificate, Visual Communication Advanced Diploma, and the Digital Visual Effects Diploma, delegated others to confirm that their schools do not contest these discontinuations.

Administration offered supportive comments and feedback.

## RECOMMENDATION

THAT the Senate advise the Board to discontinue the following programs:

1. Accounting Assistant Certificate
2. Accounting Assistant Diploma
3. Advanced Business Administration Certificate
4. Business Fundamentals Certificate
5. Retail Business Fundamentals Certificate
6. Computer Information Systems Certificate
7. Visual Communication Advanced Diploma
8. Conducting in Music Certificate
9. Music Diploma – Music Therapy Course Stream
10. Music Therapy Preparatory Stream
11. Digital Visual Effects Diploma



## Senate Report

<b>AGENDA ITEM:</b> Advice from SAPRC on Program Discontinuations and Suspensions - Uncontested Suspensions of: 1. Visual Effects for Film, Streaming & Immersive Media Diploma for 2026–27 for redesign. 2. Advanced Arts & Entertainment Management Certificate for 2026–27 and focus on the diploma/degree pipeline.	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE:</b> 17-Mar-26	
<b>PRESENTER:</b> Alaa Al-Musalli	

### PURPOSE

This report provides advice to Senate on the uncontested suspensions proposed for the above-listed programs as required by the motion below, which was passed at the February 3<sup>rd</sup>, 2026 Senate meeting:

That consideration or further consideration of Senate's advice to the Board of Governors regarding any proposed suspensions or discontinuances of programs be adjourned until Senate has received from SAPRC information and advice with respect to each Identified Program on educational losses and mitigation actions to enable program viability in line with Board policy B.104. Information presented to the subcommittee(s) will include, in addition to information already provided to Senate, responses from the Coordinators and/or faculty of the listed programs.

### MOTION

THAT the Senate advise the Board to continue the intake suspension of:

1. Visual Effects for Film, Streaming & Immersive Media Diploma for 2026–27 for redesign.
2. Advanced Arts & Entertainment Management Certificate for 2026–27 and focus on the diploma/degree pipeline.

### BACKGROUND

The full Senate package was distributed to SAPRC committee members for review prior to a special SAPRC meeting on March 4<sup>th</sup>, 2026. Chairs/convenors/coordinators from the respective faculties were invited to confirm the uncontested discontinuations and suspensions or present information, data, concerns, questions, or requests to SAPRC concerning the contested suspensions. The dean and associate dean of the respective faculties were present and participated in the deliberations of each program before motions were passed.

## SUMMARY

Chairs/Coordinators of these programs delegated others to confirm that their schools understand the rationale behind these suspensions, and, therefore, the schools are not contesting these suspensions.

Administration offered supportive comments and feedback.

## RECOMMENDATION

THAT the Senate advise the Board to continue the intake suspension of:

1. Visual Effects for Film, Streaming & Immersive Media Diploma for 2026–27 for redesign.
2. Advanced Arts & Entertainment Management Certificate for 2026–27 and focus on the diploma/degree pipeline.



## Senate Report

<b>AGENDA ITEM:</b> Advice from SAPRC on Program Discontinuations and Suspensions - Contested Suspension of the Music Diploma Program	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE:</b> 17-Mar-26	
<b>PRESENTER:</b> Alaa Al-Musalli	

### PURPOSE

This report provides advice to Senate on the contested suspension proposed for the Music Diploma Program as required by the motion below, which was passed at the February 3<sup>rd</sup>, 2026 Senate meeting:

That consideration or further consideration of Senate's advice to the Board of Governors regarding any proposed suspensions or discontinuances of programs be adjourned until Senate has received from SAPRC information and advice with respect to each Identified Program on educational losses and mitigation actions to enable program viability in line with Board policy B.104. Information presented to the subcommittee(s) will include, in addition to information already provided to Senate, responses from the Coordinators and/or faculty of the listed programs.

