

 CAPILANO UNIVERSITY	<p>AGENDA</p> <p>REGULAR MEETING OF THE BOARD</p> <p>Tuesday, May 2, 2023 4:30 pm to 6:00 pm In Person, BR126</p>
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We respectfully acknowledge the Lil'wat, Musqueam, Squamish, Sechelt and Tsleil-Waututh people on whose territories our campuses are located.

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
1. Approval of Agenda – Ash Amlani, Chair MOTION: <i>THAT the Board approve the agenda as presented.</i>	Approval		2 min	Page 1
<i>(Disclaimer: The Consent Agenda includes the minutes of the Board's previous meeting, Committee reports since the previous Board meeting, and correspondence. A Board member that approves of the Consent Agenda agrees to the information and its accuracy, without significant amendments or the need to separate a sub-schedule from the Consent Agenda for amendment and approval.)</i>				
2. Consent Agenda – Ash Amlani, Chair MOTION: <i>THAT the Board approves the following items on the Consent Agenda:</i>	Approval		3 min	
2.1. Minutes from the February 28, 2023 Board Meeting		2.1		Page 2
2.2. Board Committee Reports <i>(These reports summarize the draft minutes of the Committee's last meeting; any motions coming forward from the Committees are in the regular agenda.)</i>				
2.2.1 Audit and Risk Committee		2.2.1		Page 9
2.2.2 Executive and HR Committee		2.2.2		Page 10
2.2.3 Governance and Planning Committee		2.2.3		Page 11
2.3 Correspondence		2.3		Page 12
3. Place Holder: <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	3 min	-
4. Board Chair's Report – Ash Amlani, Chair	Info	Verbal	3 min	-
5. Senate Reports				
5.1. Vice-Chair – Robert Thomson, Senate Vice Chair	Info	Verbal	10 min	-
5.2. Board Liaison – Rosie Anza Burgess, Board Member	Info	Verbal		
6. President's Report – Paul Dangerfield, President	Info	Verbal	10 min	Page 14
7. Enrollment Report – Paul Dangerfield, President and Toran Savjord MOTION: <i>THAT the Board of Governors receive for information the Enrollment Report.</i>	Info	7	15 min	Page 39
8. Executive and HR Committee – Ash Amlani, Committee Chair 8.1 B.514 Acting President's Policy MOTION: <i>THAT the Board of Governors adopt the Acting President Policy as presented.</i>	Approval	8.1	5 min	Page 42
9. Governance and Planning Committee – Duncan Brown, Committee Chair 9.1 B.110 Academic Affiliation Agreements Policy MOTION: <i>THAT the Board of Governors approve B.110 Academic Affiliation Agreements Policy.</i>	Approval	9.1	5 min	Page 46
9.2 B.301 Naming of Buildings, Spaces and Programs MOTION: <i>THAT the Board of Governors approve the revised B.301 Naming of Buildings, Spaces and Programs Policy.</i> MOTION: <i>THAT the Board of Governors approve the rescission of B.305 System for Naming Buildings at Capilano Policy.</i>	Approval	9.2	10 min	Page 57
9.3 ARM 48 Distinguished Alumni Award and ARM 50 The One to Watch Alumni Award MOTION: <i>THAT the Board of Governors approve the rescission of ARM 48 Distinguished Alumni Award and ARM 50 The One to Watch Alumni Award policies.</i>	Approval	9.3	2 min	Page 68
10. Related Party Disclosure – Tally Bains, VP Finance and Administration	Info	-	5 min	-
11 Meeting Close	-	-	-	-



MEETING MINUTES OF THE BOARD

Tuesday, February 28, 2023

4:45 pm to 6:45 pm

[Lonsdale Location](#)

Board

Duncan Brown, Chair	Nanci Lucas
Ash Amlani, Vice Chair	Andrew Petrozzi
Paul Dangerfield, President	Rodger So
Rosie Anza-Burgess	Marina Verones
Patricia Heintzman	Sonny Wong

Staff

Tally Bains, VP, Finance and Administration
 Jacquetta Goy, Director, Risk Management
 Melissa Nichol, Strategic Director, People, Culture & Diversity
 Laureen Styles, VP, Academic and Provost
 Lesley Cook, Executive Assistant, Board of Governors
 Angela Ruggles, Executive Assistant, VP of Finance & Admin

Regrets

Troy Abromaitis	Majid Raja
Yuri Fulmer	Sarah Thomas
Sophia Kara	

Guest

Robert Thomson, Senate Vice Chair

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

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

1. Approval of Agenda

It was moved (Nanci Lucas), seconded (Rosie Anza-Burgess) and resolved;

THAT the agenda be approved as presented.

2. Consent Agenda

It was moved (Andrew Petrozzi), seconded (Patricia Heintzman) and resolved;

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

- 2.1. Minutes from the November 29, 2023 Board Meeting
- 2.2. Board Committee Reports:
 - 2.2.1 Audit and Risk Committee
 - 2.2.2 Executive and Human Resources Committee
 - 2.2.3 Finance Committee
 - 2.2.3.1 Financial Update: January Forecast
 - 2.2.4 Governance and Planning Committee
 - 2.2.5 Investment Management Committee
- 2.3 Correspondence – Premier's Mandate Letter to Minister of Post-Secondary Education and Future Skills

3. Place Holder

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

4. Board Chair's Report

Ash Amlani, Board Vice Chair, read the report to the Board on behalf of Board Chair Duncan Brown, who later joined the meeting at 4:50 pm. Today's agenda is the result of a lot of hard work, for example the policies, risk management, fiscal 2023/24 operating and capital budget, the Committees' Terms of Reference, and the work on academia.

5. Senate Reports

5.1 Vice Chair

Senate Vice Chair Robert Thomson provided the highlights of the last three Senate meetings, December to February. Two program reviews were approved as complete, School of Communication as well as English for Academic Purposes (EAP) and Early Childhood Education and Care. Senate also returned with advice to the Board to discontinue courses for the Faculty of Business and Professional Studies. Senate approved a new concept paper, a 24-credit Minor in Women's, Gender, Sexuality and Equity Studies.

Board Chair Duncan Brown joined the meeting at 4:50 pm.

5.2 Board Liaison

Board Liaison Rosie Anza-Burgess did not have any additional updates and she'll give a summary of this Board meeting to the Senate at their next meeting.

6. President's Report

In addition to his comprehensive written report to the Board, President Paul Dangerfield reported on key recent developments.

Paul was pleased to report that the Darwin Properties Ltd. Monashee Housing Development project moving forward.

The B.C. Ministry of Finance rolled out the budget for fiscal 2023/24. The province will continue to focus on investments, such as health, housing, safety, and the cost of living. The Ministry of Post-Secondary Education and Future Skills has a strategy called Future Ready, which includes investments in training. There will be an update in the spring. The Administration looks forward to receiving further information from the Ministry and continuing with Capilano University's Envisioning 2030 strategy.

[BC Association of Institutes and Universities](#) has a new president, [Nikki Macdonald, PhD.](#), who has experience in post secondary, government and government relations. Paul is scheduled to meet with her this week in Victoria.

Paul recently returned from the Canada in Asia Conference in southeast Asia. He travelled with Chris Bottrill, AVP International. The international strategy is to diversify. They had a very successful trip that included excellent meetings in Singapore, Philippines, Indonesia, and Malaysia. CapU looks

forward to working with new partners. Rollout of the international strategy will take time over the next few years but we are on the right track.

7. Audit and Risk Committee

Audit and Risk Committee Chair, Rodger So introduced the items, previously discussed at the February 8 Committee meeting. He thanked Jacquetta Goy, Director Risk Management for all the work that she's done.

7.1 Risk Framework and Risk Assessment Criteria

Jacquetta informed the Board that the Risk Framework and Criteria, together with the new Risk Management Policy are designed to form the foundation of the University's approach to risk management.

It was moved (Rodger So), seconded (Patricia Heintzman) and resolved;

THAT the Board of Governors approve the Risk Management Framework and Risk Assessment Criteria.

7.2 B.312 Risk Management

It was moved (Rodger So), seconded (Andrew Petrozzi) and resolved;

THAT the Board of Governors approve B.312 Risk Management Policy as presented.

7.3 B.700 Privacy and Access to Information Policy

Jacquetta informed the Board that the new Privacy and Access to Information Policy is created to ensure that the University complies with the requirements of the Freedom of Information and Protection of Privacy Act (FIPPA), as highlighted by an internal audit report in Spring 2021.

It was moved (Rodger So), seconded (Sonny Wong) and resolved;

THAT the Board of Governors approve B.700 Privacy and Access to Information Policy as presented.

7.4 B.214 External and Internal Audit Policy

The External and Internal Audit Policy is being updated to reflect the evolving oversight of external and internal audits.

It was moved (Rodger So), seconded (Patricia Heintzman) and resolved;

THAT the Board of Governors approve renewal of B.214 External and Internal Audit Policy as presented.

8. Executive and HR Committee

8.1 B.511 Discrimination, Bullying and Harassment Policy

Executive and HR Committee Chair, Duncan Brown provided highlights. Melissa Nichol, Strategic Director of People, Culture & Diversity explained that legislation requires Occupational Health and

Safety to have a policy on discrimination, bullying and harassment and that the policy is required to undergo an annual implementation review in addition to its regular review by Capilano University. The recommended amendments before the Board are a result of review by legal counsel and those changes aren't substantive. The policy will undergo a more fulsome review later, as part of its regular review process.

It was moved (Duncan Brown), seconded (Ash Amlani) and resolved;

THAT the Board of Governors approve the changes to B.511 Discrimination, Bullying and Harassment Policy as presented.

8.2 B.505 University Contributions to Employees' RRSPs

It was moved (Duncan Brown), seconded (Andrew Petrozzi) and resolved;

THAT the Board of Governors approve the rescission of B.505 University Contributions to Employee's RRSPs.

8.3 EDI Audit Feedback

Although this item hasn't come before the Committee, the Committee requested that the Board be updated on the independent EDI audit is significant. Melissa Nichol, Strategic Director of People, Culture & Diversity updated the Board of Governors and explained that EDI audit outreach to students and staff, by way of a survey and focus groups, was held in the spring and fall of 2022. Early data suggest that there are some areas that need change. There was a very low student participation in the audit. The People, Culture & Diversity Department has been moving forward with EDI initiatives and programs and look forward to receiving the final report in order to further inform additional work we have not internally identified.

9. Finance Committee

9.1 Fiscal 2023/24 Operating and Capital Budget

Finance Committee Chair, Patricia Heintzman gave an overview. Tally Bains, VP Finance and Administration presented on the fiscal 2023/24 Operating and Capital Budget and took questions from the Board of Governors. The theme for 2023/24 is Understanding and Improving the Full Learner Lifecycle Experience.

In support of goal completion, the objectives of Envisioning 2030 and Illuminating 2030, are grouped by three-year increments, Year 1 to 3, Year 4 to 6, and Year 7 to 10. Fiscal 2023/24 is the final year of the first cycle. Tally summarized the top priorities for Fiscal 2023/24 which includes initiatives from each Vice President's portfolio and went through the budget.

It was moved (Patricia Heintzman), seconded (Sonny Wong) and resolved;

THAT the Board of Governors approve the 2023/24 operating and capital budget.

It was moved (Patricia Heintzman), seconded (Duncan Brown) and resolved;

THAT the Board of Governors approve a 2 percent increase in tuition and mandatory fees for domestic and international tuition for the 2023/24 academic year. The 2% increase will not be applied to the 2D, 3D and VFX programs.

9.2 B.211 Credit and Debit Card Policy

There were no questions from the Board.

It was moved (Patricia Heintzman), seconded (Andrew Petrozzi) and resolved;

THAT the Board of Governors approve renewal of B.211 Credit and Debit Card Policy with revisions as presented.

9.3 B.210 Cash Policy

It was moved (Ash Amlani), seconded (Andrew Petrozzi) and resolved;

THAT the Board of Governors approve the renewal of B.210 Cash Policy with revisions as presented.

10. Governance and Planning Committee

Governance and Planning Committee Chair, Duncan Brown gave an overview of the changes to the Terms of Reference.

10.1 Audit and Risk Committee Terms of Reference

It was moved (Duncan Brown), seconded (Andrew Petrozzi) and resolved;

THAT the Board of Governors approve the changes to the Audit and Risk Committee's Terms of Reference.

10.2 Executive and HR Committee Terms of Reference

It was moved (Andrew Petrozzi), seconded (Sonny Wong) and resolved;

THAT the Board of Governors approve the changes to the Executive and HR Committee's Terms of Reference.

10.3 Finance Committee Terms of Reference

It was moved (Andrew Petrozzi), seconded (Rodger So) and resolved;

THAT the Board of Governors approve the changes to the Finance Committee's Terms of Reference.

10.4 Governance and Planning Committee Terms of Reference

It was moved (Patricia Heintzman), seconded (Ash Amlani) and resolved;

THAT the Board of Governors approve the changes to the Governance and Planning Committee's Terms of Reference.

10.5 Investment Management Committee Terms of Reference

It was moved (Ash Amlani), seconded (Patricia Heintzman) and resolved;

THAT the Board of Governors approve the changes to the Investment Management Committee's Terms of Reference.

10.6 Board Governance Manual Amendments

a) Board Secretary

Duncan noted that this amendment to the Governance Manual creating a Board Secretary is consistent with the practice of other Boards as well as the current role of the VP Finance and Administration.

It was moved (Ash Amlani), seconded (Patricia Heintzman) and resolved;

THAT the Board of Governors approve amendments to its Board Governance Manual as follows:

1. *To include a new section 22, as follows:*

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

And renumber the remaining sections of the Manual.

2. *To amend Section 30(b)(a) by replacing the words "Executive Assistant to the Board with the words "Board Secretary".*

b) Board In-Camera Meetings

Duncan noted that this amendment to the Governance Manual reflects existing practice, that the internal functioning of the Board is discussed in camera.

It was moved (Duncan Brown), seconded (Andrew Petrozzi) and resolved;

THAT the Board of Governors approve amendments to s. 20(d)(iii) of its Governance Manual as follows:

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

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

a) the internal functioning of the Board;

b) the President's appointment, performance, evaluation or compensation;

c) the President's annual goals; or

d) President succession planning.

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

~~If discussing any of the following, the President will also be excused:~~

~~a) the President's appointment, performance, evaluation or compensation;~~

b) the President's annual goals; or

c) President succession planning.

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

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

11. Investment Management Committee

11.1 B.201 Investment Policy and Investment Guidelines

Ash Amlani summarized the background. Tally added that there will be some further work on this policy to create separate policies for the University and for the Foundation which will incorporate the information in the Investment Guidelines.

