

 CAPILANO UNIVERSITY	<p>AGENDA REGULAR MEETING OF THE BOARD</p> <p>Tuesday, November 29, 2022 4:45 pm to 6:45 pm In Person, LB321</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	SCHED	TIME	PAGE
1. Approval of Agenda – Duncan Brown, Chair	Approval	-	1 min	Page 1
2. Declaration of Vacancy: <i>As per Section 24 (1) of the B.C. University Act, may it be noted that the following vacancy(s) exists on the Capilano University Board of Governors: one elected student representative position.</i>	Info	-	1 min	-
<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>				
3. Consent Agenda – Duncan Brown, Chair	Approval		3 min	
MOTION: <i>THAT the Board approves the following items on the Consent Agenda:</i>				
3.1. Minutes from the September 27, 2022 Board Meetings		3.1		Page 2
3.2. 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>				
3.2.1 Executive and Human Resource Committee		3.2.1		Page 8
3.2.2 Finance Committee		3.2.2		Page 9
3.2.3 Governance and Planning Committee		3.2.3		Page 16
3.2.4 Investment Management Committee		3.2.4		Page 17
4. Place Holder: <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	2 min	-
5. Investment Management – Ash Amlani, Committee Chair	Approval		5 min	Page 18
5.1 Trans Canada Capital (TCC) Investment Manager for Alternative Investments				
MOTION: <i>THAT the Board of Governors approves Trans Canada Capital (TCC) as the Investment Manager of Alternative Investments for the Capilano University investment portfolio.</i>				
6. Correction of Records on Program Discontinuance GEOG vs GEOL – Duncan Brown, Chair and VP of Finance and Administration, Tally Bains	Approval	6	10 min	Page 21
MOTION: <i>THAT the Board of Governors approve the discontinuation of GEOG 102 and GEOG 107.</i>				
7. Board Chair's Report – Duncan Brown, Chair	Info	Verbal	5 min	-
8. Senate Reports				
8.1. Vice-Chair – Robert Thomson, Senate Vice Chair	Info	Verbal	3 min	-
8.2. Board Liaison – Rosie Anza Burgess, Board Member	Info	Verbal		
9. President's Report – Paul Dangerfield, President	Info	Verbal	10 min	Page 24
10. Capilano Students' Union Presentation: Introduction and Updates – Karandeep Singh Sanghera, CSU	Info	10	20 min	Page 48
11. Finance Committee – Patricia Heintzman, Committee Chair				
11.1 B.209 Banking and Borrowing Policy (Capilano University)	Approval	11.1	5 min	Page 63
MOTION: <i>THAT the Board of Governors approve renewal of B.209 Banking and Borrowing Policy (Capilano University) with revisions as presented.</i>				
11.2 B.210 Cash Policy	Approval	11.2	5 min	Page 69
MOTION: <i>THAT the Board of Governors approve renewal of B.210 Cash Policy as presented.</i>				
12. Academia				
12.1 Course Discontinuation Request – School of Business – Laureen Styles, VP of Academic and Provost	Approval	12	5 min	Page 73
MOTION: <i>THAT the Board of Governors refer the recommendation of course discontinuances for the Faculty of Business & Professional Studies - School of Business and School of Legal Studies, to the Senate for advice.</i>				
13. Adjourn	-	-	-	-



MEETING MINUTES OF THE BOARD

Tuesday, September 27, 2022
4:45 pm to 6:45 pm
[In Person, BR126](#)

Board		Staff
Duncan Brown, Chair	Patricia Heintzman	Tally Bains, VP of Finance and Administration
Ash Amlani, Vice Chair	Sophia Kara	Kartik Bharadwa, VP of People, Culture & Diversity
Paul Dangerfield, President	Nanci Lucas	Jennifer Ingham, VP University Relations
Troy Abromaitis	Andrew Petrozzi	Laureen Styles, Acting President and VP Academic and Provost
Rosie Anza-Burgess	Sarah Thomas	Toran Savjord, VP Strategic Plan, Assess & Inst. Effect
Yuri Fulmer, Chancellor	Sonny Wong, Senate Liaison	Lesley Cook, Recorder
Regrets		Guest
Harmanjot Kaur		Ryan Blades, Director, Facilities Serv. & Campus Planning
Rodger So		Jacquetta Goy, Director, Risk Management
Majid Raja		Micki McCartney, Regional Director, Sunshine Coast
		Andrew Sweeney, PH&N Investment Management
		Robert Thomson, Senate Vice Chair
		Dawn Whitworth, AVP Creative Activity, Research & Scholarship

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

1. Approval of Agenda

Board Chair Brown welcomed the new members, Troy Abromaitis and Sophia Kara.

It was moved (Rosie Anza-Burgess), seconded (Ash Amlani) and resolved;

THAT the agenda be approved as presented.

2. Consent Agenda

Laureen Styles, VP of Academic and Provost commented that there's a typo in the September 27 minutes for item 11.1 Proposed Course Discontinuation(s) for The Faculty of Global and Community Studies and the Faculty of Arts and Sciences. GEOL 102, 107 should be changed to GEOG 102, 107.

The text for the motion should read as follows.

THAT the Board of Governors, based on advice from Senate, approve the discontinuance of the courses listed below.

Faculty of Global and Community Studies Courses: REC 107, 110, 149, 151, 157, 169, 175, 245, 255; SATO 205, 206, 305; TOUR 120, 134, 135, 137, 202, 212, 249, 301, 343, 350 422, 424

*Faculty of Arts and Sciences Courses: ENGL 301, 302, 326, 341, 308, 311, 314, 317, 356, 357, 410; **GEOG 102, 107**; POL 208; HIST 230, 249, 340.*

The typographical error GEOL 102, 107 should have been GEOG 102, 107 was in the briefing note in the June 28, 2022 Board agenda package and not in the June 28, 2022 minutes. This error has been corrected at the Board of Governors November 29, 2022 meeting.

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

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

2.1. Minutes from the June 28, 2022 Board Meeting

2.2. Board Committee Reports:

2.2.1 Audit and Risk Committee

2.2.2 Executive and Human Resources Committee

2.2.3 Finance Committee

2.2.4 Governance and Planning Committee

2.2.5 Investment Management Committee

3. Place Holder

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

4. Board Chair's Report

Board Chair Brown gave a verbal report. He acknowledged the work of Capilano University's staff, faculty, and administration throughout the pandemic.

During this challenging time, new programs and courses were developed and launched, the Envisioning 2030 strategic plan, Illuminating 2030 academic plan and Campus Master Plan and Integrated Plan were developed, refined and implemented. And, these plans are now fully integrated and the reporting processes streamlined. A significant accomplishment to be celebrated.