### MOTION

That Senate advise the Board to remove the Music Diploma from the suspension list conditional to implementation of the revised curriculum and program efficiency and timeline for assessment of program health and viability that satisfies policy B104 by June 30<sup>th</sup> 2026, and that includes a plan to reassess enrolment targets in 2027–28.

### BACKGROUND

The full Senate package was distributed to SAPRC committee members for review prior to a special SAPRC meeting on March 4<sup>th</sup>, 2026. Chairs/convenors/coordinators from the respective faculties were invited to confirm the uncontested discontinuations and suspensions or present information, data, concerns, questions, or requests to SAPRC concerning the contested suspensions. The dean and associate dean of the respective faculties were present and participated in the deliberations of each program before motions were passed.

### SUMMARY

Heather Pawsey, Interim Music Coordinator presented the following arguments and concerns to SAPRC to contest the proposed suspension of the Music Diploma program:

1. The Music Diploma is a relatively low-cost program that shares resource with Jazz Studies. If suspended, many instructional and facility costs would remain partially fixed in the short term. The program has identified \$66,000 in cost savings through strategic enrolment management initiatives and has discontinued the use of dedicated service sections for a cost-saving of \$31,000 annually. Strategic enrolment measures are in place; an intake of 15 domestic students in Year 1

and the retention of the current cohort into Year 2 in 2026/27 result in a net cost effectively comparable to pausing intake and teaching out the second year students. Since December 2025, discussions with the Interim Dean have been underway to find further cost-savings, including potential cross-program enrolment with Jazz Studies for ensemble courses. Work is ongoing to identify ways to streamline section needs.

2. The program is working on a new Bachelor's Degree in Music with potential pathways into music, wellbeing, therapeutic arts, early childhood, and community music education, which are not currently offered at any other post-secondary institution in BC. This new degree capitalises on the University's strengths in Music, Early Childhood Education, Psychology, and interdisciplinary arts. A draft proposal, unanimously supported by faculty, has been written. Therefore, if the program is suspended, the faculty will be reduced to only four instructors, which would place restrictions on the remaining faculty's ability to develop the new degree.
3. The program recognises the need for change and has worked actively to achieve it. Multiple concept papers have been written since 2022 but were met with roadblocks and/or contradictory advice from AIP before AIP put a moratorium on all concept papers in 2024. The former Dean recommended the re-design of the current diploma before developing a new degree. The revisions will be implemented in Fall 2026, so maintaining intake enables evaluation and realisation of the work done on the revisions.
4. The program serves as an important feeder into Music Therapy by providing foundational musical training that prepares students for advanced therapeutic application. A sizeable portion of Music Therapy applicants complete their prerequisites through the Music Diploma program. Maintaining intake supports this pipeline, strengthens continuity between the programs, mitigates the risk of downstream impacts on enrolment and preparedness in Music Therapy, and supports Music Diploma stability beyond its stand-alone enrolment.
5. Applicants undertake a substantial amount of work to apply for the program, including an introduction/interview, audition, and a Music Theory placement exam. For those already accepted, a suspension this late in the term would leave them in an unenviable position of applying again to alternative institutions. Historically, applications peak in July; therefore, approximately 25-44% of the program applications are expected to come.
6. Since Fall 2025, a number of outreach and recruitments initiatives have been undertaken, including presentations and live performances at North Shore secondary schools, the 2-day province-wide BCMEA conference, Explore CapU Campus Wide, and the Explore CapU Info Night on February 26, which has resulted in more applications.
7. Music Diploma is requesting the opportunity to implement the newly revised curriculum (which was approved by SCC in October 2025) in Fall 2026, while developing a new Bachelor's degree in Music, with the revised diploma serving as a stable transitional platform to preserve necessary faculty expertise, sustain curriculum coherence, and support integrated planning.

Administration provided advice and feedback pertaining some of the points above. The motion presented captures advice provided by SAPRC committee members to support the removal of this program from the suspension list, taking into account the work that is already underway to revise the curriculum and strengthen the program and to avoid the likely reputational damage a suspension could cause.