It was moved (Ash Amlani), seconded (Duncan Brown) and resolved;

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

12. Academia

12.1 Proposed Course Discontinuance (s) for the Faculty of Business and Professional Studies

VP of Academic & Provost, Laureen Styles provided background and explained that the recommended course discontinuances are a part of Capilano University's regular, operational review of courses.

It was moved (Andrew Petrozzi), seconded (Nanci Lucas) and resolved;

THAT the following courses be discontinued based on advice of Senate: BADM 103, 203, 270, 274; BCPT 220, 225; BFIN 391; BMKT 366; IBUS 231, 234, 243; RMCP 181; and LGAO 100, 115, 125, 130, 135, 140, 145, 150, 155, 160, 165.

13. Board Chair and Vice Chair Election

Board Chair Duncan Brown explained that his term as an appointed member is coming to an end and as per legislation, he isn't eligible to stand another term. To assist in the Board's succession process, Duncan Brown resigned as Board Chair.

President Paul Dangerfield led elections for a new Board Chair and Vice Chair. Patricia Heintzman nominated Ash Amlani for Board Chair, who was elected by acclamation. Ash Amlani nominated Rodger So for Board Vice Chair. Rodger So was elected by acclamation.

Paul Dangerfield and Ash Amlani thanked Duncan Brown for his 6 years of service and all his hard work and dedication in advancing the Board's governance foundation and processes.

14. Adjourn

The Regular Meeting of the Board finished at 6:36 pm.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.1: AUDIT AND RISK COMMITTEE REPORT

PURPOSE: Approval
 Information
 Discussion

MEETING DATE: May 2, 2023

PRESENTER: Rodger So, Audit and Risk Committee Chair

PURPOSE

To provide the Board of Governors with a summary of the Audit and Risk Committee meeting that took place on April 13, 2023.

SUMMARY

The Committee approved the minutes of the February 8, 2023 meeting and discussed the following items:

- **Cybersecurity Assessment Report:** Stephan Fouchereau, Chief Information Officer, provided an update on the National Cybersecurity Assessment 2022 report, which was received in March 2023. The Committee passed a motion to receive the National Cybersecurity Assessment 2022 Report for information.
- **Cybersecurity Update:** Stephan Fouchereau provided an update on CapU's cybersecurity program and activities. The Committee passed a motion to receive the update on the cybersecurity program and activities for information.
- **Selecting an Enterprise Resource Planning (ERP) System Project:** Tally Bains, VP Finance and Administration and Kartik Bharadwa, VP People, Culture and Diversity went over the information needed to select an enterprise resource planning system, the project scope and the timelines, including the Request for Information (RFI) and the Request For Proposal (RFP). The Committee passed a motion to receive for information the project to select an enterprise resource planning system.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.2: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: May 2, 2023	
PRESENTER: Duncan Brown, Executive and HR Committee Chair	

PURPOSE

To provide the Board with a summary of the Executive and Human Resources Committee meeting that took place on April 20, 2023.

SUMMARY

The following Committee members were in attendance: Committee Chair Ash Amlani, Duncan Brown, and Roger So. The Committee discussed board oversight, board succession and reviewed the new policy B.514 Acting President Policy. The Committee passed a motion recommending the Board of Governors approve B.514 Acting President Policy. This motion is provided to the Board under separate cover.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 2.2.3: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: May 2, 2023	
PRESENTER: Duncan Brown, 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 April 3, 2023.

SUMMARY

The Committee approved the minutes of the February 9, 2023 meeting and discussed the following items:

- Academic Affiliation Agreements:** Pouyan Mahboubi, Vice-Provost and AVP Academic provided background information regarding the new policy, B.110 Academic Affiliation Agreements Policy including the consultation steps taken to date. The Committee passed a motion that the Board of Governors approve the revisions to B.110 Academic Affiliation Agreements Policy. This motion is provided to the Board under separate cover.
- B.301 Naming of Buildings, Spaces and Programs:** Jennifer Ingham, VP University Relations, and Kari Wharton, Director, University Relations and Capital Campaigns summarized the background information regarding the revision of B.301 Naming of Buildings, Spaces and Programs Policy and the rescission of B.305 System for Naming Buildings at Capilano University Policy. The Committee passed motions recommending that the Board approve the changes to B.301 and the rescission of B.305. The motions are provided to the Board under separate cover.
- ARM 48 Distinguished Alumni Award and ARM 50 The One to Watch Alumni Award:** Jacquetta Goy, Director, Risk Management summarized the background information and consultation process regarding the rescission of ARM 48 Distinguished Alumni Award and ARM 50 The One to Watch Alumni Award. The Committee passed a motion recommending that the Board of Governors approve the rescission of ARM 48 and ARM 50. This motion is provided to the Board under separate cover.
- Update on Policy Management:** Jacquetta Goy, Director Risk Management summarized the work regarding the stronger policy development process and the status of policies in development, or that are in the process of being updated. The Committee passed a motion to receive the report for information.

RECOMMENDATION

This is for the Board's information only.



March 31, 2023
Our Ref. 128427

Good afternoon,

I am writing to share information about the investments our Government is making in post-secondary programming and supports through Budget 2023 over the next three years. This investment represents a generational commitment to ensure British Columbia has the skilled labour it needs to support our growing economy.

This spring, we will release the *Future Ready Plan*. With \$480M in new funding over three years, *Future Ready* is a bold and transformative plan that will help people expand the skills and knowledge they need to succeed in high-demand, good paying jobs.

In addition to the initiatives that will be outlined in *Future Ready*, Government is investing a further \$341 million in related initiatives over three years, which includes:

- \$150 million as part of the training cornerstone of BC's Health Human Resources Strategy. These investments will create accessible career pathways and ensure our province has the necessary trained professionals to deliver health care for all British Columbians;
- \$151 million for Student Financial Aid, which doubles the amount of money students can access to support their studies; and,
- \$40 million in capital funding to support the Health Human Resources Strategy and new technology seats to renovate and expand existing classrooms and other facilities to support training for high demand jobs.

In addition, Government is investing \$575 million over the next three years to create thousands of new student on-campus housing beds. This housing will help to increase access to post-secondary education by providing safe and affordable living spaces for students and builds on the 5,000 beds funded in Budget 2018.

More information on specific *Future Ready* initiatives that will support affordable, accessible and relevant post-secondary education and skills training will be released in the coming weeks.

Lastly, knowing that those who work in our post-secondary and skills training sector are key to successfully training the current and future generation of skilled workers, Government is providing \$199 million over three years to fund increased compensation costs from negotiated collective agreements.

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Taken together, this investment represents an historic level of funding in a single Budget to support people from all regions of the province gaining the skills they need to find good, meaningful jobs and for employers to know there will be skilled people to help their businesses succeed and provide the services British Columbians rely on. These investments will build the workforce needed to create an inclusive and clean economy for all British Columbians.

I look forward to working with you to build a Stronger BC for all.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Robinson'.

Honourable Selina Robinson
Minister

PRESIDENT'S REPORT TO THE BOARD

Reporting period from February 1 to April 3, 2023

PRESIDENT'S OFFICE

Both provincial and federal budgets for the next fiscal years were unveiled on February 28 and March 28 respectively. While the provincial budget set aside \$480,000 for post-secondary education to be dispersed over three years, the federal budget lacked any new funding commitment to the sector. We continue to work with colleagues at all three government levels to deliver high quality education to learners and to best serve communities.

From February 13–24, I joined Chris Bottrill, associate vice-president, international, on a trip to the Philippines, Malaysia and Indonesia to meet with partners and forge new and existing connections. This trip also included a three-day visit to Singapore, where we were joined by Jennifer Ingham, vice-president, university relations, at Universities Canada's Canada-in-Asia Conference 2023—an event for Canadian university alumni. As organized by the alumni relations team, around 20 notable alumni from the region were able to join a CapU reception on the evening of February 21.

We regretted to see the announcement on February 22 that Quest University in Squamish will halt delivering programming after the 2023 convocation. We have pathway agreements in place for students from Quest University and continue to welcome students to come to CapU to continue their studies. CapU continues to work with municipal and provincial officials to bring programming to the region and support the community, and we look forward to continuing to build a relationship with the community, the Skwxwú7mesh (Squamish) Nation and multiple partners.

ACADEMIC & PROVOST

Engagement in a range of academic initiatives were advanced in this period with an emphasis on student and community engagement, scholarly activity and a general outward focus—continuing to place the University on the broader regional stage. In addition to the work of the academic units below, the office of the vice-president academic & provost participated in, and sponsored, ongoing learning with events focused on anti-racism, such as Black History Month. There was also participation in CapU's Women in Leadership Lunch and Learn with Jasmine Towers, vice-president, customer insights at Bosa Properties ([LinkedIn](#)), as well as participation in the Senior Women Academic Administrators of Canada (SWAAC) Inspiring Leadership Forum—a celebration of International Women's Day. Activity continues with a broad range of policies under review for updates and a series of new policies under development. CapU continues to strengthen its relationship with Langara College, with a new Memorandum of Understanding (MOU) signed, resulting in 12 credential areas across the two institutions being paired and prompted to collaborate to implement the goals of the MOU; several transfer agreements and a range of other work is currently underway.

FACULTY OF ARTS & SCIENCES

- » Congratulations to the peer-adjudicated CapU-SSHRC Explore Grant recipients including:
 - Sarah Yericich and Sean Ashley—A strength-and-resilience based approach to understanding the lived experiences of intimate partner violence survivors
 - Adele Barclay—Black Cherry: A lyric memoir of queer coming of age & sibling grief

- » Congratulations to the CARS Faculty Section Release awardees:
 - Sean Ashley—Gender-based violence and international student housing experience
 - Bruno Tomberli—Developing quantum computing expertise, contacts and reputation
- » Students from our Geography 316 Climate Change class taught by Hojat Yazdan Panah and Emily Dicken, director of North Shore Emergency Management, won first and third prize at the 7th HUBBUB event. The third-place team focused on food waste and climate change on the North Shore and the first-place team came up with a creative solution for dealing with drought by harvesting rainwater in backyards. Congratulations to Aine Corrigan-Frost, Dilkarn Singh and Dee Warapitiya.
- » This spring, Capilano Creative Writing concluded the Open Text Visiting Writers Workshops by hosting two internationally recognized writers. On February 3, CapU welcomed Matthew Forsythe, award-winning children's book author and illustrator. Matthew spoke to students about the ambition and bravery required to launch a writing career. On February 10, we welcomed Persian poet-in-exile Rooja Mohassessy, who guided students through poetry exercises that were both creatively generative and rooted in her activism. This program was generously funded by a Canada Council for the Arts grant for public outreach.
- » Amirhossein Amiraslani, math and statistics faculty, published a journal paper and another one accepted for publication:
 - Abdolabadai F., Zakeri A., and Amiraslani A., A split-step Fourier pseudo-spectral method for solving the space fractional coupled nonlinear Schrödinger equations, Communications in Nonlinear Science and Numerical Simulation, <https://doi.org/10.1016/j.cnsns.2023.107150> , 2023
 - Amiraslani A., Koohestani M., and Rahnamai Barghi A., Some results on characters of a class of P-polynomial table algebras, Miskolc Mathematical Notes, accepted 2023
- » CapU is offering its third university course at the women's federal prison in Abbotsford. This spring, Charles Greenberg is teaching Human Geography 100 to a class of eight 'inside'/inmate students and eight 'outside'/CapU students. CapU is the only university in B.C. offering courses in the federal correctional system. These courses are transformational for both 'inside' and 'outside' students. Students learn together as peers, make important connections, learn about the prison environment, and mitigate isolation and breakdown stereotypes. CapU will offer one course per year at the Fraser Valley Institution for Women.
- » Biology Coordinator Thomas Flower published a book chapter in a new book on comparative psychology:
 - [Flower, T., 2023. Deception in Animal Communication. In The Routledge International Handbook of Comparative Psychology \(pp. 274-288\). Routledge](#)

FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » The School of Business has successfully launched the new Retail Operations certificate, a 30-credit, applied certificate offering a flexible format. In the fall, the new Bookkeeping certificate will launch which is also 30-credits and offered fully online targeting students on the Sunshine Coast, Squamish and Whistler.
- » Since January, the School of Business hosted several wonderful events for our students. Special thanks to Iana Dokuchaeva, employer engagement and outreach liaison, for organizing these events as follows:
 - The Career Fair in Finance event which gathered more than 35 students
 - Cybersecurity discussion on March 7. This event was managed by faculty Susan Romeo-Gilbert with Kestina Rai as an expert panelist.
 - Woman in Leadership Lunch and Learn with Jasmine Towers, BOSA Properties vice-president customer insights, Erin Robinson, vice-chair, and Laureen Styles, VP academic & provost. Topics

covered included the specific challenges women face in their careers, and exchanging views, best practices and insights to help women aspiring into leadership roles excel in their careers.

- » We are pleased to announce that the Enactus Capilano Team delivered a flawless presentation at the Enactus Western Canada Regional Exposition in Calgary from March 15–18. They are headed to Enactus Nationals in Montreal in May, and will bring the same level of passion and enthusiasm to their next challenge.
- » Enactus Capilano is looking for new student members and faculty advisors to join the team and help build on ideas and initiatives. Enactus Capilano is inclusive to all students who have the passion to create change. Let's keep inspiring! Enactus President: Vinay Aery, vinayaery@my.capilano.ca and Enactus Faculty Advisor: Natasha Mrkic-Subotic, nmrkic@capilano.ca | Instagram: @enactuscapilano



- » CAPUMA is sending eight to 10 students to New Orleans to compete in the American Marketing Association Case Competition happening on March 29–April 2, 2023.

FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » CapU continues to deliver the Health Career Access Program (HCAP) in partnership with local health authorities, the Ministry of Health and the Ministry of Post-Secondary Education and Future Skills. There are currently two HCAP cohorts running; one in North Vancouver and one in Sechelt. Twenty-nine students are expected to graduate from these programs in early April. These graduates are guaranteed one year of employment with Vancouver Coastal Health.
- » The second year of a successful partnership between CapU and STEPS Forward—a provincial organization that provides support for students with intellectual and developmental disabilities in post-secondary education—is ending. The partnership links an inclusion facilitator with faculty to support student learning and campus engagement. Participating students joined courses and programs from across the University, including sociology, early childhood care & education and acting for stage and screen.
- » The University received funding from the Ministry of Post-Secondary Education and Future Skills to support student learning activities related to violence prevention in clinical education. These funds will be used to enhance curriculum and learning activities in the Health Care Assistant and Rehabilitation Assistant programs.
- » From March 9–25, the exhibit “More than the mark: the choreographies and generosities of young children’s drawing” was staged at CapU Lonsdale. Designed by ECCE faculty, Sylvia Kind, this exhibition of photos, videos, drawings and soundscapes highlights young children’s drawing as inherently



relational and considers how the drawing event is more than the child's representational intent. The exhibit opening included remarks from Sylvia Kind, Kathleen Kummen, Adrienne Argent (pedagogist, CapU Children's Centre), Diane Nuttrell (ECCE Alumna) and VP Academic & Provost, Lauren Styles.