The University also moved forward in developing campus infrastructure, recently celebrated the ground breaking of the Centre for Childhood Studies (CCS) and looks forward to development of the on-campus student housing and continued digital transformation.

At this meeting the Board will be receiving updates on the new Creative Activity, Research and Scholarship (CARS) Framework and Risk Management Framework and the development of a new Indigenous Framework.

Board Chair Brown, Vice Chair Amlani, and President Dangerfield met with the Minister of Advanced Education and Skills Training in September. He was happy to report that the relationship between the University and the Ministry is very positive, healthy, and strong.

In the coming year, the Board and the University will continue to prioritize:

- Recovering from the financial impact of Covid-19;
- Increasing domestic enrollment and diversifying international enrollment;
- Supporting equity, diversity and inclusion;

- Internal audit and enterprise risk management; and
- Refreshing and updating the Board's policies.

There are some new appointments to some of the Board's committees. Rosie Anza-Burgess will stay with the Governance and Planning Committee and has been appointed to the Finance Committee. She is also the Board's liaison to Senate. Troy Abromaitis has been appointed to the Finance Committee and the Audit and Risk Committee. Sarah Thomas has been appointed to the Governance and Planning Committee and the Investment Management Committee.

5. Senate Reports

5.1 Vice Chair

New Senate Vice Chair Robert Thomson introduced himself. He's an instructor for the School of Business and a Faculty Senator representing the School of Business and Professional Studies. He reported that its September meeting Senate approved a list of 329 students as graduates of the university and having completed the program requirements for their respective credentials. The 2023 Convocation dates have been approved. Convocation will take place on June 7, 8, and 9. Senate approved the Stage 2 Full Program Proposal for submission to the Degree Quality Assessment Board for a new Bachelor of Environment and Society credential, as well as the associated diploma and minor.

5.2 Board Liaison

Board Liaison Rosie Anza-Burgess didn't have any additions to Robert's report.

6. President's Report

President Paul Dangerfield reported to the Board. The return to campus mix in September saw around 70% in person and 30% online. Feedback from the Flexible Work Pilot Frame proved successful and the Hybrid Office Program was officially rolled out in the fall. The program's success has also had a positive effect on employee recruitment and retention.

Paul attended the European Association for International Education (EAIE) Conference in Barcelona, September 13-16. He reported that post-secondary institutions (PSIs) are re-engaging internationally and it was beneficial to meet with CapU's European, UK and global partners to re-establish existing agreements and set up new ones. This conference saw its highest attendance ever this year.

Being able to be back on campus, in person, has been very positive effect, allowing for better connections with students and employees. Also, the launch of the new degrees, majors and minors such as Bachelor of Kinesiology has had a positive impact on enrolments, faculty recruitment and engagement.

7. Presentation on Creative Activity, Research & Scholarship Framework/Strategic research Plan

Dawn Whitworth, Associate Vice President of Creative Activity, Research & Scholarship (CARS) and Graduate Studies presented the CARS Framework. Her presentation focused on two areas of information for the Board: Where we are now (with history on the last 3 years) and where we are headed (within the next 2 years).

8. Indigenous Framework

Laureen Styles, VP of Academic and Provost and Micki McCartney, acting director, Office of Indigenous Education and Affairs (IEA) gave an overview of the work to date with developing an Indigenous Framework.

Background was provided that guide and inform this work, including the more recent passing of the [Declaration on the Rights of Indigenous Peoples Act](#) (*Declaration Act*) as law in B.C. in 2019 and a resultant Action Plan (April, 2022) as well as a multi-year activity of the Ministry of Advanced Education and Skills Training (AEST) focusing on engagement with a wide range of constituents for a new Post-secondary Indigenous Education Policy Framework. Additionally, *Envisioning 2030* and *Illuminating 2030* provide the foundation and guidance as we plan together to further reconciliation actions, Indigenization and activities that move towards decolonizing practices and approaches.

Over the fall of 2021 with leadership from Miranda Huron, director, Indigenous education and affairs, hosted conversations regarding decolonization, territorial rights, Indigenization and related topics. Academic units and Faculties were asked to develop draft plans to further Indigenization and Indigenous education and a series of engagement sessions were held with Nations, Elders, Indigenous students, and senior and academic leadership councils, and Elders. Although the 2022 late spring and summer months meant a pause in the work, key ideas and direction have been drafted on this initial engagement phase and will be moving into a next stage of engagement and feedback.

Micki McCartney acting director IEA and Regional Director kálah-ay | Sunshine Coast Campus added that there is active engagement with the Nations on a regular basis related to Indigenous students, and community-based programming as well as ideas and aspirations as part of a draft framework. The Fall engagement work will be iterative with a range of perspectives and input sought and in consideration of other guiding policy documents (provincially), Truth and Reconciliation Calls to Action, In Plain Sight, and the Calls to Justice with the Murdered and Missing Indigenous Women and Girls Inquiry. She commented that the Nations have asked that we slow ourselves and be poignant in the work so that we can move forward effectively. The goal is to have a substantive draft the end of the calendar year.

Troy Abromaitis provided insight on how to best engage with multiple Nations. Sarah Thomas added that as long as there is an effort to continue the work, the work will get done and offered assistance with her Nation Tsleil-Waututh, and will assist in any way she can.

9. Investment Management Committee

9.1 Presentation on Environmental, Social and Governance Investing (ESG) and Socially Responsible Investing (SRI)

Andrew Sweeney, PH&N Investment Manager, introduced himself and gave a presentation of PH&N's approach to responsible investing. Long term results can be enhanced by being aware of corporations and organizations that fully integrate an Environmental, Social and Governance (ESG) approach to investing. Once PH&N is an owner of a company they ask themselves how they can make it better. PH&N provides ESG reporting for their clients and consultants and is a founding member and an active steward for the Canadian Coalition for Good Governance. They also provide client driven solutions and reporting, with a long history of providing Socially Responsible Investing (SRI) and fossil fuel free investment capabilities. Andrew explained PH&N's approach to climate change and their stewardship in action.

Andrew took questions from the Board and confirmed the following:

- The University's portfolio and the Foundation's portfolio don't have Russian content.
- The European energy issue is a matter of security and has raised awareness in North American countries, such as Canada, where energy security isn't an issue.
- RBC leads a [Task Force on Climate-related Financial Disclosures](#) (TCFD).