## RECOMMENDATION

That Senate advise the Board to remove the Music Diploma from the suspension list conditional to implementation of the revised curriculum and program efficiency and timeline for assessment of program health and viability that satisfies policy B104 by June 30<sup>th</sup> 2026, and that includes a plan to reassess enrolment targets in 2027–28.



## Senate Report

<b>AGENDA ITEM:</b> Advice from SAPRC on Program Discontinuations and Suspensions Contested Discontinuations of: <ol style="list-style-type: none"> <li>1. Postbaccalaureate Certificates in Financial Planning &amp; Financial Planning (Professional)</li> <li>2. Retail Operations Certificate</li> <li>3. International Management Graduate Certificate/Diploma &amp; North American/International Management Graduate Diploma</li> </ol> Contested Suspension Conditions of: <ol style="list-style-type: none"> <li>4. North American Business Management (NABU) PB Applied Diploma &amp; PB Diploma</li> </ol>	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE:</b> 17-Mar-26	
<b>PRESENTER:</b> Alaa Al-Musalli	

### PURPOSE

This report provides advice to Senate on the contested discontinuations and the contested conditions of suspension proposed for the above-listed programs as required by the motion below, which was passed at the February 3<sup>rd</sup>, 2026 Senate meeting:

That consideration or further consideration of Senate's advice to the Board of Governors regarding any proposed suspensions or discontinuances of programs be adjourned until Senate has received from SAPRC information and advice with respect to each Identified Program on educational losses and mitigation actions to enable program viability in line with Board policy B.104. Information presented to the subcommittee(s) will include, in addition to information already provided to Senate, responses from the Coordinators and/or faculty of the listed programs.

### MOTIONS

1. That Senate advise the Board to remove the Postbaccalaureate Certificates in Financial Planning & Financial Planning (Professional) from the discontinuance list and reassess enrolment in 2027–28 (with no new resources allocated).
2. That Senate advise the Board to remove the Retail Operations Certificate from the discontinuance list and reassess enrolment in 2027–28 (with no new resources).
3. That Senate advise the Board to remove the International Management Graduate Certificate/Diploma & North American/International Management Graduate Diploma from the discontinuance list and to continue suspension pending program review recommendations with redesign option and reassess in 2027–28 (with no new resources).
4. That Senate advise the Board to continue suspension of the North American Business Management (NABU) PB Applied Diploma & PB Diploma programs for 2026–27, with direction to explore profile changes to restore PGWP eligibility by December 31st, 2027.

### BACKGROUND

The full Senate package was distributed to SAPRC committee members for review prior to a special SAPRC meeting on March 4<sup>th</sup>, 2026. Chairs/convenors/coordinators from the respective faculties were invited to confirm the uncontested discontinuations and suspensions or present information,

data, concerns, questions, or requests to SAPRC concerning the contested suspensions. The dean and associate dean of the respective faculties were present and participated in the deliberations of each program before motions were passed.

## SUMMARY

Dr. Natasha Mrkic-Subotic, Chair of the School of Business, presented the following arguments and concerns to SAPRC to contest the proposals for these programs (see also Appendices A & B):

1. The four program clusters are currently under review and are zero-net-cost to CapU. Each represents extensive strategic infrastructure, regulatory approvals, international pathways, and market positioning, which would take years to rebuild if discontinued or inaptly suspended.
2. The new Postbaccalaureate Certificates in Financial Planning & Financial Planning (Professional) are in a growing field of study, and these two Certificates provide two distinct revenue streams, targeted at two distinct types of learners. Learners are recent students who are entering financial services and mid-career professionals that are upskilling. Courses in this program area are fully enrolled with waitlists, without any marketing. The Postbaccalaureate is positioned to yield premium per-student revenue. Discontinuance would eliminate growing opportunity. Financial services is a high-growth, provincially prioritized sector in BC.
3. The Retail Operations Certificate is a new credential with no equivalent in the Lower Mainland. Core courses in this program run at 90%+ with waitlists. Unique student applicants in Fall 2025 were gained before any marketing spend.
4. The International Management Graduate Certificate/Diploma & North American/International Management Graduate Diploma Programs are already paused at \$0 cost. Discontinuance permanently eliminates a government-approved graduate credential required as a Master's approval precondition, the approved 2+2 international pathway, and the EU/Asia consortium anchor. The past enrolment data is flawed: domestic BBA-to-INMA students paying graduate fees are miscounted as 'low international uptake.' The CSB requests to keep these paused, pending Program Review and Masters' Review recommendations.
5. North American Business Management (NABU) PB Applied Diploma & PB Diploma have two proposals ready for implementation, namely Digital Marketing and Global Leadership in Sustainable Business, both of which are CIP-aligned for international student eligibility and confirmed as marketable by CIE. Changes and revisions fall under the 30% modification threshold, with dean's support, no budget requests, and a target launch of January 2027.