- » ECCE faculty Alejandra Sanchez-Alvarez was appointed to the board of directors of the North Shore Community Resources Society, recognizing her extensive knowledge and expertise in early childhood education. North Shore Community Resources is a non-profit organization dedicated to individual and community well-being through facilitating social connections, empowerment and community participation.
- » Aryanna Chartrand, fourth year ECCE degree student, was accepted to both Stanford University Graduate Program in International Education Policy Analysis and the MA program in the Faculty of Education at the University of Western Ontario. Aryanna exemplifies the dispositions of the 21st century educator in her ongoing commitment to issues of inequities and social justice in education.
- » Publication by Kathleen Kummen, 'Childcare' or Education? Words matter in how we envision living well with children,' [The Conversation](#), an independent source of news and views from the academic and research community, delivered direct to the public.

FACULTY OF FINE & APPLIED ARTS

- » On February 16, the Jazz Studies program partnered with the US Consulate General in Vancouver and hosted the New York based Caili O'Doherty Quintet in honour of Black History Month, as part of a series of interactive events at CapU. Opening remarks by Pouyan Mahboubi, associate VP academic & vice-provost, followed by a short presentation from Angela Girard, public affairs officer from the Consulate, focused on recognizing the contributions of black people in Canada. Jazz studies students, saxophonist Jacob Elwood and trumpeter Ayden Landsmen, were invited to join the quintet on stage for the final number. Having only received the music an hour before, the students blended flawlessly. A panel discussion with the musicians, co-moderated by trumpeter, arranger, composer and CapU jazz studies faculty Daniel Hersog and Elwood, followed the performance, giving the audience deeper insight and learning into the history of jazz music and its pivotal role in both Black expression and the civil rights movement. Over 100 students, CapU employees and community members attended the musical portion of the event.

CapU Jazz Studies students Ayden Landsmen and Jacob Elwood performing with celebrated saxophonist Roxy Coss
- » Jazz faculty Kofi Gbolonyo presented an unforgettable concert entitled, "Azae Loo" on March 3 at the BlueShore Financial Centre for the Performing Arts. This concert celebrated the music of Africa and featured collaborative works between faculty and Kofi, as well as traditional music from Ghana, West Africa. The concert included performers: CapU Jazz Studies C Band, Percussion Ensemble and faculty Kofi Gbolonyo Jarred Burrows and Dave Robbins, as well as visiting performers: Sylvanus Kwashie Kuwor (visiting professor and master drummer/dancer from Ghana), Adanu Habobo dance group with special guests from Seattle/Ghana (Awal Alhasan, Sheimawu Abubakari), Curtis Andrews and Greg Campbell (Cornish College, Seattle). [CBC](#)

- » In response to an identified skill need in the film industry, the Indigenous Digital Accelerator (IDA) program launched an Assistant Director Training Workshop. The program provides students with an Indigenized curriculum, on-set experience and certifications required to enter the Directors Guild of Canada Trainee Assistant Director program. With a cohort of 14 students from Nations across B.C. and Alberta, training took place over three weekends to accommodate those currently working in the film industry. The program is sponsored by REEL CANADA, with support from Warner Media, Alberta Media Production Industries Association, the James Golick Fund and the IDA matching funds initiative, with cooperation from the B.C. and Alberta District Councils of the Directors Guild of Canada.



Students in the Assistant Director Training Workshop at Bosa Centre for Film and Animation, March 17.

“It’s important to me that Indigenous stories be told by Indigenous key creatives,” said program participant Rosie Johnnie-Mills (Skidegate Haida & Xinipsen Cowichan). “This program empowers me to transition from being in front of the camera to behind the camera, allowing me to control the narrative of my life and world views.”

- » On March 30, CapU hosted the 2nd annual Global Sustainability Short Film Alliance: Symposium and Screening, at the BOSA Centre for Film and Animation and online. This event provides a dynamic dialogue around the intersection of education, filmmaking and sustainability, through a panel discussion and screening of sustainability-themed international short films. The films were created and produced by students and filmmakers from CapU’s School of Motion Picture Arts, VIA University College in Denmark, Design Factory International in Germany and Humber College in Toronto. CapU is a proud member of the Global Sustainability Short Film Alliance—a network of educational institutions with a common purpose to focus on global sustainability issues.



- » Under the direction of Laura Harrison, jazz studies’ top vocal ensemble NiteCap performed with the acclaimed Sister Jazz Orchestra in a concert celebrating International Women’s Day on March 10 at the BlueShore Financial Centre for the Performing Arts. Unique in Canada, Sister Jazz Orchestra is a powerhouse 18-woman jazz ensemble from Vancouver.



- » The CapU theatre department presented *Carrie the Musical*, the finale of their 2022–23 mainstage season. Adapted from the Stephen King novel and movie, *Carrie the Musical* represents a remarkable collaboration between all programs of the theatre department. Directed by faculty Cathy Wilmot, choreography by faculty Keri Minty, musical direction by Caitlin Hayes, and design talents of faculty Daniel Tessy, Brian Ball and Gerald King. The production was led by students in their final year of Musical Theatre and Acting for Stage and Screen, including McKenna Swensrude as Carrie and Lauren Ridder as her mother Margaret.



FACULTY OF GLOBAL & COMMUNITY STUDIES

- » In alignment with National Co-op and WIL Month, Tourism Management (TOUR) and Outdoor Recreation Management (OREC) faculty working with 2023 co-op and practicum students were busy connecting students with industry professionals through a variety of WIL-focused activities. Events included: Industry Interaction Day, mock interviews conducted by Human Resource (HR) class, tourism business etiquette presentations, the 2nd annual Tourism Hiring Fair and a high-level HR panel presentation.
- » TOUR OREC faculty nominated BTM student Mary Thomson (pictured right) for the provincial ACE-WIL Co-op Student of the Year Award—University category. Mary received honourable mention in this competitive category. She also received the first ever TREC Work Term Excellence Award established in 2022. Both awards showcase her commitment to learning in and out of the classroom and reinforce the quality of our co-op programming.
- » OREC established a Program Advisory Committee (PAC). The PAC has members from OREC industry, some of whom are OREC grads. The PAC has provided input on ideas for student success in the industry while learning about the details of OREC diploma program profile. OREC and the PAC will work together on ways in which industry needs are integrated into current curriculum.
- » The School of Kinesiology is delighted to report that we have hired a new faculty member. Tony Yang will be teaching kinesiology nutrition courses with qualifications in food, nutrition and health from UBC.



KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » CapU continues to deliver the Health Career Access Program (HCAP) in partnership with local health authorities, the Ministry of Health and the Ministry of Post-Secondary Education and Future Skills. The students have finished their practicums in complex care and are currently engaged in their home care practicum. Students are eagerly awaited by nurse managers, staff, residents and clients; they will soon begin their one-year guaranteed employment at Vancouver Coastal Health.
- » kálax-ay campus collaborated with MDX to conduct a photo session to provide new images for use in marketing, CapU publications, etc., to highlight the beauty and lifestyle of the Sunshine Coast.
- » Spring advertising campaign to promote local programs: ABE—HCA—First-year experience (online) and building awareness of the kálax-ay campus.
- » With the completion of updates to the kálax-ay Sunshine Coast website, it now includes an introductory video to the community and campus, and new information on our programs and student awards.
- » Our volunteer tutoring program, which sees community volunteers matched with adult learners in the community, is at peak capacity. Currently, 15 matched pairs meet each week for 1.5 hours, focusing on learner's needs.
- » Thanks to North Vancouver Student Services for providing a turkey lunch for P2HL & ABE and snack buffets of coffee, squares and treats for Welcoming Communities & HCAP to celebrate the middle point of term.

INDIGENOUS EDUCATION & AFFAIRS

- » The Indigenous Student Services (ISS) team attended the 2023 Hoobiyee Cultural Festival in Vancouver, providing CapU course information and program advising and speaking to over 100 attendees representing over 30 Canadian and US West Coast nations.
- » The Student Association (SA) and ISS student success facilitators shared tips for better outcomes during each student orientation.
- » ISS created and facilitated a public speaking skills workshop with Adam Vincent from Learning Strategies and enjoyed hosting a cedar weaving workshop with David Kirk’s University One students on March 1.
- » ISS attended the 32nd annual Women’s Memorial March, honouring the MMIW2S of the DTES with over three dozen simultaneous marches held nationwide, including the one held on the main CapU campus.

LIBRARY

- » A collaborative project between CARS and the library (the scholarly communications librarian, Sabrina Wong) resulted in the development of a [Research Data Management Strategy](#) that is now available online.
- » Insights from the CapU Annual Library Student Survey are forthcoming. With more than 900 responses, we will use this information to further evolve the library as a welcoming and inclusive space.

- » New release—Vancouver Jazz History Archive. Working in partnership with the jazz department and with funding for student research assistants from CARS, the library has launched this unique online archive of local jazz ephemera. Representing the personal collections of local jazz artists, including posters, programs, news and magazine clippings and promotional materials, the collection provides unique insight into the city’s rich musical heritage. More items will be added as we continue digitization.



- » The library hosted an author talk and signing with Carolyn Stern, author of *The Emotionally Strong Leader* and CapU business faculty, where she addressed alumni, students and employees.
- » In recognition of Sexual Violence Awareness month, and in collaboration with the sexual violence prevention and well-being facilitator at student affairs, the library promoted consent culture by offering safe sex supplies and a community message area within the library. These were in addition to the regular supports offered throughout the term.
- » The library collaborated with the CSU to hold a very well attended creative DIY event where students upcycled old periodicals to make Valentine’s Day cards. Students loved participating in this “upcycling” workshop!



- » Diversifying our collections—As our community changes, so too does the library’s collection. A recent analysis of our titles revealed an expanding list of non-English titles that includes Korean, French, Spanish, Chinese, Arabic and more. We also purchased and licensed e-resources, including streaming media and e-books to expand the ways people can access the collections. This comes at a price, however, and the library is constantly finding ways to navigate inflation and unfavourable exchange rates that includes participating in cosortial and bundled purchases.
- نظرية الفوضى
نقد نقد العقل العربي : نظرية العقل
هذا اليوم في التاريخ : المجلد الخامس، أيار / مايو
هذا اليوم في التاريخ، المجلد الأول : كانون الثاني / يناير
- Samples of non-English titles in the library catalogue.
- » Important to note that the library has, to date, spent 32 per cent more than last year on streaming media resources and 63 per cent more since 2019/2020. Engagement with multi-modal forms of information is on the rise and so is library demand. To date, we have nearly tripled last year’s collection use. Librarians have taught more than 3,000 students in over 140 classes this fall. Employees have navigated almost 900 inquiries with peek question time on weekdays from 10–1p.m.
 - » At the annual CapU Street Party, the library team asked students to share a motivational song that gets them hyped for September. The link below provides the curated list if you are interested in “hearing” what motivates students. [Download the playlist](#)

ACADEMIC INITIATIVES & PLANNING

- » AIP presented its Spring Program Development Bulletin to Academic Leadership Council at the February 27, 2023 meeting. The bulletin provides a high-level summary of academic development and can be found under “Program Development” on the Academic Initiatives & Planning *Frontlines* page ([linked here](#)).
- » The second cycle of centrally-supported academic unit review will be launched in the 2023–24 academic year. The Academic Unit Review: 7-Year Schedule was presented to Senate at the March 7, 2023 meeting ([agenda linked here](#) – see page 14).
- » On February 14, SAPPRC approved the completed cyclical academic program reviews for two areas: Motion Picture Arts and Documentary and Indigenous Digital Filmmaking.

WORK-INTEGRATED LEARNING

- » In honor of Work-Integrated Learning (WIL) national month, the CapU WIL team Mohna Baichoo, Lara Duke and Nancy Wang want to thank and celebrate all WIL enthusiasts: faculty, students, community partners, and municipal, provincial and federal government organizations and ACEWIL BC Yukon and CEWIL Canada, a Happy WIL month and a big thank you for your support.
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March, 2023
#WILinternational
NATIONAL CO-OP & WIL MONTH
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CANADA
- » CapU WIL Co-Lab is pleased to announce that [COAST Performance Rehabilitation](#) (COAST) is the inaugural recipient of the Work-Integrated Learning (WIL) Partner of the Year award. The award recognizes an organization for its outstanding commitment in supporting WIL at CapU in 2022. In addition, this nominee was put forth for the [ACE-WIL Industry Partner of the Year](#) and earned honorable mention at the provincial level.

- » Résumé Speed Dating event: On Feb 28, 2023, in collaboration with the School of Business, WIL Co-Lab cohosted a résumé speed dating event, open to all CapU students. Despite the extreme weather conditions, 11 employers and 40+ students participated in the event. Pictured: A full-house featuring Career Contacts, Pan Pacific Whistler, CIBC, CapU HR, CapU Career Development Center, WestCoast Sitters, Smythe CPA, BlueShore Financial, Parq Vancouver, Sherwin Williams and Gray Line WestCoast Sightseeing. [Watch event recap](#)



- » GrowthHub generated about 70 WIL student experiences in spring 2023. Courses (faculty) included: CMNS 354 (Sue Dritmanis), CHIN 100 (Tong Chow), IBUS 255 (Bettina Boyle), BADM 329 (Enrique Arce Gonzalez) and TOUR 307 (Roy Jantzen). The community partners involved: Allego Global, Deep Cove Kayak, North Shore News and North Vancouver Chamber of Commerce. [Read news release from GrowthHub](#). Pictured: CHIN 100 meeting the CEO of North Vancouver Chamber of Commerce on Zoom.



TEACHING & LEARNING

- » Two new hires joined the Centre for Teaching Excellence (CTE) recently. Marina Tourlakis, PhD, has joined us as an educational developer from March 1–April 30; supporting the Teaching Excellence Awards and Symposium planning. Yi Cui, PhD, joined us April 1 as an educational developer and is conducting consultations, facilitating workshops and supporting deeper connections with faculties.
- » The director, teaching and learning hosted two webinars focused on the impacts of ChatGPT on teaching and learning: “ChatGPT—Friend or foe?” on February 10 and “Reimagining assessment in the era of ChatGPT” on February 24. Events were well attended and featured rich discussions.
- » Support for the transition of eLearn to Moodle 4.1 has kicked off! In addition to hosting weekly drop-in sessions, the educational technology specialists have had over 150 individual consultations and updated the “Intro to eLearn” asynchronous course for faculty.
- » Recent workshops offered within departments from the CTE included: teaching approaches for ECON 100, COIL lesson planning, microaggressions and trigger warnings, collaborative design of reflective activities, ChatGPT assessment alternatives and student resilience and faculty support for health and well-being. The CTE also facilitated assessment and evaluation of learning as one of the offerings in the [Certificate in University Teaching and Learning](#).