10. Audit and Risk Committee

10.1 Presentation on Enterprise Risk Management (ERM) Framework

Jacquetta Goy, new Director of Risk Management, will lead the organization in developing the risk management framework. She introduced herself and presented on the planned approach and timelines in completing the ERM framework. The framework has also been presented to the Board's Audit and Risk Committee as well as Senior Leadership Council. Throughout the year she will be working with the University community, socializing the ideas, and holding risk identification workshops and developing risk response plans with risk owners. Using the 31000 standard, ERM will be driven by CapU's vision and protect what is important to the University. A timeline was also presented to the Board and there will be periodic progress reports.

11. Finance Committee

11.1 Statement of Financial Information, Fiscal 2021/22

Patricia Heintzman, Committee Chair, commented that this is an annual reporting requirement.

Tally Bains, VP of Finance and Administration provided an overview of the Statement of Financial Information (SOFI) for fiscal 2021/22. The report is a requirement for all public sector organizations and is due six months after the fiscal year end; for the university the due date is September 30, 2022. The report will be posted on the Capilano University website.

It was moved (Patty Heintzman), seconded (Troy Abromaitis) and resolved;

THAT the Board of Governors approve the Statement of Financial Information for the fiscal year ending March 31, 2022.

11.2 Five-Year Capital Plan

Ryan Blades, Director of Facilities Services & Campus Planning provided background regarding the University's Five-Year Capital Plan. As required by the Ministry of Advanced Education, Skills and Training, all provincial post-secondary institutions must submit a Five-Year Capital Plan to the Ministry annually. The plan is reviewed and prioritized by the Campus Master Plan Steering Committee before submission to the Board. Once the Board has approved, a final draft is submitted to the Ministry. As directed by the Ministry, the plan must address three specific areas:

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

The capital plan projects addressed in the submission to the Ministry are the same as last year. This plan is a list of things that management wants to do and it signals to the Ministry that CapU is ready to proceed.

Although the plan is titled the Five-Year Capital Plan, many of the projects are closer to a ten-year plan, and in some cases twenty. Management is always thinking long term for each project they undertake.

Nanci Lucas and Ryan Blades left the meeting at 6:51 pm.

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

THAT the Board of Governors approve the Five-Year Capital Plan 2023/24 – 2027/28.

12. Governance and Planning Committee

12.1 Rescind First Nations Policy Statement Memo 26

Duncan Brown, Committee Chair summarized the steps that had been taken in regards to the rescission of Memo 26. Senior management discussed rescission and is wholly supportive. The Governance and Planning Committee passed a motion recommending that the Board rescind First Nations Policy Statement Memo 26.

It was moved (Duncan Brown), seconded (Troy Abromaitis) and resolved;

THAT the Board of Governors rescind First Nations Policy Statement Memo 26.

13. Confirmation of Finance Committee and Audit and Risk Committee Chair and Vice Chair

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

THAT the Board of Governors confirms the Chair of the Board's re-appointment of Patricia Heintzman as Chair and Rodger So as Vice Chair of the Finance Committee.

It was moved (Andrew Petrozzi), seconded (Troy Abromaitis) and resolved;

THAT the Board of Governors confirms the Chair of the Board's re-appointment of Rodger So as Chair and Patricia Heintzman as Vice Chair of the Audit and Risk Committee.

14. Adjourn

The Regular Meeting of the Board finished at 6:55 pm.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.1: EXECUTIVE AND HUMAN RESOURCES COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
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 November 21, 2022.

SUMMARY

The following Committee members were in attendance: Committee Chair Duncan Brown, Ash Amlani, Patricia Heintzman and Roger So. The Committee discussed the process for action items, board oversight, and reviewed changes to the Committees Terms of Reference. The Committee passed a motion to refer the proposed revisions to the Terms of Reference to the Governance and Planning Committee for review and recommendation to the Board.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.2: FINANCE COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Finance Committee meeting that took place on November 8, 2022.

SUMMARY

The Committee approved the minutes of the September 8, 2022 meeting and discussed the following items:

- **Terms of Reference:** Tally Bains, VP Finance and Administration provided an overview of the changes to the Terms of Reference. The Committee passed a motion to refer the proposed revisions to the Governance and Planning Committee for review and recommendation to the Board.
- **Q2 Forecast:** Tally Bains provided an overview of the quarter 2 forecast submitted to the Ministry. The quarter 2 forecast is a deficit of \$2 million which is a \$6.4 million favourable variance compared to the Board approved deficit budget of \$8.4 million. The Committee passed a motion to receive the Q2 Forecast report for information. This report is included as part of this consent agenda.
- **Post-Secondary Institutions Fiscal 2021/22 Final Year End Results:** Urmilla Mereigh, Director, Financial Services, provided an overview of the final year-end results for the sector. The Committee passed a motion to receive the report for information. This report is included as part of this consent agenda.
- **Budget Development – Integrated Planning Process:** Tally Bains provided an overview of the Integrated Planning (IP) process and budget development for fiscal year 2023-24.
- **B.209 Banking and Borrowing Policy:** Tally Bains gave an overview of the policy. The Committee passed a motion recommending the Board of Governors approve the renewal of B.209 Banking and Borrowing Policy. This motion is provided to the Board under separate cover.
- **B.210 Cash Policy:** Tally Bains gave an overview of the policy. The Committee passed a motion recommending the Board of Governors approve the renewal of B.210 Cash 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 3.2.2.1: Financial Update - Quarter 2 Forecast Report	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE:

The purpose of this report is to provide the year-to-date financial results for Period 5 ending August 31, 2022, and the quarter 2 forecast submitted to the Ministry. This report was received for information by the Finance Committee at their November 8, 2022 meeting.

QUARTER 2 FORECAST

The Statement of Operations for Period 5 ending August 31, 2022, with the forecasts for quarter 1 and quarter 2 are included in this report as *Attachment 1 – Statement of Operations* and are summarized in the table below. The quarter 2 forecast is an operating deficit of \$2 million which is a \$6.4 million favourable variance compared to the Board approved deficit budget of \$8.4 million. As per Ministry's requirements, a formal request has been made to obtain deficit approval for Fiscal 2022/23 based on our quarter 2 forecast.

	Forecast vs Budget				Forecasts	
	Q2 Forecast	2023 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	Q1 Forecast	Q2 Forecast
Revenue	131,895,989	123,728,871	8,167,118	6.6%	126,276,786	131,895,989
Salaries and benefits	91,137,042	92,268,991	1,131,949	1.2%	90,355,767	91,137,042
Operating expenses	42,769,042	39,850,318	(2,918,724)	-7.3%	41,783,054	42,769,042
Operating surplus/(deficit)	(2,010,095)	(8,390,438)	6,380,343		(5,862,035)	(2,010,095)
Net restricted endowment contributions	31,131	-	31,131		21,555	31,131
Surplus/(Deficit)	(1,978,964)	(8,390,438)	6,411,474		(5,840,480)	(1,978,964)

The Ministry's forecast report requires forecast information for the current fiscal year plus three future years. The forecast for the 3 future years was a return to a balanced position commencing in Fiscal 2023/24 (see table below).