Administration provided advice and feedback pertaining some of the points above.

## RECOMMENDATION

1. That Senate advise the Board to remove the Postbaccalaureate Certificates in Financial Planning & Financial Planning (Professional) from the discontinuance list and reassess enrolment in 2027–28 (with no new resources allocated).
2. That Senate advise the Board to remove the Retail Operations Certificate from the discontinuance list and reassess enrolment in 2027–28 (with no new resources).
3. That Senate advise the Board to remove the International Management Graduate Certificate/Diploma & North American/International Management Graduate Diploma from the discontinuance list and to continue suspension pending program review recommendations with redesign option and reassess in 2027–28 (with no new resources).
4. That Senate advise the Board to continue suspension of the North American Business Management (NABU) PB Applied Diploma & PB Diploma programs for 2026–27, with direction to explore profile changes to restore PGWP eligibility by December 31st, 2027.



## APPENDICES (As Requested by BUS Chair)

### Appendix A

IS POSITIOED

# Program Continuation SAPRC & Senate Motion Briefing

Prepared by: Dr. Natasha Mrkic-Subotic, MBA, Chair, on behalf of CSB | Spring 2026

This document presents the evidence-backed case for retaining four program clusters and pausing/adapting one. All recommendations are zero-net-cost to CapU and strategically aligned with enrolment growth, internationalization, and industry engagement goals.

## Overview of CSB Recommendations

CSB recommends the following actions to SAPRC & Senate:

<b>Discontinue (5 programs)</b>	Accounting Assistant Certificate/Diploma; Advanced Business Admin Certificate; Business Fundamentals Certificate; Retail Business Fundamentals Certificate. All previously paused or replaced.
<b>Continue (3 programs)</b>	Retail Operations Certificate; Financial Planning Post-Bacc x 2 (for main CapU learner market & for industry learner market).
<b>Pause &amp; Redevelop (1 program)</b>	NABU: convert to Post-Baccalaureate in Digital Marketing & Global Leadership in Sustainable Business with correct CIP codes for international students; International Management Graduate Certificate & Diploma (INMA/NAIM) continue pause.

## A. Retail Operations Certificate

### Core Selling Points

- New Certificate. Zero incremental cost: courses are already running; the credential shell adds no new sections or FTE.



- Proven demand without marketing: unique applicants for Fall 2025. Organic uptake before any advertising spend. Retail courses full @ 90%+.
- Competitive differentiation: no comparable credential at any Lower Mainland institution; a unique market position.
- Industry visibility: national media profile through retail expert David Gray et. al. brings reputational capital at no cost.
- Experiential learning pipeline: proposed 'The Retail Shoppe' (bookstore + online store) model creates industry collaboration and WIL at zero infrastructure cost.
- Industry sponsorship potential: Arc'teryx and other retailers have expressed interest in 'trunk show' partnerships through faculty connections.
- Student waitlists on core courses confirm latent demand already exceeding supply.