Strategies for Adapting to Moodle 4.1
On May 1, 2023, Capilano University will be updating its elearn msite including improved accessibility standards. Here is a quick oriento



CREATIVE ACTIVITY, RESEARCH & SCHOLARSHIP

- » The inaugural CARS Faculty Section Allocation Competition has awarded the following faculty with section allocations for the 2023–24 academic year to support their CARS research. From left to right:



- Annabella Cant—Imaginative Education

- Bhuvinder Vaid—How Faculty Successfully Utilize Analogous Stories
 - Jennifer Fitzgerald—Using Artificial Intelligence 7 Chat Bots to Support Student Success
 - Bruno Tomberli—Developing Quantum Computing Expertise, Contacts and Reputation
 - Kym Stewart—Imaginative Education
- » Congratulations to Sylvia Kind, faculty from Early Childhood Care and Education, and recipient of two CARS Unified Grants, on her exhibit “More than the mark: the choreographies and generousities of young children’s drawing”. The exhibit at CapU Lonsdale makes visible children’s drawings as an interactive choreography of sounds, rhythms, movements, materials, gestures, marks, generousities, hospitalities, synchronicities and relationalities. Next, the exhibit will be on display at York University during the Canadian Society for the Study of Education Conference as part of the Canadian Association for Research in Early Childhood programming.



FINANCE & ADMINISTRATION

FINANCIAL SERVICES

- » Financial services was busy with fiscal year-end and preparations for the financial statement audit. A new organizational structure is under review for finance, with two directors supporting the team (director, financial planning and analysis and director, financial operations).
- » Following the board’s approval of the fiscal 2023/24 operating and capital budget on February 28, finance has started the process for re-imagining the budget which links strategic planning to budgeting.

CORPORATE SERVICES

- » Corporate services has expanded its reach to the communities we serve by launching a new set of [Room Booking & Facilities Rental webpages](#). These pages provide external organizations with more information about rentable meeting spaces at CapU that can be used for activities that foster community engagement.

FACILITIES SERVICES & CAMPUS PLANNING

- » In March, we welcomed Kenny Fung back to the University in the newly created director, planning and projects role. Previously, Kenny worked with the CapU planning and projects team as the manager, project management office (2018–2020) and associate director, planning and projects (2020–2022). Kenny will oversee the facilities project management team, managing renovations, renewals and modernization of buildings and infrastructure. In addition, he will develop University partnerships and, aligning with *Envisioning 2030* and *Illuminating 2030*, lead the campus planning team to support the campus’s strategic development.

SAFETY & EMERGENCY SERVICES

- » In February, the University participated in Exercise Coastal Response—a province-wide earthquake exercise. This included an internal exercise exploring operational readiness and exercises with the Ministry of Post-Secondary Education and Future Skills and the North Shore Emergency Management office.
- » On behalf of safety & emergency services, the University released a Request for Proposal to upgrade and integrate our Incident Management Communications System. We expect to identify the successful proponent in April. We currently use a combination of tools, including CapU Safe.

- » Safety & emergency services has been invited to participate in a monthly provincial committee on student/staff/faculty safety, chaired by the Ministry of Post-Secondary Education and Future Skills, along with UBC, SFU, UVic, VCC, BCIT and KPU.

INFORMATION TECHNOLOGY SERVICES

- » After several months of extensive testing and consultation with CapU communities, the cybersecurity team, successfully developed the University's first password policy. This new policy is intended to strengthen the security and protection of user accounts and sensitive data from potential cybersecurity threats related to passwords attacks. The policy requires users to create longer and more complex passwords, while also banning the use of compromised or simple passwords. By implementing this policy, the University is taking significant steps towards enhancing its digital infrastructure security.
- » Cybersecurity awareness training was rolled out, as part of the onboarding process for new and existing employees. The automated process ensured that the required cybersecurity training gave employees the necessary skills and knowledge to identify and prevent potential cybersecurity threats in their day-to-day work. The cybersecurity team continues to work closely with HR and other departments to provide ongoing cybersecurity education and training to ensure that employees remain vigilant against evolving cyber threats.
- » Ellucian Degree Works for students, myCapMap within CapU, successfully went live on February 6. Degree Works is a comprehensive academic advising, transfer articulation and degree audit solution that helps students and their advisors successfully navigate curriculum requirements. Over 260+ students logged in on the day it was launched!

POLICY, PRIVACY & GOVERNANCE

- » Corporate services continues to streamline and enhance the policy development, review and approval process and to update policies that have become out of date. In this period, five new policies were developed and approved, five updated and one rescinded. A further 16 policies are in the final review and approval stages (note these include both those just approved at board committee and those going to the next SLC).
- » Work to refresh and deepen the University's approach to risk management continues with the new Risk Framework, Policy and Criteria created and approved. The next step for the risk program is to conduct risk identification and evaluation to build an enhanced register of the key risks facing the University.

PEOPLE, CULTURE & DIVERSITY

HUMAN RESOURCES

- » In March, the New Employee Onboarding (SharePoint) site was launched. This site connects new employees to CapU before their first day and gives them direct access to learn more about the culture, their total rewards package, campus operations, health and safety, mandatory trainings, policies and more. The site will eventually automate many of the forms that currently need signing off by new employees.
- » Engagement & well-being programming in this period included three financial health workshops (18 participants), the month-long Love Your Heart campaign (88 participants) and two therapeutic yoga sessions.

- » On February 14, CapU was recognized as one of BC's Top Employers for the fifth consecutive year.
- » In February and March, using employee and leadership feedback from World Café sessions in 2022 and the Employee Engagement Survey in 2023, the first draft of the People Plan was circulated to members of the executive and Senior Leadership Council. Fruitful discussions followed that will inform updates before turning a draft over to all employees for further feedback. More details and timelines will be announced on *Frontlines* as the process unfolds.
- » Talent acquisition updated its recruitment process, including automating some administrative tasks through upgrading the applicant tracking system and streamlining the workflow to allow greater transparency and collaboration with hiring managers. This update was supported with four online workshops. The team continues to focus on strategic priorities, including generating top-quality talent pipeline for open positions.
- » Talent Acquisition attended career fairs throughout Metro Vancouver to promote CapU as an employer of choice, including fairs at UBC, BCIT, WorkBC Diverse Abilities, Pacific Career Fair and Lynn Valley Career Fair.
- » Talent Acquisition has been using LinkedIn Recruiter to promote CapU as an employer of choice and to highlight key open roles. After a year of use, we have gained 5,684 followers, doubled LinkedIn user engagement and increased the number of applicants that come through LinkedIn from 14 per cent to 25 per cent. We have hired 24 employees through LinkedIn in the past year—and we intend to deepen our use in the coming year to actively build the best employee community for CapU.
- » In March, an updated performance appraisal form was circulated for admin and exempt employees at. This form was the first step in updating the performance appraisal program with the intention to launch for all non-faculty employees for the August review cycle.
- » The learning & development team facilitated DiSC—Creating our Common Language workshop for the executive team at the February executive retreat. The Everything DiSC profile and system will create the foundation for a common language at CapU that we can leverage to drive our culture to achieving *E2030* goals. The workshop focused on identified DiSC style, workplace priorities and valuable emotional intelligence insights that allow the participants to discover an agile approach to workplace interactions.
- » The learning & development and employee experience team facilitated the first session of the Manager Learning Series on March 28, 2023. In this full day workshop, managers learned DiSC in the morning and an overview of labour relations in the afternoon.
- » Workshops were held over the quarter focused on improving the CapU candidate experience. The talent acquisition and learning & development teams hosted two online workshops of *Recruitment Best Practices: Hiring Top Talent*, and also co-hosted with communications two workshops for employees on *How to Become a LinkedIn Superstar*.
- » The employee experience team hosted six sessions of faculty process training for coordinators focused on the topics: regularization, evaluation and search hire.
- » On March 30, Kartik Bharadwa, vice-president, people, culture & diversity, and Erin McFadden, manager, learning & development, facilitated *Project Management: A Leader's Role* at the Leadership Forum attended by administrators.

COLLECTIVE BARGAINING

- » MoveUP: The bargaining committees met on February 2, 2023. This was the last meeting between the parties. On March 21, MoveUP held strike vote and the majority was in favour. Since then, the University received confirmation that the year 2 general wage increase will attract the maximum of the range the University tabled per the Cost-of-Living Adjustment (COLA). This means that the total increase for year 2 is 6.75 per cent. The University provided a revised settlement offer to MoveUP on April 5, 2023, reflecting this general wage increase. To move the bargaining process forward, on April 6, 2023, the University filed for mediation under the Labour Relations Board. Often a third-party mediator can assist parties in resolving settlement obstacles. A mediator has been appointed and meeting dates will be arranged.
- » Capilano Faculty Association (CFA): Negotiations for renewal of the faculty collective agreement commenced on January 30, 2023. The parties met again on January 31, February 2 and 23, March 6, 9 and 27.

STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » Year 2 year-end accountability submissions were due on April 11. Similar to previous years, senior leaders were asked to report progress around their respective areas of focus and actions planned for the goals that were not achieved. The integrated planning team will review submissions and prepare an end-year summary of progress highlights.
- » The integrated planning team is actively working on the development of a refined process and templates for the next planning cycle with a three-year scope. Feedback was requested from senior leaders to better understand planning needs and preferences in order to make the process effective and useful.

ENVISIONING 2030

- » Work was done with the executive team to review the *Envisioning 2030* goals and priorities for years four to six. This work included some analysis to ensure continuity and alignment with the *Envisioning 2030* goals and priorities for years one to three. Related progress tracker was populated and updated accordingly.

STRATEGY, ANALYTICS & INSTITUTIONAL RESEARCH AND CONTINUING STUDIES

- » The team kicked off a risk mitigation project to document and streamline the Central Data Warehouse (CDW) ETL and FTE reporting process. This is a critical process that forms part of our ministry reporting requirements. Members of the institutional research team worked with external consultants to understand the process in detail in order to leverage modern technologies for near real-time FTE calculations. This also serves as an opportunity to cross-train members of the team for this process.
- » We have been closely collaborating with members of the AIP team to design and create a set of dashboards in preparation for Review 2.0. The goal is to agree on a subset of KPIs (key performance indicators) that's relevant for the annual snapshot and create a set of dashboards to make this information accessible and interpretable.
- » The ministry released the 2022/23 Accountability Framework Standards and Guidelines Manual on February 21, 2023. The team has been aligning the relevant integrated planning details to this updated

manual and have been reaching out to key SLC members for further clarification. This year's final IAPR submission deadline is July 14, 2023.

- » A process is underway to review the continuing studies unit which includes two major streams: operations and strategy. The operations stream includes an identification of key processes and a documentation of its current state. The strategy stream includes an upskilling and reskilling labour market needs assessment and an outline of seven key factors for consideration when defining future strategies.

INTERNATIONAL

- » The Summer 2023 international intake is the highest on record with just under 1,000 students currently registered in courses. While this is positive, we also need to adapt to a 12-month campus operation to meet demand and provide the quality resources and teaching experience that is expected of the University.
- » A key objective, from a recruitment perspective, is to achieve a more diverse international student population. Strategies to accomplish this include developing new country markets and rebuilding markets heavily impacted by the pandemic, assigning regional representatives to key market areas, and developing partnerships with institutions in high potential market areas for program articulation to selected degree programs. Notable activities include the first serious effort to develop Africa markets such as Kenya, Nigeria, Rwanda and Ghana. Cristian Cano visited several countries, signed up key agencies and will be actively pursuing further market development in the coming year. Jesse Yang was also in China for the first time in three years.
- » Partnership development is a priority activity for building global engagement and fulfilling the goal of the Internationalization Plan and helping to create sustainable international registration for our degree programs. We currently have over 20 partnership initiatives at various stages of completion underway in Vietnam, the Philippines, Indonesia, Malaysia and India.
- » As reported in the last board report, President Paul Dangerfield accompanied AVP, Chris Bottrill to the Philippines, Indonesia and Malaysia to secure and advance partnerships with over eight institutions in these countries. This was an exceptionally fruitful trip resulting in three MOU's and the foundation to generate several agreements with other institutions. Two faculty leaders, Tammy Towill, chair of business, and Julia Black, coordinator for early childhood education, then accompanied Chris back to Vietnam and the Philippines to advance the partnerships with Universidad de Dagupan, Far Eastern University, West Visayas Normal University, Marianos Marcos State University in the Philippines and two universities in Vietnam. This combination of senior leadership and faculty collaboration has been extremely effective in advancing these important relationships.
- » In February, President Dangerfield, VP University Relations Jennifer Ingham and Chris Bottrill attended the Universities Canada 'Canada-in-Asia' Alumni event in Singapore. With the assistance of the alumni relations office, around 20 notable alumni from the region were able to attend the event. While these alumni were from several programs, the Asia Pacific Management Cooperative Program (APMCP) alumni constituted the largest number of alumni at the event. Past faculty and program leader, Scott McLeod remains the center-point of this strong and vibrant community. It was extremely gratifying and humbling to see the exceptional accomplishments of our alumni and the high esteem in which they continue to hold CapU and the experience that they had in our programs.

STUDENT SUCCESS

ATHLETICS & RECREATION

- » For the first time since 2003, the Capilano Blues men's basketball team are provincial champions of the PACWEST. The Blues downed the #1 seed Vancouver Island University (VIU) Mariners 98-95 on March 5 to claim the program's first provincial crown in 20 years and their third in history. They also defeated the Okanagan College Coyotes and Camosun College Chargers to their victory.
- » Women's basketball led the league during the regular season defeating the eventual national champions in two out of three meetings and won a silver medal at the PACWEST Provincial basketball Championships.
- » Blues volleyball welcomed a new head coach to the men's team in Darrin Moreira, while Rob Gowe returned for his fourth season with the women's team. Both teams feature young rosters looking to build upon the 2021–22 season post-pandemic. They narrowly missed out on playoffs despite finding some rhythm late in the season and look to improve upon that momentum going into the 2023–24 season.
- » During the month of March, CapU Rec successfully offered a variety of in-person fitness classes for CapU students and employees. CapU Rec turned room BR210 into a small intimate studio space where participants felt safe and comfortable to explore new fitness classes. The most popular was Pilates Fusion.
- » In conjunction with the Library de-Stress Week, CapU Rec will set up a booth to promote physical activity and other activities to decrease stress and anxiety.
- » The education campaign has begun for the pilot of a "women's only" time. The time in the weight room will provide an inclusive, safe space for women or those who identify as women to come and use the space. The goal is to create an environment where participants feel empowered and can experience the joy of movement.
- » CapU Rec introduced a "quiet time" in the weight room starting the week of March 13–17 to align with Neurodiversity Celebration Week. The "quiet time" involves the music in the weight room being turned off and our weight room attendant staff facilitating a quiet environment with the members. The weight room will remain open to all CapU Rec members. Creating this time in the weight room ensures CapU Rec is creating an inclusive space and addresses a critical barrier impacting people who are neurodivergent.