Ministry Quarter 2 Confirmation page:

	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26
----- \$thousands -----				
Statement of Operations				
Total revenue	(131,896)	(137,334)	(137,282)	(141,178)
Total expenditure	133,906	137,334	137,282	141,178
Net (Revenues)/Expenses **	2,010	-	-	-
(Gain) loss on sale of capital assets	-	-	-	-
Unallocated Pressures (use in Q1 only)	-	-	-	-
Operating Net (Income) Loss (for Ministry)	2,010	-	-	-
Endowment (restricted asset) contributions	(31)	-	-	-
Net (Income) Loss	1,979	-	-	-

Q2 Forecast vs Budget Variances:

The table below provides the internal category view of the financial results with an explanation of the major variances provided.

	2022/23 - Q2							Fiscal 2022/23 Budget	Variance favourable/ (unfavourable)
	Enrollment	Staffing	Ancillary Operations	Restricted Funds	Capital Operating Impact	Other	Fiscal 2022/23 Q2		
Revenue	62,902,974	-	7,049,704	8,439,061	3,056,463	50,447,787	131,895,989	123,728,871	8,167,118
Salaries and benefits	34,471,094	49,823,215	3,128,194	3,644,538	-	70,000	91,137,042	92,268,991	1,131,949
Operating Expenses	3,004,724	-	4,812,959	3,549,258	7,647,016	23,755,085	42,769,042	39,850,318	(2,918,724)
Operating Surplus/(deficit)	25,427,156	(49,823,215)	(891,450)	1,245,264	(4,590,553)	26,622,702	(2,010,096)	(8,390,438)	6,380,342
Budget 2022 - 2023	23,275,889	(52,538,335)	(1,134,561)	38,940	(4,518,084)	26,485,713	(8,390,438)		
Variance favourable/ (unfavourable)	2,151,267	2,715,120	243,111	1,206,324	(72,469)	136,989	6,380,342		

Enrollment Category: \$2.2m favourable variance (Q2 forecast \$25.4m; Budget \$23.3m).

Tuition revenue was \$2.1m favourable with Domestic at \$1.2m unfavourable (5.4%) and International at \$4.1m favourable (9.5%). Please see *Attachment 2 – Tuition Fee Analysis* for additional information.

Staffing Category: Favourable variance \$2.7m (Q2 forecast \$49.8m; Budget \$52.5m).

A central adjustment of \$1 million is included in the forecast as an estimate in savings due to vacant staff positions.

Restricted Funds: \$1.2m favourable variance is related to Student Success Fees which will be internally restricted.

Attachments:

#	Name
1	Statement of Operations for period ending August 31, 2022
2	Tuition Revenue Analysis as at September 14, 2022

	Year to Date		Forecast vs Budget				Forecasts		2022 Actuals March 31
	2023 Actuals	Actuals YTD % of Q2 Forecast	Q2 Forecast	2023 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	Q1 Forecast	Q2 Forecast	
Revenue:									
Province of British Columbia	\$ 19,772,234	40.8%	\$ 48,427,166	\$ 46,732,402	\$ 1,694,764	3.6%	\$ 48,029,109	\$ 48,427,166	\$ 46,055,147
Tuition fees - Domestic	5,039,808	20.1%	25,049,090	26,322,642	(1,273,552)	-4.8%	25,377,911	25,049,090	25,604,465
Tuition fees - International	10,491,789	26.3%	39,866,114	35,813,944	4,052,170	11.3%	36,214,533	39,866,114	34,184,949
Project and other revenue	3,126,862	33.6%	9,304,644	6,396,323	2,908,321	45.5%	8,128,371	9,304,644	7,042,673
Amortization of deferred capital contributions	1,266,258	41.4%	3,056,463	2,977,638	78,825	2.6%	3,040,940	3,056,463	3,083,016
Sales of goods	307,533	24.4%	1,261,036	1,254,130	6,906	0.6%	1,254,130	1,261,036	1,384,178
Parking, childcare and theatre	622,618	40.1%	1,550,849	1,460,997	89,852	6.2%	1,460,997	1,550,849	1,406,003
Donations and gifts-in-kind	182,297	52.3%	348,628	314,247	34,381	10.9%	314,247	348,628	21,619
Investment income	844,966	27.9%	3,031,998	2,456,548	575,450	23.4%	2,456,548	3,031,998	3,751,470
	41,654,365	31.6%	131,895,989	123,728,871	8,167,118	6.6%	126,276,786	131,895,989	122,533,520
Expenses:									
Salaries and benefits	29,603,058	32.5%	91,137,042	92,268,991	1,131,949	1.2%	90,355,767	91,137,042	86,950,607
Cost of goods sold	236,800	24.4%	970,998	965,680	(5,318)	-0.6%	965,680	970,998	1,088,314
Buildings and grounds	2,223,313	42.3%	5,256,544	5,115,575	(140,969)	-2.8%	4,943,441	5,256,544	5,183,043
Student support	117,527	5.0%	2,342,464	2,390,892	48,428	2.0%	2,419,327	2,342,464	1,855,764
Operating expenses	10,167,057	38.2%	26,580,660	23,907,117	(2,673,543)	-11.2%	25,891,088	26,580,660	18,221,084
Amortization of capital assets	3,047,990	40.0%	7,618,376	7,471,054	(147,322)	-2.0%	7,563,518	7,618,376	7,640,803
	45,395,745	33.9%	133,906,084	132,119,309	(1,786,775)	-1.4%	132,138,821	133,906,084	120,939,615
Annual operating surplus/(deficit)	(3,741,380)		(2,010,095)	(8,390,438)	6,380,343		(5,862,035)	(2,010,095)	1,593,905
Net restricted endowment contributions	31,196		31,131	-	31,131		21,555	31,131	1,466,437
Annual surplus/(deficit)	(3,710,184)		(1,978,964)	(8,390,438)	6,411,474		(5,840,480)	(1,978,964)	3,060,342
Accumulated surplus, beginning of year	97,870,129		97,870,129	97,870,129	-		97,870,129	97,870,129	94,809,787
Accumulated surplus, end of year	\$ 94,159,945		\$ 95,891,165	\$ 89,479,691	\$ 6,411,474		92,029,649	95,891,165	\$ 97,870,129

Capilano University

Tuition Revenue Analysis as at September 14, 2022

Attachment 2

Summary:

1. Student Consumables, Student Success Fee, Service and Tech fee and Continuing Studies are not included in the numbers below; these are forecasted separately. (SSF is internally restricted; remainder will flow to bottom line.)
2. The 2022-23 Budget was developed by maintaining prior year actuals, plus Dean's adjustment for all semesters, 2% increase in domestic and international tuition fees, and adding a central \$3M adjustment to International Tuition which was split into \$1.8M in the fall semester and \$1.1M in the spring 3/4 semester.
3. Fall Semester: Actuals for 22/23 as of Sept 14th are higher by \$3.3M compared to prior year actuals, however only \$0.5M higher than budget for current fiscal year due to the \$1.8M central adjustment added.
4. Spring 3/4 semester: Q2 spring 3/4 forecast was developed by applying the percentage changes between the fall actual (as of Sept 14th) and fall budget 2022/23 to Spring 3/4 budget which includes the \$1.1M central adjustment. FPA is using a 5% decline in domestic & 22% increase in international. We are forecasting \$1.7M favourability for the spring 3/4 semester.
5. Overall for Quarter 2 a favourable variance to budget of \$2M is forecasted (compared to prior year is \$5.2M increase).

Total Year 2022/23 - All Semesters															
Dollars															
	Actual 2022/23	Actual 2021/22	\$ Change	% Change	Actual 2022/23	Budget 2022/23	\$ Change	% Change	Actual 2022/23	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												\$ Change	% Change	\$ Change	% Change
Domestic	-	22,673,137	-	-	-	23,605,713	-	-	-	23,203,560	22,331,438	(1,274,275)	-5.4%	(341,699)	-1.5%
International	-	32,901,319	-	-	-	35,173,585	-	-	-	35,374,014	38,523,821	3,350,236	9.5%	5,622,502	17.1%
Total	-	55,574,456	-	-	-	58,779,298	-	-	-	58,577,573	60,855,258	2,075,960	3.5%	5,280,803	9.5%

Enrollment															
	Actual 2022/23	Actual 2021/22	Units Change	% Change	Actual 2022/23	Budget 2022/23	Units Change	% Change	Actual 2022/23	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												Units Change	% Change	Units Change	% Change
Domestic	-	41,466	-	-	-	42,308	-	-	-	40,632	38,940	(3,368)	-8.0%	(2,526)	-6.1%
International	-	16,864	-	-	-	16,096	-	-	-	16,189	18,663	2,568	16.0%	1,799	10.7%
Total	-	58,330	-	-	-	58,404	-	-	-	56,821	57,604	(800)	-1.4%	(726)	-1.2%

SPRING 3/4th 2022/23 Term															
Dollars															
	Actual 2022/23	Actual 2021/22	\$ Change	% Change	Actual 2022/23	Budget 2022/23	\$ Change	% Change	Actual 2022/23	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												\$ Change	% Change	\$ Change	% Change
Domestic	-	7,123,706	-	-	-	7,791,270	-	-	-	7,791,270	7,401,707	(389,564)	-5.0%	278,000	3.9%
International	-	9,282,085	-	-	-	9,754,401	-	-	-	9,754,401	11,900,369	2,145,968	22.0%	2,618,285	28.2%
Total	-	16,405,791	-	-	-	17,545,671	-	-	-	17,545,671	19,302,076	1,756,405	10.0%	2,896,285	17.7%

Enrollment															
	Actual 2022/23	Actual 2021/22	Units Change	% Change	Actual 2022/23	Budget 2022/23	Units Change	% Change	Actual 2022/23	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												Units Change	% Change	Units Change	% Change
Domestic	-	12,495	-	-	-	13,603	-	-	-	13,603	12,923	(680)	-5.0%	428	3.4%
International	-	4,673	-	-	-	4,184	-	-	-	4,184	5,104	920	22.0%	431	9.2%
Total	-	17,168	-	-	-	17,787	-	-	-	17,787	18,027	240	1.4%	859	5.0%

Fall 2022/2023 Term															
Dollars															
	Actual 22/23 as at Sept 14th	Actual 2021/22	\$ Change	% Change	Actual 22/23 as at Sept 14th	Budget 2022/23	\$ Change	% Change	Actual 22/23 as at Sept 14th	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												\$ Change	% Change	\$ Change	% Change
Domestic	11,090,210	11,150,949	(60,739)	-0.5%	11,090,210	11,564,787	(474,577)	-4.1%	11,090,210	11,564,787	11,090,210	(474,577)	-4.1%	(60,739)	-0.5%
International	16,671,759	13,279,244	3,392,515	25.5%	16,671,759	15,702,869	968,890	6.2%	16,671,759	15,702,869	16,671,759	968,890	6.2%	3,392,515	25.5%
Total	27,761,969	24,430,193	3,331,776	13.6%	27,761,969	27,267,656	494,313	1.8%	27,761,969	27,267,656	27,761,969	494,313	1.8%	3,331,776	13.6%

Enrollment															
	Actual 22/23 as at Sept 14th	Actual 2021/22	Units Change	% Change	Actual 22/23 as at Sept 14th	Budget 2022/23	Units Change	% Change	Actual 22/23 as at Sept 14th	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												Units Change	% Change	Units Change	% Change
Domestic	18,053	18,982	(929)	-4.9%	18,053	19,080	(1,027)	-5.4%	18,053	19,080	18,053	(1,027)	-5.4%	(929)	-4.9%
International	8,406	6,725	1,681	25.0%	8,406	6,875	1,531	22.3%	8,406	6,875	8,406	1,531	22.3%	1,681	25.0%
Total	26,459	25,707	752	2.9%	26,459	25,955	504	1.9%	26,459	25,955	26,459	504	1.9%	752	2.9%

SUMMER 2022/2023 Term															
Dollars															
	Actual 2022/23	Actual 2021/22	\$ Change	% Change	Actual 2022/23	Budget 2022/23	\$ Change	% Change	Actual 2022/23	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												\$ Change	% Change	\$ Change	% Change
Domestic	1,465,151	1,876,936	(411,785)	-21.9%	1,465,151	1,785,842	(320,691)	-18.0%	1,465,151	1,472,991	1,465,151	(320,691)	-18.0%	(411,785)	-21.9%
International	6,864,865	6,817,184	47,681	0.7%	6,864,865	6,966,084	(101,219)	-1.5%	6,864,865	6,827,908	6,864,865	(101,219)	-1.5%	47,681	0.7%
Total	8,330,016	8,694,121	(364,104)	-4.2%	8,330,016	8,751,926	(421,910)	-4.8%	8,330,016	8,300,899	8,330,016	(421,910)	-4.8%	(364,104)	-4.2%