### Evidence Summary

<b>Fall 2025 Applicants</b>	Unique applicants with zero marketing spend
<b>Comparable LM competitor programs</b>	0 - unique in market
<b>Additional delivery cost</b>	\$0
<b>Industry partners engaged</b>	Arc'teryx, Lululemon + others (via faculty)
<b>WIL infrastructure required</b>	\$0 (existing retail space if this is pursued + pop-ups)

**KEY MESSAGE: Discontinuing this credential saves nothing and surrenders a first-mover advantage in a high-demand, uncontested Lower Mainland market niche.**

## B. Financial Planning Post-Baccalaureate Programs

(Post-Baccalaureate Certificate in Financial Planning + Post-Baccalaureate Certificate in Financial Planning Professional)

### Core Selling Points

- No additional cost to CapU: discontinuing these credentials does not reduce any section delivery.
- Courses in this program area are fully enrolled with waitlists, without any institutional marketing to date.
- Aligned with federal priorities: financial literacy and financial services are designated high-growth sectors nationally.
- **Two distinct learner markets served:**
  - Certificate: recent grads seeking direct entry into financial services careers — supports retention and employability outcomes.
  - Professional Certificate: mid-career industry professionals upskilling into advisory roles — brings practitioner experience into classrooms, raising academic quality.



- Builds CapU brand in financial services sector at a critical enrolment-growth juncture.
- Post-baccalaureate positioning allows premium pricing relative to standard credentials, improving per-student revenue.

**KEY MESSAGE:** Two programs, two revenue streams, zero additional cost — growing without advertising. Discontinuation eliminates upside with no offsetting savings.

## C. International Management Graduate Certificate & Diploma (INMA/NAIM)

### The Core Question: What Do We Gain by Suspending Now?

**CRITICAL FRAMING:** This program is already paused — it costs CapU nothing to keep it on the books. The question is not 'should we spend money on INMA?' The question is: what strategic assets do we permanently destroy by discontinuing it?

#### What CapU Loses If Discontinued — Permanently:

- Government-approved graduate credential on CapU's roster required as a precondition for future Master's program approvals from DQAB/PSIPS.
- The fastest pathway into international graduate programming: the 2+2 model (2 years domestic/partner + 2 years INMA) is already designed and approved and rebuilding from scratch would take 3-5+ years.
- A completed, approved credential that supports international partnership MOU development as partners negotiate against existing programs, not future proposals.
- Intellectual capital: curriculum, learning outcomes, and regulatory approvals that took years to build.
- A paused program can be relaunched in weeks; a discontinued program requires a full new submission cycle.

#### What CapU Gains by Keeping INMA Active (Paused):

- Costs: \$0 - paused programs have no delivery cost.
- Enables EU / ASIA consortium model being explored by CIE and CSB: multi-country study options strengthen CapU's global competitiveness immediately.
- 30% program change rule: allows a substantive curriculum update without a full new approval process which is dramatically faster to market than a new submission.
- Supports current Grad Studies research (completing this year) and INMA recommendations are directly cited in that review; discontinuing mid-review undermines the strategic process.
- CSB program review has specific recommendations tied to INMA continuation. The two processes (Grad Studies research and Program Review) are interdependent.



- NAIM pathway variant serves international students already in the system or that enter the BBA system - a named entry/exit point for this student population.

## Challenging the Data: Why the Decision Dataset Is Flawed

CSB has identified material errors in the data underpinning any discontinuance recommendation for INMA:

- INMA enrolled domestic students paying graduate-level (elevated) fees. This appears in enrolment data as 'low international uptake' but misrepresents actual revenue and demand.
- Students entering from the BBA and similar pathways were captured as domestic students even when using INMA as a stepping stone into international graduate programs; the international value was downstream of registration, invisible to registration-based metrics.
- The 2021 pause of INMA occurred without formal process or financial review; faculty reported the program was profitable and strategically valuable. No post-pause financial reconciliation was done to verify the discontinuance rationale.
- Graduate-level pricing for INMA exceeded standard CapU program pricing; per-student revenue was higher than domestic program averages, not lower.
- Any enrolment analysis that does not distinguish BBA-to-INMA pathway students from cold-start applicants systematically underestimates the program's value proposition.