CAREER DEVELOPMENT CENTRE

- » We hired three new student career ambassadors for the summer: Ashley Kim, Acting for Stage and Screen program, Aylin Polo Calderon, Bachelor of Communication Studies program and Ishita Sharda, BBA program. We are looking forward to working with them over the summer term.
- » Our team and career ambassadors (CA) engaged with 85 students by introducing the CDC in classes, in the Out and About campaign and hosting two professional portrait photo booth events, generating almost 70 photos for students.
- » To connect students with community partners and provide them with meaningful experiences to learn more about potential careers and to develop networking skills, the CDC's Anna Kuziakina, employer engagement and experiential learning facilitator, worked tirelessly to organize the following events:

- **2D/3D Animation Industry Days:** The students listened and asked questions about the different career pathways from six organizations: SkyBox Labs, IGG, EA, Icon Creative, East Side Games, and Bardel.
- **Artona Group Office Tour:** Six CapU business and tourism students learned more about Artona's family business history and the photography manufacturing process and visited the professional studio camera room, art printing and production facility.
- **Link Up: Explore with the Deans:** On February 10, seven CapU students successfully applied to attend the BC Export Awards with Anna and Ramin Shadmehr, Dean, Faculty of Fine & Applied Arts. Students networked with the Minister of Jobs, Economic Development and Innovation, Honourable Brenda Bailey, and other government officials. On March 6, 2023, WORTH Association hosted women from recreation, tourism and hospitality for an evening of networking and an inspiring panel discussion. Ten successful CapU Tourism Management students attended the event with Lara Duke, dean, Faculty of Global & Community Studies and Joanna Jagger, School of Tourism Management instructor.
- **Virtual Pacific Career Fair:** Anna collaborated with Douglas College, Vancouver Community College and the University of the Fraser Valley to organize the third Virtual Pacific Career Fair on March 2. The fair welcomed 40 organizations and 353 students attended, with 42 from CapU.
- **Tourism Hiring Fair:** In collaboration with the Career Development Centre, Anna worked with the School of Tourism Management and Outdoor Recreation to host another in-person Tourism Hiring Fair on March 23. The Birch cafeteria was bustling with energy as 164 students mingled and interacted with 44 representatives from 20 different organizations.



- » The CDC hosted two information sessions with Isempower and KPMG for 22 students. Isempower's internship project to provide international students with internships included 89 CapU students who applied.
- » The CDC collaborated with Christy Dodds, School of Tourism Management, co-operative education coordinator and instructor for the Business Etiquette Workshop: Manners do matter! Tourism consultant Tim Ellison, general manager at The Vancouver Club, delivered an interactive approach to better understanding the subtle—and not-so-subtle—rules surrounding business etiquette in our global business world to 18 students.
- » Our two career development advisors supported 333 students through one-on-one virtual and in-person appointments. They facilitated 40 workshops on various career development topics to 572 students, including 34 class workshops for the faculties of Business & Professional Studies, Arts & Sciences and Global & Community Studies.

COUNSELLING & LEARNING SUPPORT

- » The team welcomed Noemi Fifield (she/her) as a new counsellor to the team.
- » Counselling services provided input to consultant Tanya Miller on the draft of the mental health action plan. In addition, the team completed two trainings: the first on collaborative teams offered by Victoria Reynolds, and the second a refresher on responding to disclosures of sexual violence presented by student affairs.

Indigenous Counsellor Riel Dupuis-Rossi presented to the Vietnam Field School cohort on Indigenous protocols around cultural safety and humility, in the context of international travel.

- » From February 1, 2023–April 3, 2023, 343 counselling appointments were attended (among them, 88 were drop-in/same day appointments). Top personal concerns raised were anxiety, depression, relationships, trauma and family. Top academic concerns included academic difficulties, attention difficulties, procrastination and time management, motivation and goal setting and stress management.
- » During reading break, our learning strategist launched the first iteration of a student success program geared towards supporting students on academic alert and academic probation, as well as those currently required to withdraw from the university due to poor academic standing. This event saw students from diverse programs finding support in both understanding academic standing (with thanks to Rosie Anza-Burgess and Maria Shalamov, academic advisors) and in developing ways to improve how they approach their learning at CapU (led by Adam Vincent, learning strategist).
- » Further, learning support services began trailing drop-in learning strategies sessions in the Library Building. This mode is meant to give students an additional way to access our services. While uptake has been slow, with students continuing to prefer one-to-one online appointments, the interactions have been positive and promising.

STUDENT AFFAIRS

- » As part of ongoing efforts to increase food security support for CapU students, the Office of Student Affairs and the Capilano Students' Union collaborated to offer pop-up produce events where students can access a variety of free produce and other non-perishable food items to support their nutritional needs. This offering will be a weekly occurrence and is sustained through partnerships with the Greater Vancouver Food Bank and other local food distributors.
- » The Canadian Campus Well-being Survey (CCWS) was launched by student affairs on February 13, 2023, and closed on March 12, 2023. The CCWS survey is an opportunity to collect feedback from students to monitor our progress in implementing our goals and values to centre well-being at CapU. The data collected will help shape programs, services and initiatives. The survey launch was very successful; 7,060 students were invited to take the survey, of which 838 students started the survey and 663 students completed the survey, which demonstrates a 9.4 per cent response rate. In 2021, when we initially launched the CCWS, the response rate was 2.5 per cent, which highlights a huge increase in survey participation. A report on key findings of the data will be released in the summer.

STUDENT HOUSING SERVICES

- » Housing remains a vital aspect of students' experiences at CapU, providing a safe and secure space for them to live, learn and grow. The team continues to ensure that all our residents have access to the resources they need to have a positive experience in housing, and we are proud to say that our efforts are making a difference. With over 90 events done this term, we collaborated with on-campus partners (student affairs, athletics, CSU, CIE) and off-campus partners (Whitecaps, Deep cove). The diversity of these events speaks to the diversity of students present in the community.



- » The summer 2023 application process opened on February 1, and we have received 118 applicants to date. This represents a 145 per cent increase from our previous best numbers at this time of the application cycle. Offering monthly contracts during the summer term continues to increase, as this model benefits students and allows them to enrol in specialized courses offered at CapU during the summer term.
- » As a priority, we are focusing on providing housing for CapU students during the first half of summer (May and June). This means we will not be accommodating any summer conferencing during this period. However, during the second half of summer (July and August), we will be renting out most of the bedrooms in Cypress and Seymour buildings to summer conference groups. The revenue generated from these external groups will help cover fixed costs over the summer.

REGISTRAR'S OFFICE

- » We are very pleased to announce that Sarah Bercic is the new assistant registrar, scheduling. Sarah brings with her to the role a wealth of experience and extensive knowledge of course scheduling. Sarah will be leading the scheduling team through each term's course scheduling cycle, as well as the implementation of new technologies to help make processes more efficient and student-centered. Sarah commenced her new role on March 13.

- » As we approach the Summer term, the academic advising team is busy providing their services to new and returning students. The team recently offered four course planning workshops to 335 new students, ensuring they are oriented to our registration system, online information and tools.
- » On February 22 at CapU Lonsdale, a joint professional development session was held with the registrar's office, student financial accounts, alumni services and career development. The all-day session focused on the learner experience at CapU, with activities looking at what our current state is, how we can improve the student experience and how these teams can work together in a more integrated way. With over 70 CapU employees taking part, the day was a great success—full of learning, insight and laughter. A big thank you goes out to Jorge Ocegüera for facilitating the session.



FINANCIAL AID & AWARDS

- » For the Spring 2023 term, the financial aid & awards team had a successful scholarships, bursaries and awards cycle. Overall, \$711,000 was awarded to over 400 CapU students.
- » The Youth Future Education Fund is a provincial program that financially supports students who were previously youth in care. This term we provided \$6000 to five eligible CapU students. This program is critical in ensuring adequate access to post-secondary education and overall success.

RECRUITMENT & ADMISSIONS

- » Student recruitment and admissions completed the CapU Conversion Event, previously known as Experience CapU. The event allowed prospective students to meet virtually with an admission facilitator and helped them complete their application to CapU. We had 150 virtual appointments over four evenings and had positive feedback from students and parents. Thank you to the admission facilitators and recruiters who supported this event and contributed to a positive student experience.
- » Application numbers for the Fall 2023 term continue to trend upward as the recruitment team made significant efforts to attend in-person fairs and independent school visits to generate more leads. The admissions team is working hard to ensure that both open and cohort-based applicants receive offers in a timely manner. At this time, we have 12 per cent more admitted students for fall than we did this time last year. With the increased number of students with offers to date, we hope this will result in more domestic students on campus in Fall 2023.

REGISTRATION & STUDENT INFORMATION SERVICES

- » Course registration for the Summer 2023 term opened on March 6, with a significant increase in students getting into their required courses, compared to last year. The team in student information services has been busy fielding calls, emails and in-person inquiries as students navigate the courses registration and waitlisting process. Given demand for courses, we anticipate a very successful Summer term.

UNIVERSITY RELATIONS

University relations includes the departments of communications, government relations & community engagement, marketing & digital experience, philanthropy & alumni relations and university events. University relations' goals are to: enhance the University's reputation, develop positive relationships and secure resources to support University priorities.

COMMUNICATIONS

- » The team led communications for several initiatives such as Black History Month (including a [joint video statement](#) (pictured on right) from CapU, Capilano Students' Union, Capilano Faculty Association and MoveUP), events such as Let's Talk Innovation, well-being events, LinkedIn training with the human resources team, and information-sharing from safety and emergency management.



- » With the February 2023 *President's Report to the Board*, changes were implemented to increase awareness and readership of the report. The increased promotion and sharing resulted in a 144 per cent increase in unique views over a four-month period compared to the entire 11 months beforehand. The February 2023 report had 56 per cent more downloads than the February 2022 report.

- » The latest [President's Letter](#) was released in March, highlighting President Paul Dangerfield's perspectives on the role of artificial intelligence and machine learning in higher education, with comments from Brit Paris, director of teaching & learning, and Laureen Styles, vice-president, academic & provost. *The Letter* led to follow-up media inquiries and requests for interviews with the president.

- » Communications shared several stories internally and externally, including: [Capilano University launches Assistant Director program for Indigenous filmmakers](#), [When a costume isn't a costume](#) (picture at right) and [Capilano University named one of B.C.'s Top Employers for 2023](#).



Carmen Thompson and Doreen Manuel stand with regalia they introduced to students in CapU's Costuming for Stage and Screen program

- » During a late-season snow storm, communications worked closely with the safety and emergency management team to ensure the University community received regular updates and notices about campus closures and re-openings. The CapU Safe App was downloaded by almost 350 new subscribers during this period.

GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

- » Vice-president, University Relations, Jennifer Ingham, presented to mayor and council of the District of North Vancouver on January 31, 2023 at a public hearing regarding the proposed redevelopment of 1310 Monashee Drive, a property directly adjacent to main campus. Ingham spoke on behalf of the University to express support for the proposal led by Darwin Construction Ltd., which would add more housing options for CapU students and employees close to campus.

- On February 27, the District of North Vancouver approved the proposal by Darwin Construction Ltd. to build 315 housing units at 1310 Monashee Drive, adjacent to the main campus. In the proposal, 126 of the 315 rental units will be guaranteed for university students and employees.
- » CapU's VP University Relations Jennifer Ingham, Communications Director Pamela Findling, and Senior Advisor, Public Affairs Linda Munro held a planning session on February 13 with government relations consultants from Global Public Affairs to update and refine the university's government relations strategic focus and activities.

MARKETING & DIGITAL EXPERIENCE (MDX)

- » MDX completed several key campaign initiatives. To wrap up the 2022–23 Bring It brand and recruitment campaign, MDX developed an additional out-of-home strategy from February to March. The team also launched targeted transit shelter placements close to East Vancouver high schools and extended SkyTrain placements at malls throughout Metro Vancouver. Finally, we added vibrant ads on the sides of buses throughout Burnaby, Vancouver and North Vancouver. Total impressions for these out-of-home campaigns from February to late March are more than 30 million (and counting); CapU TV commercials that appeared on *Global BC News* in January also garnered 1.46 million impressions, putting CapU in front of the parent and mature student markets.



- » During this period, the Capsule team published nine stories, including [Equitable Access for All](#), which featured two students who can successfully pursue their education with the support of CapU's Accessibility Services. Other features include [Harvesting Rainwater in Your Backyard](#), a story on the winning team at CityStudio North Vancouver HUBBUB, which came up with a creative solution for dealing with droughts, and an interview with [Susan Romeo Gilbert](#), project lead behind the successful Black History Month at CapU.
- » We are now featuring a regular reading list on Capsule, curated by staff in the Library. The list recommends books relevant to what may be happening at the University, locally or globally. The first feature, published in February, was for Recommended Reads for Black History Month and the second for Transgender Day of Visibility.



- » Our visual media specialist updated program-specific images for the University's digital asset management system, MediaValet, including developing new images for [MOPA](#), Costuming and [Kinesiology](#).



- » MDX is supporting communications with promotion of the CFA's Change Education Series. Our work began with the events and activities for Black History Month and will continue through Asian Heritage Month and Women's History Month. We created graphics for social media and email newsletters and photographed many of the events.



- » In March, MDX completed promotional videos for the [Interdisciplinary Studies](#), Motion Picture Arts and Legal Studies degrees. Produced in collaboration with faculty and our film production partner, Georgia Street Media, the videos feature interviews with faculty, students and graduates and give viewers a sense of what it's like to be a student at CapU. The full-length versions will be added to program web pages and two 15-second versions will be used in digital advertising and social media.



PHILANTHROPY & ALUMNI RELATIONS

- » Chancellor Yuri Fulmer hosted the annual Chancellor's Dinner in late January and an exceptional \$170,000 was raised to support CapU students struggling with food security. Students in emergency situations will now be able to apply through the Eat Care Share Fund with the financial aid office. The 96 guests were treated to a culinary journey through wine-paired courses, thanks to a generous donation from Mission Hill Family Estate. The event was emceed by CBC radio broadcaster Grant Lawrence and held at CapU Lonsdale.



Honorable Mayor Linda Buchanan and
Chancellor Yuri Fulmer, OBC

- » The philanthropy & alumni relations team (pictured right) attended the annual CASE Conference (Council for the Advancement and Support of Education) in February. Sessions focused on alumni relations, fundraising, marketing and communications. The team was able to build and strengthen team connection, explore best practices and build networks with peers at universities across Canada and the USA.