Enrollment															
	Actual 2022/23	Actual 2021/22	Units Change	% Change	Actual 2022/23	Budget 2022/23	Units Change	% Change	Actual 2022/23	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												Units Change	% Change	Units Change	% Change
Domestic	3,792	5,407	(1,615)	-29.9%	3,792	5,281	(1,489)	-28.2%	3,792	3,783	3,792	(1,489)	-28.2%	(1,615)	-29.9%
International	3,599	3,641	(42)	-1.2%	3,599	3,668	(69)	-1.9%	3,599	3,575	3,599	(69)	-1.9%	(42)	-1.2%
Total	7,391	9,048	(1,657)	-18.3%	7,391	8,949	(1,558)	-17.4%	7,391	7,358	7,391	(1,558)	-17.4%	(1,657)	-18.3%

SPRING 1/4th 2022/2023 Term															
Dollars															
	Actual 2022/23	Actual 2021/22	\$ Change	% Change	Actual 2022/23	Budget 2022/23	\$ Change	% Change	Actual 2022/23	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												\$ Change	% Change	\$ Change	% Change
Domestic	2,374,370	2,521,545	(147,175)	-5.8%	2,374,370	2,463,814	(89,444)	-3.6%	2,374,370	2,374,512	2,374,370	(89,444)	-3.6%	(147,175)	-5.8%
International	3,086,827	3,522,806	(435,979)	-12.4%	3,086,827	2,750,231	336,596	12.2%	3,086,827	3,088,836	3,086,827	336,596	12.2%	(435,979)	-12.4%
Total	5,461,197	6,044,351	(583,154)	-9.6%	5,461,197	5,214,045	247,152	4.7%	5,461,197	5,463,348	5,461,197	247,152	4.7%	(583,154)	-9.6%

Enrollment															
	Actual 2022/23	Actual 2021/22	Units Change	% Change	Actual 2022/23	Budget 2022/23	Units Change	% Change	Actual 2022/23	Q1 Forecast 2022/23	Q2 Forecast 2022/23	Q2 Forecast and Budget		Q2 Forecast and Prior year actuals	
												Units Change	% Change	Units Change	% Change
Domestic	4,173	4,582	(410)	-8.9%	4,173	4,344	(172)	-3.9%	4,173	4,166	4,173	(172)	-3.9%	(410)	-8.9%
International	1,554	1,825	(271)	-14.8%	1,554	1,369	185	13.5%	1,554	1,555	1,554	185	13.5%	(271)	-14.8%
Total	5,727	6,407	(681)	-10.6%	5,727	5,713	14	0.2%	5,727	5,721	5,727	14	0.2%	(681)	-10.6%



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.2.2: Post-Secondary Institutions Fiscal 2021/22 Final Year-End Results	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
PRESENTER: Patricia Heintzman, Finance Committee Chair	

PURPOSE

The purpose of this report is to provide Fiscal 2021/22 Final year end results for post-secondary institutions and to highlight the impacts of the pandemic on the sector. This report was received for information by the Finance Committee at their November 8, 2022 meeting.

FINANCIAL RESULTS

The final year-end results for each post-secondary institution is shown in the attachment to this briefing report. The table below provides summary level information for the 25 institutions and highlights the category that the majority of the institutions along with the Capilano University fall under.

Fiscal 2021/2022 Budget Compared to Actuals								
	Surplus			Deficit			Balanced	
Budget	5	20%		16	64%	*CapU	4	16%
Actuals	17	68%	*CapU	8	32%			
	Increase			Decrease			Balanced	
Revenue	15	60%		10	40%	*CapU		
Expenses	12	48%		13	52%	*CapU		
Fiscal 2021/2022 Compared to Fiscal 2020/2021 Actuals								
	Increase			Decrease			Balanced	
Revenue	20	80%		5	20%	*CapU		
Expenses	24	96%	*CapU	1	4%			

To summarize, while the majority of the institutions (including Capilano University) budgeted a deficit position, the 2021/2022 actuals resulted in a surplus for most institutions (including Capilano University). Both the 2021/2022 actual revenue and expenses for the Capilano University were below budgeted. When comparing 2021/2022 to 2020/2021, Capilano University had a decrease in revenue and an increase in expenses.

Capilano University

Post-secondary Institutions: Fiscal 2021/2022 Year End Results
(in thousands of dollars)

Attachment

Institution	Fiscal 2021/22 Budget to Actuals									Actuals - Fiscal 2021/22 to Fiscal 2020/21				
	Budget			Actuals			Change: increase/(decrease)			Actuals - Fiscal 2020/21			Change: increase/(decrease)	
	Revenue	Expenses	Operating Surplus/ (Deficit)	Revenue	Expenses	Operating Surplus/ (Deficit)	Revenue	Expenses		Revenue	Expenses	Operating Surplus/ (Deficit)	Revenue	Expenses
University	Capilano University	125,067	130,274	(5,207)	122,534	120,940	1,594	(2,533)	(9,334)	125,212	119,285	5,927	(2,678)	1,655
	Emily Carr University	50,255	52,988	(2,733)	51,374	51,581	(207)	1,119	(1,407)	51,744	50,099	1,645	(370)	1,482
	Kwantlen Polytechnic University	214,596	218,188	(3,592)	230,807	230,185	622	16,211	11,997	214,022	209,852	4,170	16,785	20,333
	Royal Roads University	82,663	82,068	595	78,832	78,296	536	(3,831)	(3,772)	75,481	73,748	1,733	3,351	4,548
	Simon Fraser University	819,917	804,536	15,381	858,512	831,401	27,111	38,595	26,865	825,369	784,045	41,324	33,143	47,356
	University of British Columbia	3,094,538	3,084,223	10,315	3,206,777	3,045,949	160,828	112,239	(38,274)	2,922,494	2,840,778	81,716	284,283	205,171
	Thompson Rivers University	236,526	236,679	(153)	227,256	220,782	6,474	(9,270)	(15,897)	224,233	211,856	12,377	3,023	8,926
	University of the Fraser Valley	157,282	157,282	-	151,919	150,496	1,423	(5,363)	(6,786)	152,856	148,267	4,589	(937)	2,229
	University of Northern British Columbia	120,840	122,990	(2,150)	125,623	123,971	1,652	4,783	981	117,431	114,155	3,276	8,192	9,816
	University of Victoria	627,432	625,712	1,720	642,718	640,160	2,558	15,286	14,448	599,870	594,940	4,930	42,848	45,220
Vancouver Island University	149,244	161,577	(12,333)	161,851	167,604	(5,753)	12,607	6,027	151,273	160,309	(9,036)	10,578	7,295	
College	Camosun College	142,221	146,469	(4,248)	142,800	147,446	(4,646)	579	977	133,228	140,811	(7,583)	9,572	6,635
	Coast Mountains College	35,477	35,477	-	38,347	38,155	192	2,870	2,678	35,451	35,769	(318)	2,896	2,386
	College of New Caledonia	77,216	80,785	(3,569)	75,306	77,445	(2,139)	(1,910)	(3,340)	78,165	76,737	1,428	(2,859)	708
	College of the Rockies	45,861	47,870	(2,009)	45,017	47,015	(1,998)	(844)	(855)	42,919	42,243	676	2,098	4,772
	Douglas College	181,724	178,030	3,694	190,062	172,905	17,157	8,338	(5,125)	177,490	161,757	15,733	12,572	11,148
	Langara College	183,776	190,714	(6,938)	173,495	172,598	897	(10,281)	(18,116)	168,300	164,177	4,123	5,195	8,421
	North Island College	52,645	54,201	(1,556)	55,648	55,591	57	3,003	1,390	49,206	50,820	(1,614)	6,442	4,771
	Northern Lights College	36,708	36,879	(171)	38,110	37,458	652	1,402	579	38,244	37,760	484	(134)	(302)
	Okanagan College	123,079	125,712	(2,633)	119,213	119,702	(489)	(3,866)	(6,010)	115,852	115,838	14	3,361	3,864
	Selkirk College	59,736	60,498	(762)	59,118	58,722	396	(618)	(1,776)	56,786	57,754	(968)	2,332	968
Vancouver Community College	128,355	132,414	(4,059)	134,674	136,024	(1,350)	6,319	3,610	122,697	125,857	(3,160)	11,977	10,167	
Institute	British Columbia Institute Of Technology	367,963	367,963	-	363,991	376,007	(12,016)	(3,972)	8,044	363,509	358,878	4,631	482	17,129
	Justice Institute of British Columbia	48,527	52,377	(3,850)	54,582	54,514	68	6,055	2,137	46,444	49,489	(3,045)	8,138	5,025
	Nicole Valley Institute of Technology	18,278	18,278	-	18,467	18,167	300	189	(111)	16,769	15,657	1,112	1,698	2,510