**DATA CHALLENGE: Before any vote on discontinuance, CSB requests that SAPRC and Senate be provided with: (1) INMA enrolment disaggregated by domestic vs. international registration source, (2) per-student revenue vs. CapU program average, and (3) the original financial rationale for the 2021 pause.**

### Strategic Alignment Evidence

<b>Current program status</b>	Already paused - \$0 ongoing cost
<b>Delivery cost to continue pause</b>	\$0
<b>Approx. time to rebuild if discontinued</b>	3–5 years (full PSIPS/DQAB cycle)
<b>Time to relaunch from pause</b>	Weeks to one semester
<b>30% change rule eligible?</b>	Yes: enables fast modernization without full submission
<b>Grad Studies review dependency</b>	Yes: review completing 2026, INMA recommendations cited
<b>EU/ASIA Consortium model readiness</b>	Exploratory: INMA is the anchor credential for that model
<b>2+2 International pathway (CIE + CSB initiatives)</b>	Already designed and approved; requires INMA to exist



<b>Master's program future approval</b>	INMA on roster supports regulatory pathway to Master's
<b>NAIM variant (Intl students)</b>	Provides named CIP-aligned entry/exit for international cohort

**KEY MESSAGE: INMA is a zero-cost strategic option — like a real estate asset option on CapU's international graduate future. Discontinuing it is like tearing up a paid option for no return. The cost of keeping it is zero. The cost of losing it is measured in years and competitive positioning.**

## D. NABU — Pause & Convert (Do Not Discontinue)

Proposed conversion to: (1) Post-Baccalaureate Diploma in Digital Marketing, and (2) Post-Baccalaureate Diploma in Global Leadership in Sustainable Business - with CIP codes supporting international student eligibility.

### Core Selling Points

- Two viable, detailed proposals already developed; this is not a theoretical future plan, it is ready to execute.
- Changes are under 30% modification threshold; eligible for expedited approval, not a full new submission.
- Dean has already given the green light to advance this work in Spring 2026.
- CSB has voted the NI position structure for 2026/27; resources are allocated without requesting additional funds.
- No additional money requested: CSB is NOT asking for new budget to adapt and offer these programs.
- International student CIP alignment: converting NABU to post-baccalaureate credentials with correct CIP codes directly expands eligible international student recruitment pool.
- Digital Marketing and Global Leadership in Sustainable Business are high-growth, high-demand sectors; strong labour market rationale for both.
- Pausing preserves the program's regulatory status and approval history; discontinuation destroys it permanently.

### Conversion Comparison

<b>Current NABU status</b>	Paused: no delivery cost
<b>% change required for conversion</b>	< 30% (expedited approval eligible)
<b>Additional budget required</b>	\$0 - within existing NI structure
<b>Dean approval</b>	Confirmed; Spring 2026 advance authorized
<b>New credentials proposed</b>	Post-Bacc Diploma in Digital Marketing; Post-Bacc Diploma in Global Leadership in Sustainable Business



<b>CIP code alignment</b>	Both new credentials include CIPs supporting international student eligibility and have CIE int'l marketability confirmation
<b>Market demand</b>	Digital Marketing: high-growth nationally and internationally; Sustainable Business: ESG alignment with employer demand
<b>Timeline if approved</b>	Launch-ready within one academic year (aiming for Jan 2027)

**KEY MESSAGE: NABU discontinuance would permanently destroy a reusable regulatory asset that is already approved, already resourced, and already being converted. The two replacement credentials are designed, funded, and ready: Senate approval is the only missing piece.**

## Summary: The Case Against Discontinuance

All four program clusters share the same profile: zero ongoing cost, high strategic value, and irreplaceable regulatory assets. The table below summarizes the discontinuance risk for each:

Program	Ongoing Cost	Discontinuance Saves	Strategic Loss	Recommendation
Retail Operations Certificate	\$0	\$0	First-mover market position; Arc'teryx, Lululemon partnership; WIL pipeline	<b>CONTINUE</b>
Financial Planning Post-Bacc (x2)	\$0	\$0	Growing enrolment; federal strategic alignment; dual market	<b>CONTINUE</b>
INMA / NAIM Graduate Programs	\$0	\$0	Grad approval pathway; 2+2 model; EU / ASIA consortium anchor; 1–3yr rebuild cost	<b>CONTINUE (paused)</b>
NABU → Digital Mktg / Global Sust. Business	\$0	\$0	Ready-to-convert CIP-aligned credentials; int'l recruitment pipeline	<b>PAUSE &amp; CONVERT</b>