- » Two generous endowments have been established to assist CapU students in perpetuity:

- The Tom and Lydia Haythorne Award for Music Therapy was generously established by retired faculty member Marion Haythorne and John Haythorne, in honour of John's parents, with a \$50,000 principal gift.
- The Bob Crone Motion Picture Memorial Award was generously established by Vi Crone in memory of her late husband, with a \$100,000 principal investment. Bob was a pioneer in Canadian film and carries on his legacy of furthering Canadian film through supporting CapU students as the next generation of Canadian filmmakers.



- » Four new annual awards were created during this reporting period. These awards represent \$12,000 to support students over the next three years:
 - Harper Grey LLP Legal Assistant Equity Award
 - Harper Grey LLP Paralegal Degree Equity Award
 - Harper Grey LLP Paralegal Diploma Award
 - Stewart Title Real Estate Law Award

- » CapU is proud to be part of Neptune Bulk Terminals' Community Partner Strategy. With a longstanding commitment to supporting CapU and other North Shore organizations, Neptune is actively contributing to a strong and healthy community. Neptune made their 2023 sponsorship commitment to the University to help support the Alumni Awards of Excellence, University One culture teachings and the Paul & Catherine Dangerfield Women's Bursary through the We Believe Breakfast.



- » PH&N Institutional supported the CapU Marketing Association with a \$2,500 sponsorship to support the team to present at the 2023 American Marketing Association International Collegiate Conference in New Orleans at the end of March. (Pictured right: Students at the North American Marketing Association International Collegiate Conference.



- » On Valentine’s Day we showed how much we appreciate our donors with an email communication and full-page spread in the North Shore News, featuring our end-of-year report. The Foundation Community Report provides an overview of annual foundation information and statistics, current fundraising priorities, and highlights from some of our most influential donors.



ALUMNI RELATIONS

- » In February, Paul Dangerfield, Jennifer Ingham and Chris Bottrill attended the Canada-in-Asia 2023 conference in Singapore for alumni, organized by Universities Canada and the Asia Pacific Foundation. A delegation of 23 CapU alumni joined the conference and attended a welcome reception hosted by CapU, and organized by Brittany Haavaldsrud in alumni relations. Alumni were able to connect, hear about *Envisioning 2030*, the international plan, and share their insights on how the University could work with alumni in the region. The conference highlights included federal ministers, including Minister of Trade Mary Ng who shared the federal government’s plan for Asia, and an opportunity to meet with Canadian ambassadors and high commissioners to support education and international efforts. Thank you to the alumni delegation for sharing their invaluable experiences. The conference was a tremendous opportunity for Canada and CapU to engage with purpose in Asia.



- » The Capilano University Alumni Association awarded a grant of \$1,000 to ShEvalesco through the Community Sponsorship Program providing funding to CapU alumni affiliated non-profits that serve the community. ShEvalesco’s mission is to empower female-identified youth with knowledge, strategies and tools required to confidently navigate life after secondary education. ShEvalesco used the funds to support the “I Care for ME” program with a goal of reaching 500 youths. The program exceeded expectations with 4,158 signups and 1,249 program completions.



UNIVERSITY CAPITAL CAMPAIGNS

- » To date, \$5,655,194 has been raised through the Centre for Childhood Studies’ (CCS) capital campaign. In February 2023, [a live feed video](#) of the building’s construction was made available, and the link to view this exciting process was shared on *Frontlines* and social media. The campaign continued its stewardship phase with an exciting design for the fencing surrounding the construction site of the Centre. The names of

campaign donors and artwork created by the children of the CapU Childcare Centre were incorporated into the design, creating a fun and colorful announcement that construction on this important project has begun!



UNIVERSITY EVENTS & CEREMONIES

- » On February 2, the events team, in partnership with the president's office facilitated the biannual President's Perspective in CapU's Bosa Centre for Film and Animation. The topic for this presentation was *Life Enhancing Experiences for Learners and Employees at CapU*. The presentation highlighted feedback from the University community and discussion around how CapU can improve the experiences of learners and employees and continue to advance *Envisioning 2030* goals. The event was well attended both in person and online and invited varied discussion and constructive ideas from CapU employees across all departments.



Employees attending the President's Perspective in February

- » The university events team attended the annual NAACO (North American Association of Commencement Officers) Conference on February 7, 8 and 9 in Vancouver. The conference is a valuable opportunity for the team to connect with post-secondary institutions across North America and learn more about the protocols, planning and logistics that go into convocation ceremonies. This was an especially worthwhile conference this year for the relatively new members of the team to introduce themselves to the NAACO community and create opportunities to be involved in future conferences and regional meetings.

- » March was a flurry of activity behind the scenes, finalizing dates and times for the spring convocation ceremonies and launching the information on the convocation [webpage](#) for CapU grads to pencil in their calendars.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 7: Enrollment Report	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: May 2, 2023	
PRESENTER: Paul Dangerfield, President Toran Savjord, VP Strategic Planning, Assessment & Institutional Effectiveness	

PURPOSE

The purpose of this briefing note is to provide the Board of Governors an overview of enrollment including units of measurement and current trends.

MOTION

The following motion is proposed for the Board of Governors:

THAT the Board of Governors receive for information the Enrollment Report.

ENROLLMENT REPORT

Units of Measurement

There are 3 primary ways to measure and track enrolment: headcount, course registrations and full-time equivalents. These units of measurements are consistent for both domestic and international students.

Headcount – typically tracked at the term level for an academic year. One headcount is equivalent to one enrolled student. One enrolled student is a student who has either registered or withdrew from at least one credit-bearing course. For example, in a given term, a student in the Bachelor of Business Administration program taking 1 introduction to business course is equal to 1 headcount and a student in the Bachelor of Arts with a Major in Psychology program taking 3 first year (100-level) courses is also equal to 1 headcount.

Course Registrations – typically tracked at the term level for an academic year. One course registration is equivalent to one registered or withdrew seat. Withdrawals occur when a student chooses to drop a course after the add/drop period of a given semester. Building on the example above, in a given term, a student in the Bachelor of Business Administration program taking 1 introduction to business course is equal to 1 course registration and a student in the Bachelor of Arts with a Major in Psychology program taking 3 first year (100-level) courses is equal to 3 course registrations.

Full-Time Equivalent (FTE) – typically tracked at the year level for a fiscal year. The definitions and reporting standards for full-time equivalent (FTE) enrolment reporting are established by the Ministry of Post-Secondary Education and Future Skills. This approach provides consistent and standardized reporting across the public post-secondary sector. The methodology is based on the principle that each full-time student in a full-time program should generate 1.0 FTE over an academic year. The calculation divides the total number of credits or contact hours enrolled by a student in a fiscal year by a program divisor. The program divisor is the annual number of enrolled credits required in order to complete the program within the expected

timeframe. For example, for the Bachelor of Business Administration (BBA) program, the program divisor is 30 credits (120 total credits divided by 4 years). Therefore, a BBA student who enrolled in 24 credits (approximately 8 courses) in 1 fiscal year equate to 0.8 FTE.

Current Trends

Headcount: We experienced one of the largest intakes of new students this past Fall term (i.e., September 2022), primarily due to new international students. What’s encouraging to see is the continuous growth in Bachelor Degree headcounts for both domestic and international enrolments.

Fig 1. Fall Term Headcount, All Credential Types, AY 2013-2022

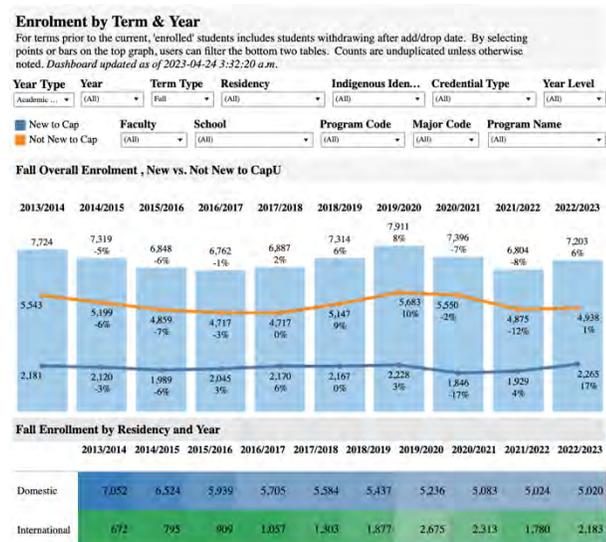
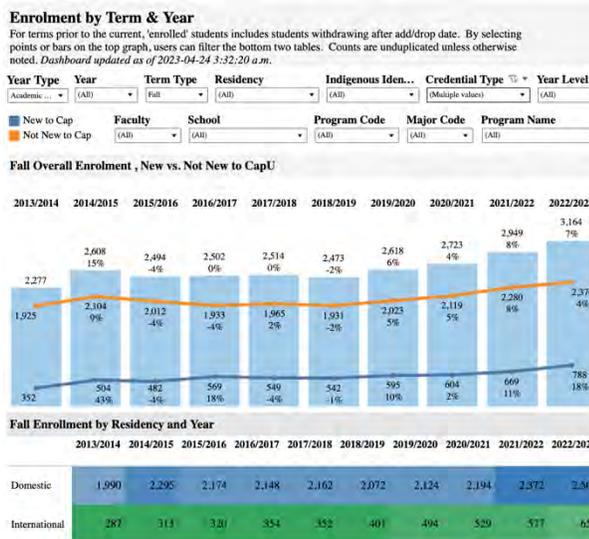
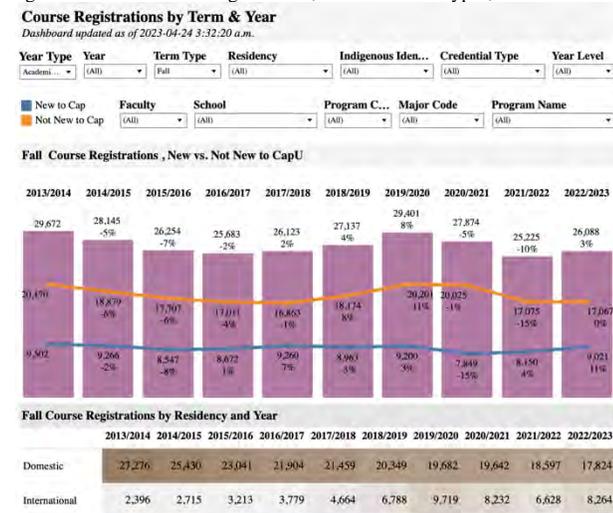


Fig 2. Fall Term Headcount, Bachelor’s Only, AY 2013-2022



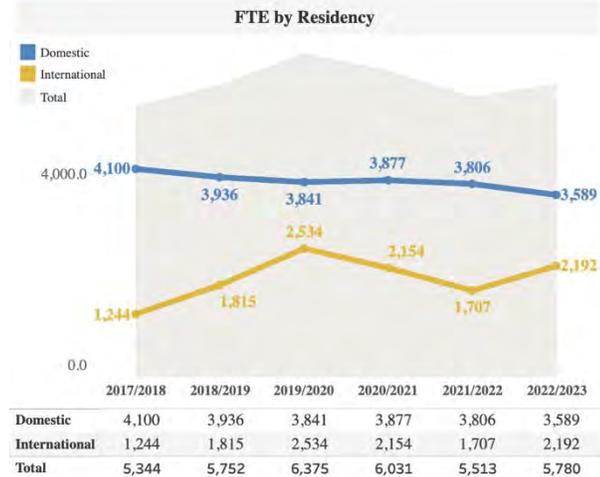
Course Registrations: We are noticing that on average, domestic students are taking a smaller number of courses compared to pre-pandemic levels. International students typically take on a higher course load than domestic students due to study visa requirements. A number of factors may be influencing the domestic lighter course load. One prominent factor that’s been echoed across the sector both provincially and nationally is related to the negative mental health impacts of the pandemic. Another factor may be due to the availability of courses.

Fig 3. Fall Term Course Registrations, All Credential Types, AY 2013-2022



Full-Time Equivalent (FTE): Although we saw a slight increase in domestic FTEs during the first year of the pandemic, we do not anticipate this trend to continue for this fiscal year. The decline in domestic FTEs have been reported by a number of smaller public post-secondary institutions across the sector. Three reported factors influencing this include the ability for domestic students to travel to other institutions (including out of country) post-pandemic, students choosing employment over education in a recovering labour market (especially for adult learners) and the previously referenced impact of the pandemic on their mental health resulting in a smaller course load.

Fig 4. Fiscal Year FTEs, All Credential Types, FY 2017 – 2022 (as of April 12th, 2023 CDW Load)



BOARD OF GOVERNORS REPORT

AGENDA ITEM 8.1: B.514 Acting President Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: May 2, 2023	
PRESENTER: Kartik Bharadwa, Vice-president, People, Culture & Diversity	

PURPOSE

The purpose of this report is to provide the Board of Governors with the background information on the proposed Acting President Policy and to support the adoption of the policy.

MOTION

The following motion is proposed for the Board of Governors.

THAT the Board of Governors adopt the Acting President Policy as presented.

BACKGROUND

Policy Number and Name:	B.514 Acting President		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input checked="" type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input checked="" type="checkbox"/> New <input type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	
		Revised Date:	
		Next Review Date:	
Procedure # and Name:	Not Applicable		
VP Responsible:	Kartik Bharadwa, VP, People, Culture & Diversity		
Proponent Responsible:	Melissa Nichol, Strategic Director, People, Culture & Diversity		

Rationale for creation

There is no current policy regarding the Board's authority regarding replacement of the President on a temporary basis.

Context / Summary

The Policy identifies the delegation of authority of the President in the event of their absence or vacancy, of a temporary duration.

Risk, Benefits and Strategy alignment

This memo addresses the risk to continuity of University business in the absence of the President.

Consultation

Paper review completed. Consultation not required beyond Human Resources team. No legal review required.

Review and approval process timelines

Date	Committee or Group	Purpose
3 April	SLC Policy Subcommittee	Review and consider in principle
19 April	SLC	For information
20 April	HR and Executive Committee	Review and recommend for Board decision to approve.
2 May	Board	Final approval of decision.

Plan for associated training or awareness raising

Not applicable.

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Policy Name		
B.514	Acting President		
Approved by		Officer Responsible	
Board		President	
Replaces	Date Issued	Date Revised	Next Review
			2025
Related Policies		Reference	
		<i>University Act R.S.B.C. 1996, c.468</i>	

1 PURPOSE

- 1.1 In accordance with provisions of the *University Act*, R.S.B.C. 1996, c.468 (the “Act”), there must be a President of the University. Pursuant to Section 27(2)(h) of the Act, the Board of Governors (the “Board”) is empowered “if the president is absent or unable to act, or if there is a vacancy in that office, to appoint an acting president”.
- 1.2 The purpose of this policy is to designate the member of the University executive who will assume the responsibilities of the President if the President is absent or unable to act, or if there is a vacancy in that office.