Operating Surplus/(Deficit) excludes net Endowment contributions



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.3: GOVERNANCE AND PLANNING COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
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 was scheduled for November 7, 2022.

SUMMARY

The Committee cancelled this meeting as quorum was not met.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 3.2.4: INVESTMENT MANAGEMENT COMMITTEE REPORT	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
PRESENTER: Ash Amlani, Investment Management Committee Chair	

PURPOSE

To provide the Board of Governors with a summary of the Investment Management Committee meeting that took place on November 2, 2022.

SUMMARY

The Committee approved the minutes of the November 2, 2022 meeting and discussed the following items:

- **Portfolio Performance:** Brad Bondy, investment advisor from Ellement Consulting Group, provided an overview of the Q3 performance as at September 30 for both portfolios.
- **TCC (Trans Canada Capital):** Tally Bains, VP Finance and Administration provided an update. This item is discussed under separate cover.
- **Committee Terms of Reference:** Tally Bains provided an overview of the changes to the Terms of Reference. The Committee passed a motion to refer the proposed revisions to the Governance and Planning Committee for review and recommendation to the Board.

RECOMMENDATION

This is for the Board's information only.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 5.1: Trans-Canada Capital (TCC) Investment Manager for Alternative Investments	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
PRESENTER: Ash Amlani, Chair Investment Management Committee Tally Bains, Vice President Finance and Administration	

PURPOSE

The purpose of this briefing note is for the Board of Governors to approve adding Trans-Canada Capital as an investment manager to manage the alternative assets component of the Capilano University investment portfolio.

MOTION

THAT the Board of Governors approves Trans Canada Capital (TCC) as the Investment Manager of Alternative Investments for the Capilano University investment portfolio.

BACKGROUND

Ellement Consulting (Ellement) has been engaged by the university as an independent investment consultant to assist the Investment Management Committee with:

- monitoring and reporting on investment performance (done quarterly),
- reviewing asset mix policy through an asset mix study to derive the optimal asset mixes that offer the greatest returns with the least risk, and
- reviewing investment manager structure to determine the suitable number and types of managers to invest the underlying assets based on the mandate of each asset class.

Ellement completed the asset mix study and presented the proposed changes to the asset mix to the Investment Management Committee (IMC) at their February 3, 2022 meeting (see attachment 1). Based on recommendations from the IMC, the Board of Governors approved the change to the asset mix of 15% to alternatives for the university investment portfolio at their February 22, 2022 meeting. The Foundation Board approved a change of 20% to alternatives for the Foundation portfolio at their October 18, 2022 meeting (Ellement initial recommendation was 30%).

Once the asset mix was confirmed by the IMC, the focus shifted to the investment manager structure. Ellement proposed that IMC consider moving the alternative assets (private debt, real estate and infrastructure) to Trans-Canada Capital. IMC held a special meeting on May 30, 2022 to receive a presentation from Trans-Canada Capital on their alternative fund and passed motions to recommend the Board of Governors (for the university portfolio) and the Foundation Board (for the Foundation portfolio) approve TCC as a manager for alternative investments. The Foundation Board approved using TCC at their October 18, 2022 meeting.

Estimated amount of Transfer

The table below provides an estimate of the amount that will be transferred to TCC for both portfolios. The actual amount will vary based on market value at the time of transfer.

Portfolio	Market Value at Sept 30, 2022	Alternative asset mix %	Estimated amount to transfer to TCC
Capilano University	\$46.9 million	15%	\$7 million
Capilano University Foundation	\$15.6 million	20%	\$3 million
Total	\$62.5 million		\$10 million

Asset Mix Study

University portfolio recommended mix

Statistics	Current Target	Mix 1	Mix 2	Mix 3	Mix 4	Mix 5
Expected Return	3.75%	3.67%	3.91%	4.14%	4.36%	4.58%
Standard Deviation	7.45%	4.33%	4.97%	5.63%	6.29%	6.97%
Expected Tail Loss (5%)	11.63%	5.53%	6.59%	7.68%	8.80%	9.93%
Asset Class	Current Target	Mix 1	Mix 2	Mix 3	Mix 4	Mix 5
Total Fixed Income	50%	65%	60%	55%	50%	45%
Cash & Equivalents	-	-	-	-	-	-
Short Term Bonds	-	45%	40%	35%	30%	25%
Universe Bonds	43%	-	-	-	-	-
High Yield Bonds	-	10%	10%	10%	10%	10%
Mortgages	7%	5%	5%	5%	5%	5%
Private Debt	-	5%	5%	5%	5%	5%
Total Equity	50%	25%	30%	35%	40%	45%
Canadian Equity	30%	7.5%	10%	12.5%	15%	17.5%
Global Equity	20%	17.5%	20%	22.5%	25%	27.5%
Real Assets	-	10%	10%	10%	10%	10%
Real Estate	-	5%	5%	5%	5%	5%
Infrastructure	-	5%	5%	5%	5%	5%