**BOTTOM LINE FOR SENATE: These four program clusters cost CapU nothing to retain. Discontinuing any of them permanently destroys strategic infrastructure: regulatory approvals, international partnerships, market positioning, and graduate pathway capacity, that would take years and significant investment to rebuild. The prudent, low-risk, high-upside decision is continuation.**



## Appendix B

### International Management Graduate Certificate & Diploma (INMA/NAIM)

*The Core Question: What Do We Gain by Suspending Now?*

**CRITICAL FRAMING:** This program is already paused: it costs CapU nothing to keep it on the books. The question is not 'should we spend money on INMA?' The question is: what strategic assets do we permanently destroy by discontinuing it?

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#### What CapU Loses If Discontinued — Permanently:

- **Government-approved graduate credential** on CapU's roster, a benefit for future Master's program approvals from DQAB/PSIPS.
- **The 2+2 international pathway** is already designed and approved. Rebuilding from scratch takes 3-5 years through the full regulatory cycle.
- **International partnership MOU development:** partners negotiate against existing programs.
- Years of curriculum, learning outcomes, and regulatory approvals: intellectual capital that cannot be quickly recovered.
- A paused program relaunches in **a semester**. A discontinued program requires a full new submission cycle.

#### What CapU Gains by Keeping INMA Paused:

- **Cost: \$0.**
- **EU/Asia Consortium anchor:** INMA is the anchor credential for the multi-country model CSB and CIE are actively exploring.
- **Minor changes eligible:** substantive curriculum modernization without a full new approval process; dramatically faster to market.
- **Both the Grad Studies review and CSB Program Review** (completing 2026) directly cite INMA recommendations. Discontinuing mid-review undermines both processes.
- **NAIM pathway variant** provides a named CIP-aligned entry/exit point for international students entering through the BBA system.

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### Challenging the Data: Why the Decision Dataset Is Flawed

CSB has identified material errors in the data underpinning any discontinuance recommendation for INMA:



- **Misclassified revenue:** INMA enrolled domestic students paying graduate-level fees. This appears in enrolment data as 'low international uptake': misrepresenting actual revenue and demand.
- **Hidden pathway value:** BBA-to-INMA students registered as domestic, then accessed international graduate programs. The international value was downstream of registration: invisible to registration-based metrics.
- **No formal 2021 review:** The pause occurred without formal process or financial review. Faculty reported the program was profitable. No post-pause reconciliation was completed.
- **Above-average per-student revenue:** Graduate-level pricing for INMA exceeded standard CapU program pricing.
- **Pathway students excluded:** Any analysis that does not distinguish BBA-to-INMA pathway students from cold-start applicants systematically underestimates the program's value.

## Strategic Alignment Evidence

Strategic Factor	Status / Implication
Current program status	Already paused: \$0 ongoing cost
Delivery cost to continue pause	<b>\$0</b>
Time to rebuild if discontinued	3-5 years (full PSIPS/DQAB cycle)
Time to relaunch from pause	<b>Weeks to one semester</b>
30% (1/3) change rule eligible?	Yes: fast modernization, no full submission required
Grad Studies & Program Review	<b>Both completing 2026; INMA recommendations cited in each</b>
EU/Asia Consortium model	Exploratory: INMA is the anchor credential
2+2 International Pathway	<b>Already designed and approved; requires INMA to exist</b>
Master's program future approval	INMA on roster supports regulatory pathway to Master's
NAIM variant (international students)	<b>Named CIP-aligned entry/exit for international cohort</b>

INMA is a zero-cost strategic option: like a real estate option on CapU's international graduate future. Discontinuing it is like tearing up a paid option for no return. The cost of keeping it is **\$0**. The cost of losing it is measured in years and competitive positioning.