2 SCOPE

This policy applies to the replacement strategies to be used by the Board when the President is absent from the University.

3 POLICY STATEMENT

- 3.1 When the President is absent or unable to fulfil their responsibilities for a period of fewer than six (6) weeks, the following individuals will be appointed as acting President:
- 3.1.1 The Vice-President, Academic & Provost
- 3.1.2 In the absence of the Vice-President, Academic & Provost, the Vice-President, Strategic Planning, Assessment and Institutional Effectiveness
- 3.1.3 In the Absence of the above noted Executives, a Vice-President designated by the President.
- 3.1.4 The Vice-president, Finance and Administration, will inform the Chair of the Board of the above-noted appointment.

3.2 If the President is absent or unable to fulfill their responsibilities for a period exceeding six (6) weeks, the Board will appoint an acting President.

3.3 In cases where a President's term ends and a successor is not yet in place, resigns, or is permanently unable to complete their term, the Board will appoint an interim President to serve until a full search is completed.

3.4 An acting or interim President will consult with the President or Board Chair as applicable for any direction on carrying out their duties during the appointment.

4 DESIGNATED OFFICER

The President is responsible for the administration of this policy.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.1: B.110 Academic Affiliation Agreements Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: May 2, 2023	
PRESENTER: Dr. Pouyan Mahboubi, Vice-Provost and Associate Vice President, Academic	

PURPOSE:

The purpose of this report is to provide the Board with the background information on B.110 Academic Affiliation Agreements Policy to support the approval of this policy which has been updated and transitioned from the Senate to the Board. This policy was presented to the Governance and Planning Committee at their April 3, 2023 meeting where the motion to recommend the Board of Governors approve B.110 Academic Affiliation Agreements Policy as presented was passed.

MOTION:

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve B.110 Academic Affiliation Agreements Policy.

BACKGROUND:

The table below provides a high-level summary of this policy.

Policy Number and Name:	B.110 Academic Affiliation Agreements Policy		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input checked="" type="checkbox"/> Governance and Planning Committee	
Category:	<input checked="" type="checkbox"/> New <input type="checkbox"/> Review <input checked="" type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	December 2009
		Revised Date:	January 2015
		Next Review Date:	May 2028
Procedure # and Name:	B.110-1 Academic Affiliation Agreements Procedure		
VP Responsible:	VP Academic & Provost		
Proponent Responsible:	Vice-Provost & Associate Vice President, Academic		

Rationale for creation or review

S.2015-01 Academic Affiliation Agreements policy was last reviewed in 2015 and thus due for revision. During the review it was determined that the policy should move from Senate to Board oversight, in

alignment with the language of the *University Act* that implies that such a policy should fall under the purview of the Board of Governors.

Context

The *University Act*, section 6.27.2.s, grants the Board of Governors the power “to enter into agreements on behalf of the university.” Additionally, the *Act*, in section 7.35.2.6 states, “The senate of a special purpose, teaching university must advise the board, and the board must seek advice from the senate, on the development of educational policy for...the terms for affiliation with other post-secondary bodies” (Section 7.35.2.6.k).

The updated policy includes much of the current Senate policy but has more specificity and is supported by a new procedure. The new policy and procedure include the important step of consultation of Senate and individual academic departments and/or Faculties when academic affiliation agreements (AAA) are proposed. Other changes include:

- A new section providing key definitions;
- More detail about consultation and approval of AAAs;
- Detail about alignment and benefits of AAAs, including detail of consultation and cooperation with Indigenous Peoples; and
- Detail on the initiation, review, and termination of AAAs.

Risk, Benefits and Strategy alignment

The changes to governance and the revisions to the policy better align with the *University Act*, support the development of partnerships to deliver academic activities or support academic programs and is anticipated to lead to Affiliation Agreements that effectively manage risk and deliver benefits. The policy is aligned with other related policies, the purpose and values of the University and the University’s strategic plans.

Consultation

Policy development has been led by the VP Academic & Provost and the Vice-Provost & Associate Vice President, Academic. Academic Leadership, including Deans, University Librarian, Registrar, (academic) Directors and Associate Vice-Presidents have been consulted and additional expertise obtained from the Manager Contract Administration, Director Risk Management and the Policy & Governance Analyst.

Review and approval process timelines

The review and approval processes for the adoption of B.110 Academic Affiliation and Agreements and the rescinding of S2015-01 Academic Affiliation Agreements are summarized in the table below:

Date	Committee	Purpose
12 th October, 2022	ALC	Review, propose improvements and determine if ready for BPP consideration.
6 th December, 2022 10 th January, 2023	BPP BPP	To review, ask for further amendments if required or recommend for Senate consideration
7 th February, 2023	Senate	To present the revised policy with changes made to address concerns raised during the review on the 6 th of December and the 10 th of January

3 rd April, 2023	Governance and Planning Committee	Review, request amendments if required or recommend for Board approval
2 nd May, 2023	Board	Final approval

Plan for associated training or awareness raising

No specific training or awareness raising is required as awareness of the policy has been achieved through consultation and discussions at ALC.

Attachment:

#	Name
1	S2015-01 Existing Academic Affiliation Agreements Policy
2	B.110 Academic Affiliation Agreements Policy

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B2023-110	Vice-President Academic and Provost		
Policy Name			
Academic Affiliation Agreements			
Approved by	Replaces	Category	Next Review
	S.2015-01 Academic Agreements		
Date Issued	Date Revised	Related Policies, Reference	
	New	University Act S2019-01 Admission Policy B.215 Spending and Signing Authority Policy	

1. PURPOSE

1.1 Capilano University (the University) encourages academic affiliations with partner organizations where the affiliation will enhance an identified academic purpose including, access to the University; teaching and learning; professional practice; and creative activity, research and scholarship.

1.2 This policy provides direction to members of the University community regarding Academic Affiliation Agreements.

2. DEFINITIONS

Academic Affiliation Agreements (AAA) are written agreements between Capilano University and a partner organization to work together to deliver academic activities or support academic programs.

The AAA may include:

- i. memoranda of understanding / memoranda of agreement; and/or
- ii. contract agreements (e.g. practicum agreements, internships, specific projects, etc.).

Partner Organizations may include other institutions of learning, government bodies, public sector organizations, Indigenous organizations, community-based organizations, not-for-profit organizations, businesses and/or international organizations.

Institutions of Learning include public and private educational institutions within K-12 (e.g. elementary schools, high schools and school districts) and the post-secondary sectors (e.g. universities, colleges, institutes, and academies) in both Canada and abroad, as well as other organizations of related nature.

Indigenous Organizations are led by Indigenous peoples, espouse significant elements of Indigenous knowledge, Indigenous worldviews or Indigenous ways of knowing, and/or have a focus on Indigenous learners, including First Nations, Inuit and Métis.

International Partnerships may include:

- i. bi-lateral and multi-lateral exchange relationships that facilitate study abroad and creative activity, research and scholarship experiences for registered students of respective institutions;
- ii. academic pathways with international Institutions of Learning (based in Canada or abroad); and/or
- iii. global programming agreements that permit delivery of Capilano University programming and/or Capilano University-endorsed programming by a partner institution in a non-Canada based location; and/or
- iv. global projects that align with the objectives of the University and broaden global knowledge and experiences.

Memorandum of Understanding (MoU) is a formal written agreement between two or more parties that outlines an intent to work together and serves as a foundation for discussions and negotiations, and may lead to a formal binding contract among the parties, which typically supersedes the MoU. MoUs are intended to be flexible, are not considered to be contracts and are not binding. MoUs cannot be used to procure services and should not include language that implies or imposes contractual obligations on a party although financial arrangements may be included. International AAAs may initiate with an MoU or a **Memorandum of Agreement (MoA)** which is typically more prescriptive and establishes a conditional agreement including the roles of the parties to cooperatively work together on an agreed upon project or meet an agreed-upon objective.

3. SCOPE

This policy applies to all Academic Affiliation Agreements made between the University and Partner Organizations.

4. CONSULTATION AND APPROVAL

4.1 Entering into an AAA on behalf of the University with Partner Organizations may require the approval of the University Board of Governors (the Board) where the agreement is deemed to have significant financial impacts or present notable risk to the University.

4.2 Entering into an AAA on behalf of the University with Partner Organizations may require the approval of the University Senate (Senate) where the agreement is deemed to entail programmatic, admissions or curricular considerations that require the oversight of an academic unit.

4.3 Where the above are not notable considerations, the AAA may be entered following consultation within the respective academic unit(s) and/or the Office of Creative Activity, Research and Scholarship & Graduate Studies, and in accordance with the University Spending and Signing Authority Policy (B.215).

4.4 The Office of the Provost will be responsible for delineating the appropriate academic units and bodies of university governance that need be consulted, and those from which approval will be required for the AAA to be entered into.

5. ACADEMIC STANDARDS

5.1 The proponent of a proposed AAA must demonstrate that the relevant senior administrator and/or other members of the academic unit(s) have been consulted.

5.2 Where required, the proponent of a proposed AAA will seek the approval of Senate and the Board, prior to approving the AAA.

5.3 The AAA must ensure the protection of intellectual property and academic freedom and be compliant with the University's Privacy Statement.

5.4 Unless explicitly stated, the AAA does not guarantee participants admission into programs named in the agreement. The granting institution's usual admission criteria will apply.

5.5 The AAA will ensure that the academic standards of the University are maintained.

6. ALIGNMENT AND BENEFIT

6.1 The AAA will enhance one or more of the following:

- i. access of learners to University courses and programs;
- ii. the quality of teaching and learning through the development of pedagogy, curricula, courses or programs;
- iii. student learning experiences through community-based activities and other dynamic student and employee experiences both locally and internationally;
- iv. research, scholarship and creative activity in both the domestic and international spheres;
- v. professional development and new training opportunities for the University community;
- vi. the work of equity, diversity, and/or inclusivity;
- vii. revenue generation through academic activities such as the sharing and/or offering of existing curricula to students outside the University region, joint delivery of courses and programs; and/or
- viii. the reputation of the University.

6.2 The AAA must demonstrate in advance alignment with the purpose and values of the University.

6.3 The AAA must demonstrate in advance alignment with one or more areas related to the University's strategic plans (i.e. Envisioning 2030 & Illuminating 2030).

6.4 In honor of the *United Nations Declaration on the Rights of Indigenous People Article 19* and the *Truth and Reconciliation Commission of Canada: Call to Action 92*, the AAA will demonstrate that consultation and cooperation has occurred in good faith with any Indigenous Peoples and/or local Nation(s) concerned and that their free, prior and informed consent has been obtained.

7. ACADEMIC AFFILIATION AGREEMENT INITIATION, REVIEW AND TERMINATION

7.1 An AAA may be initiated by members of the University community in accordance with the purpose, policy statements, standards, and benefits described in this Policy, the University Admission Policy (S2019-01), and the University Spending and Signing Authority Policy (B.215).

7.2 The AAA will define the roles and responsibilities of the involved partner organizations and address any risks to the organizations, their employees, students and others who may be impacted by the agreed activities under the agreement.

7.3 An MoU would normally serve as the first expression of the AAA.

7.4 The AAA will contain a clause that enables review and termination of the agreement.

7.5 The AAA will be set for a specified period, generally not to exceed five years.

7.6 The Provost will provide to Senate and the Board a summary of all AAA's on an annual basis.

8. EXCLUSIONS

This policy does not include direct purchase of courses, curriculum, programs or services that are delivered by the University on behalf of the purchasing organization.

POLICY MANAGEMENT

Senior Leadership Council / Board Committee / Board Policy Presentation

B.110 ACADEMIC AFFILIATION AGREEMENTS POLICY

- Based on S.2015-01 Academic Affiliation Agreements, (last review 2015).
- Developed by VP Academic & Provost and the Vice-Provost & Associate Vice President, Academic.
- Consultation with Academic Leadership and Corporate Services team
- Governance better aligned with University Act
- Supports development of new partnership opportunities
- Aligned with purpose, values, strategic plans and related policies



B.110 ACADEMIC AFFILIATION AGREEMENTS POLICY

- Significant changes
 - New supporting procedure
 - Addition of key definitions;
 - More detail on consultation and approval processes;
 - Alignment and benefits of AAAs, including detail of consultation and cooperation with Indigenous Peoples; and
 - Direction on initiation, review, and termination of AAAs.



MOTION

- THAT the Board of Governors approve B.110 Academic Affiliation Agreements Policy.





BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.2: B.301 Naming of Buildings, Spaces and Programs	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: May 2, 2023	
PRESENTER: Jennifer Ingham, VP University Relations	

PURPOSE:

The purpose of this report is to provide the Board of Governors with the background information on B.301 Naming of Buildings, Spaces and Programs and to support the renewal of this updated policy and the rescinding of B.305 System for Naming Buildings at Capilano Policy.

MOTION:

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve the revised B.301 Naming of Buildings, Spaces and Programs Policy.

THAT the Board of Governors approve the rescission of B.305 System for Naming Buildings at Capilano Policy.

BACKGROUND:

The table below provides a high-level summary of this policy.

Policy Number and Name:	B.301 Naming of Buildings, Spaces and Programs		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input checked="" type="checkbox"/> Governance and Planning Committee	
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input checked="" type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	May 13, 1993
		Revised Date:	May 18, 2010
		Next Review Date:	February, 2028
Procedure # and Name:	B.301 Naming of Buildings, Spaces and Programs Procedure		
VP Responsible:	VP University Relations		
Proponent Responsible:	Director, University Relations and Capital Campaigns		

Rationale for creation or review

In addition to B.301 Naming of Buildings, Spaces and Programs being well past its 5-year review date:

The goal of the proposed revisions to B.301 Naming of Buildings, Spaces and Programs policy is to set out clear and transparent principles to guide naming and renaming decisions at CapU as well as ensure the University continues to create a welcoming and inclusive environment.

In fall 2020, the University Relations unit engaged a third-party consultant, ViTreo Group, a nationally recognized agency specializing in non-profit leadership and development with expertise in fundraising, marketing, communications, branding, research, planning, and governance to in the creation of a Naming Framework Report, with the goal of informing, educating and guiding CapU in the revision of its existing Naming policies and the processes and procedures that support them.

ViTreo also generated the University's first Asset Inventory, thus creating a consistent and transparent list of all tangible and intangible university assets that could be considered when creating donor recognition strategies for its fundraising and honorific work.

Following the release of the Naming Framework Report in summer 2021, with the assistance of ViTreo, University Relations reviewed CapU policies, processes and procedures that support naming at Capilano University. University Relations also engaged in research which included review of other BC and Canadian post-secondary naming practices and policies.

This work resulted in a recommendation to revise, in its entirety, CapU Board policy B.301; Naming of Buildings, Spaces and Programs as it was deemed outdated, did not reflect the University's goals and priorities, and it no longer followed best practices that inform how, why and when we use naming to recognize a university donor, partner or supporter.

The proposed amended Policy articulates the foundational principles that define CapU and the role those principles play in guiding naming decisions.

The revised B.301 Naming of Buildings, Spaces and Programs also incorporates key sections of Policy B.305 System for Naming Buildings at Capilano as this policy consisted of essentially just three criteria, two of which were moved to the revised policy B.301 and the third was outdated/out of step with Capilano University's strategic direction. As a result it is proposed that B.305 System for Naming Buildings at Capilano is rescinded alongside the approval of B.301 Naming of Buildings, Spaces and Programs.

A new procedure, B.301.1 Naming of Buildings, Spaces and Programs Procedure has been developed to support the Policy. The procedure was reviewed by SLC in February and will be presented for final review and approval after Board approval of the Policy.

Risk, Benefits and Strategy alignment

The revisions made to the 2010 policy more explicitly align with the BC Naming Privileges policy and acknowledge the Principles of Truth and Reconciliation.

Consultation

This policy was developed by the University Relations team in consultation with:

- Jennifer Jamieson, former Manager, Policy, Privacy and Governance
- Cary Gaymond, Director, Philanthropy and Alumni Relations
- Paul Dangerfield, President

- VP Academic and Provost
- Acting Director, Indigenous Education & Affairs

Legal review was determined not to be required. Community consultation was completed with minor changes made to the Policy as a response to comments received. SLC review led to further work being undertaken for greater alignment with the University's commitment to Indigenization.

Policy proponents are working to further refine B.301.1 Naming of Buildings, Spaces and Programs Procedure which will be returned to the SLC for additional review and approval, after the policy has been approved by the Board.

Review and approval process timelines

The review and approval processes for the adoption of B.301 Naming of Buildings, Spaces and Programs and the rescinding of B.305 System for Naming Buildings at Capilano are summarized in the table below:

Date	Committee	Purpose
6 th February, 2023	SLC Policy Sub-Committee	Review, propose improvements and determine if ready for SLC consideration.
	Capilano University Community – posted on Frontlines	For community feedback
22 nd February, 2023	SLC	To review, ask for further amendments if required or recommend for Board sub-committee consideration
22 nd March, 2023	SLC	To present the revised policy with changes made to address concerns raised during the review on the 22 nd February
3 rd April, 2023	Planning and Governance Committee	Review, request amendments if required or recommend for Board approval
2 nd May, 2023	Board	Final approval

Plan for associated training or awareness raising

No specific training or awareness raising is required as awareness of the policy has been achieved through consultation and discussions at SLC.

Attachment:

#	Name
1	B.301 Naming of Buildings, Spaces and Programs Policy. B.305 System for Naming Buildings at Capilano Policy.

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.301	Vice-President, University Relations		
Policy Name			
Naming of Buildings, Spaces and Programs			
Approved by	Replaces	Category	Next Review
Board			
Date Issued	Date Revised	Related Policies and procedures	
May 13, 1993	May 18, 2010	B.307 Gift Acceptance Policy	

Preamble

1 PURPOSE

Capilano University views private philanthropy as an important component of support to assist the University in fulfilling its mission. The naming of buildings, spaces, facilities and programs should reflect the contributions of individuals, corporations and organizations who have given significant support to for the University's in support of its vision, values, and goals, as well as reflect its commitment to the principles and outcomes related to the Truth and Reconciliation Commission of Canada.

2 DEFINITIONS

For the purpose of this policy, the following definitions apply:

"Envisioning 2030 Plan" is a strategic plan and provides a framework for day-to-day decision making that includes the University's vision, purpose, values, goals, and strategies.

"Intangible Assets" are assets that are not physical in nature, e.g. academic units, programs, chairs, professorships, and administrative positions. Academic units include schools, faculties, and departments. Programs include academic and non-academic groupings (e.g., institutes and centres).

"Tangible Assets" are assets that have a physical structure, e.g., buildings, collections, equipment, and spaces. Buildings are enclosed structures with a roof and walls standing permanently in one place. Spaces include components within and outside of buildings that are defined by a specific use (e.g., laboratories, classrooms, parks, parking lots, and gazebos).

3 SCOPE

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This policy applies to naming opportunities when individuals, businesses, organizations, and others provide a contribution that may qualify to be granted naming recognition associated with a university asset. The policy applies to both financial contributions and "in-kind" contributions of a good or service given instead of cash, as well as buildings or part of a building (for example: wings, rooms, laboratories, and meeting areas), roads and other transportation infrastructure, recreational areas and other public spaces, collections of books or art and equipment of significant value.

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4 POLICY STATEMENT

4.1 The University considers gifts designed for the naming of tangible and intangible assets. All donations for naming must align with B.307 Gift Acceptance Policy and all charitable tax receipts will be issued in accordance with Canada Revenue Agency regulations. designated for new construction, renovation of existing buildings, library collections, equipment, lecture theatres and other instructional, cultural and recreational facilities and program support to be of critical importance for enhancing teaching and learning.

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Guidelines for naming opportunities at Capilano University should provide the scope for creating a strong base of private support, and the ability to recognize outstanding contributions made by members of the University community.

The University is required to seek provincial government approval for naming as outlined in its policy on Naming Privileges.

4.2 Naming opportunities are made available for the purpose of creating a strong base of private support, elevating the University's brand and recognizing outstanding contributions the University, community, and society, as a whole.

4.3 All namings and renamings of spaces, buildings, schools and programs are subject to the appropriate approvals of the Capilano University Board of Governors, and/or University Senate and/or the BC government's Naming Privileges Policy.

4.4 The naming or renaming of the University's tangible assets (e.g., buildings, collections, equipment, and spaces) and intangible assets (e.g., academic units, programs, chairs, professorships, and administrative positions) shall be based on the following principles:

1-a. In recognition of an appropriate gift or bequest made to the University, designated for that specific purpose.

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2-b. In recognition of a former employee, student, volunteer, or group member of the University who has made an outstanding contribution to University life and the furthering of the University's vision, values, and goalsmission.

~~3-c.~~ In recognition of a person who is a leader in their industry or profession and has Criteria directly or indirectly (through association) helped the University to further its strategic vision, values, and goals.

Criteria When Naming after Persons, Organizations or Corporations

4.5 When naming is to be after persons, organizations or corporations the following principles should apply:

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a. ~~When a~~ name is proposed as a result consequence of a gift or bequest, ~~and the amount of the gift represents the capital costs of a new or restored facility or segment of a facility shall be referenced to the value developed in the campus naming opportunities framework report and/or asset inventory.~~

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b. ~~When the~~ name presented is intended to honour a former University employee member and no gift or bequest has been received, consideration for naming will be based on evidence of outstanding service to the University. ~~More specifically:~~

- i. the person presented shall no longer be associated with the University in the capacity for which they are/he/she is being recognized;
- ii. it will be identified in writing how the service provided was significantly beyond the person's normal University responsibilities and resulted in a positive, long-term effect on the University.

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4.6 When the name presented is intended to honour an individual in the broader community, consideration for naming will be based on evidence of leadership, service and/or achievement in their respective profession, industry or community related to the mission, vision and/or values and brand of Capilano University.

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4.7 In either of the above situations, the use of a name will be subject to the following conditions:

- a. the name to be used is appropriate for enhancing the mission and vision of the University and its image and/or brand in the Community;
- b. No name shall be approved that would potentially damage the reputation of the University.
- c. Naming of tangible or intangible assets shall not impede the University in its academic freedom or its ability to set or alter its academic priorities.

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d. Naming of Schools and Program assets will normally be limited to the names of individuals.

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5 GENERAL ~~General Issues~~

5.1 The University shall retain the discretion to revoke a name when the retention of the name would be prejudicial to the University’s reputation.

5.2 As a general principle, all naming is to be time limited.

5.3 The University will consider naming of a Building or School in perpetuity only with the approval of the Board of Governors and the University Senate.

~~When a contribution is received for the purpose of equipment or furnishings, a plaque acknowledging the purpose of the contribution may be placed near or on the items purchased.~~

~~When permanent name recognition has been granted for a gift received, that recognition will be honoured in perpetuity. In the event of changed circumstances (e.g., the named facility no longer exists), the University reserves the right to determine the form of the permanent recognition.~~

~~When name recognition is offered for a limited time, the University will honour the name for that period and may extend the duration at its discretion.~~

Procedures

~~When naming opportunities are an integral part of a formally designated fundraising campaign, the prior approval of the University Board for such a campaign must be obtained and opportunities offered to prospective donors must meet the criteria above. The Board must be kept informed and reserves the right to decline any donor’s proposal.~~

~~Minimum funding requirements for named opportunities will be established by the Vice-President, Finance & Administration and the Director, Development & Alumni Relations subject to the approval of the President, and reviewed on an ongoing basis.~~

~~Naming proposals shall be reviewed by a constituency-based advisory committee.~~

~~Senate shall be asked for its recommendation on all naming proposals.~~

~~The recommendation of the committee and Senate shall be taken to the Board for decision.~~

6 DESIGNATED OFFICER

The Vice-President, University Relations is responsible for the administration of this policy and associated procedures.

7 REFERENCES

BC Government Naming Privileges Policy

Envisioning 2030 Plan

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POLICY MANAGEMENT

Board Policy presentation May 2023

B.301 NAMING OF BUILDINGS, SPACES AND PROGRAMS POLICY

- Revision of 2010 policy with significant changes made.
- Developed by UR with guidance from a specialist agency, ViTreo.
- Intended to provide clear and transparent principles to guide naming and renaming decisions.
- Changes include:
 - more explicitly aligned with the BC Naming Privileges policy
 - greater alignment with Envisioning 2030
 - commitment to Truth and Reconciliation Commission of Canada Calls to Action.
 - limitations to naming in perpetuity
 - Gifting of names referenced



B.301.1 NAMING OF BUILDINGS, SPACES AND PROGRAMS PROCEDURE

- Developed to support B.301 Naming Buildings at Capilano Policy.
- Provides a process to make decisions on the naming of university assets, including renaming or revocation.
- Sets out governance arrangements
- Includes valuation methodology and the need for the asset inventory
- Addresses the creation and maintenance of recognition elements



B.305 SYSTEM FOR NAMING BUILDINGS AT CAPILANO POLICY

- Considered redundant with the development of the revised B.301
- Decision made to no longer restrict building names to tree species





BOARD OF GOVERNORS REPORT

AGENDA ITEM 9.3: ARM 48 Distinguished Alumni Award ARM 50 The One to Watch Alumni Award	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: May 2, 2023	
PRESENTER: Jacquetta Goy, Director, Risk Management	

PURPOSE:

The purpose of this report is to provide the Board with the background information to support the rescinding of ARM 48 Distinguished Alumni Award and ARM 50 The One to Watch Alumni policies.

MOTION:

The following motion is proposed for the Board of Governors:

THAT the Board of Governors approve the rescission of ARM 48 Distinguished Alumni Award and ARM 50 The One to Watch Alumni Award policies.

BACKGROUND:

The table below provides a high-level summary of these policies.

Policy Number and Name:	ARM 48 Distinguished Alumni Award ARM 50 The One to Watch Alumni Award	
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee: <input type="checkbox"/> Executive and HR Committee <input type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input checked="" type="checkbox"/> Governance and Planning Committee
Category:	<input type="checkbox"/> New	If Review or Rescind selected, complete:
	<input type="checkbox"/> Review	Issue Date: October 2006 / June 2007
	<input checked="" type="checkbox"/> Rescind	Revised Date: n/a
		Next Review Date: n/a
Procedure # and Name:	n/a	
VP Responsible:	Jennifer Ingham, VP University Relations	
Proponent Responsible:	Cary Gaymond, Director, Philanthropy and Alumni Relations	

Rationale for creation or review

ARM 48 and 50 were identified in the policy review process as older policies to be reviewed for current relevance with a view to update or rescind if no longer necessary.

Context / Summary

These memos outline the purpose and process for The Distinguished Alumni and One to Watch alumni awards. On review it was determined that the memos are not required as the awards follow the same process and procedure as other awards within Alumni Relations, none of which require have associated policy documents.

Risk, Benefits and Strategy alignment

These memos do not appear to address any risks or add any value to the University.

Consultation

The memos were reviewed by the VP University Relations and the Director, Philanthropy and Alumni Relations in consultation with the Director, Risk Management. No legal review or community feedback required. No concerns were raised during SLC review.

Review and approval process timelines

Date	Committee	Purpose
February 6, 2023	SLC Policy Sub-Committee	For discussion.
February 22, 2023	SLC	Review and endorse recommendation to rescind
<i>April 3, 2023</i>	Planning and Governance Committee	Review and endorse recommendation to rescind
<i>May 2, 2023</i>	Board	Final approval of decision to rescind.

Plan for associated training or awareness raising

Not required. No change to practice.

Attachment:

#	Name
1	ARM 48 Distinguished Alumni Award ARM 50 The One to Watch Alumni Award

administration • reference memo

- keywords:
- **BOARD POLICY**
 - **DISTINGUISHED ALUMNI AWARD**
 -

The Distinguished Alumni Award is an initiative begun in the Office of Development and Alumni Relations. The intent is to honour individuals who have distinguished themselves through their achievements, contributions to their profession and in service to their community. In addition, the awards will:

- Recognize outstanding Capilano College alumni;
- Enhance the reputation of the College through celebrating the achievements of its graduates;
- Support the recruitment of students by profiling the successes of its graduates;
- Showcase the quality of education delivered by the College;
- Inspire current students; and
- Encourage alumni to reconnect with the College

Date adopted by Capilano College Board: October 17, 2006

administration • reference memo

- keywords:
- **BOARD POLICY**
 - **THE ONE TO WATCH ALUMNI AWARD**
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The “One to Watch” Alumni Award is an initiative begun in the Office of Development and Alumni Relations. The intent is to honour individuals who have distinguished themselves early in their careers through their achievements, contributions to their profession and in service to their community. To differentiate from the Distinguished Alumni Awards, this program will celebrate the achievements of students who have attended Capilano within the past 10 years. In addition, the awards will:

- Recognize outstanding Capilano College alumni;
- Enhance the reputation of the College through celebrating the achievements of its former students;
- Support the recruitment of students by profiling the successes of its graduates;
- Showcase the quality of education delivered by the College;
- Inspire current students; and
- Encourage alumni to reconnect with the College