Ellement Consulting Group

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Foundation portfolio recommended mix

Statistics	Current Target	Mix 1	Mix 2	Mix 3	Mix 4	Mix 5
Expected Return	4.51%	4.49%	4.72%	4.95%	5.17%	5.38%
Standard Deviation	8.73%	4.95%	5.61%	6.28%	6.96%	7.64%
Expected Tail Loss (5%)	13.43%	5.99%	7.08%	8.21%	9.35%	10.51%
Asset Class	Current Target	Mix 1	Mix 2	Mix 3	Mix 4	Mix 5
Total Fixed Income	37%	50%	45%	40%	35%	30%
Cash & Equivalents	-	-	-	-	-	-
Short Term Bonds	-	25%	20%	15%	10%	5%
Universe Bonds	25%	-	-	-	-	-
High Yield Bonds	5%	5%	5%	5%	5%	5%
Mortgages	7%	10%	10%	10%	10%	10%
Private Debt	-	10%	10%	10%	10%	10%
Total Equity	60%	30%	35%	40%	45%	50%
Canadian Equity	30%	10%	12.5%	15%	17.5%	20%
Global Equity	30%	20%	22.5%	25%	27.5%	30%
Real Assets	3%	20%	20%	20%	20%	20%
Real Estate	3%	10%	10%	10%	10%	10%
Infrastructure	-	10%	10%	10%	10%	10%

Ellement Consulting Group

Page



BOARD OF GOVERNORS REPORT

AGENDA ITEM 6: Correction of Records on Program Discontinuance GEOG vs GEOL	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
PRESENTER: Tally Bains, Vice President Finance and Administration	

PURPOSE

The purpose of this briefing note is to provide the background on a typographical error that occurred in the Board's approval of the Program Course Discontinuation of GEOG 102 and GEOG 107 and to formally discontinue these courses.

MOTION

THAT the Board of Governors approve the discontinuation of GEOG 102 and GEOG 107.

BACKGROUND

The following table provides a summary of meetings that occurred regarding the discontinuance of programs and at what stage the typing error occurred that resulted in the Board of Governors discontinuing GEOL 102 and GEOL 107 (courses that do not exist) instead of the courses that should have been discontinued: GEOG 102 and GEOG 107.

Meeting and Agenda Item	Briefing Note Summary and Motion												
2022.04.26 Board of Governors Agenda Item 9.2 Proposed Course Discontinuance(s) for the Faculty of Global and Community Studies and the Faculty of Arts and Sciences	Briefing Note correctly reflected discontinuance of GEOG102 and GEOG107 <table border="1" data-bbox="451 1329 1409 1604"> <thead> <tr> <th>Subject Code</th> <th>Course Number</th> <th>Long Course Title</th> <th>Rationale</th> </tr> </thead> <tbody> <tr> <td>GEOG</td> <td>102</td> <td>Environmental Geography: Global Concerns</td> <td>Replaced by GEOG 222</td> </tr> <tr> <td>GEOG</td> <td>107</td> <td>Geography of North America</td> <td>Course was developed and offered as a one time delivery for an international group of business students from France</td> </tr> </tbody> </table> <p>Motion: <i>THAT the Board of Governors refer the recommendation of course discontinuances for the Faculties of Global and Community Studies and Arts and Sciences to the Senate for Advice.</i></p>	Subject Code	Course Number	Long Course Title	Rationale	GEOG	102	Environmental Geography: Global Concerns	Replaced by GEOG 222	GEOG	107	Geography of North America	Course was developed and offered as a one time delivery for an international group of business students from France
Subject Code	Course Number	Long Course Title	Rationale										
GEOG	102	Environmental Geography: Global Concerns	Replaced by GEOG 222										
GEOG	107	Geography of North America	Course was developed and offered as a one time delivery for an international group of business students from France										
2022.05.10 Senate Regular Meeting Agenda Item 6.1 Request for course discontinuances – Advice from Senate to the Board of Governors	Briefing Note correctly reflected discontinuance of GEOG102 and GEOG107												

Meeting and Agenda Item	Briefing Note Summary and Motion												
	<table border="1" data-bbox="451 191 1395 464"> <thead> <tr> <th data-bbox="451 191 553 254">Subject Code</th> <th data-bbox="553 191 667 254">Course Number</th> <th data-bbox="667 191 1094 254">Long Course Title</th> <th data-bbox="1094 191 1395 254">Rationale</th> </tr> </thead> <tbody> <tr> <td data-bbox="451 254 553 310">GEOG</td> <td data-bbox="553 254 667 310">102</td> <td data-bbox="667 254 1094 310">Environmental Geography: Global Concerns</td> <td data-bbox="1094 254 1395 310">Replaced by GEOG 222</td> </tr> <tr> <td data-bbox="451 310 553 464">GEOG</td> <td data-bbox="553 310 667 464">107</td> <td data-bbox="667 310 1094 464">Geography of North America</td> <td data-bbox="1094 310 1395 464">Course was developed and offered as a one time delivery for an international group of business students from France</td> </tr> </tbody> </table> <p data-bbox="440 499 1395 527">Motion: THAT Senate advise the Board of Governors that the above listed courses be discontinued.</p>	Subject Code	Course Number	Long Course Title	Rationale	GEOG	102	Environmental Geography: Global Concerns	Replaced by GEOG 222	GEOG	107	Geography of North America	Course was developed and offered as a one time delivery for an international group of business students from France
Subject Code	Course Number	Long Course Title	Rationale										
GEOG	102	Environmental Geography: Global Concerns	Replaced by GEOG 222										
GEOG	107	Geography of North America	Course was developed and offered as a one time delivery for an international group of business students from France										
<p data-bbox="142 562 407 911">2022.06.28 Board of Governors Agenda Item 11.1 Proposed Course Discontinuance(s) for the Faculty of Global and Community Studies and the Faculty of Arts and Sciences. Advice from Senate to the Board of Governors</p>	<p data-bbox="440 562 1024 590">Briefing Note contained typing error – GEOL 102, 107</p> <div data-bbox="444 594 1154 680" style="border: 1px solid black; padding: 5px;"> <p data-bbox="456 604 643 625">Faculty of Arts and Sciences</p> <p data-bbox="456 646 1122 667">ENGL 301, 302, 326, 341, 308, 311, 314, 317, 356, 357, 410; GEOL 102, 107; POL 208; HIST 230, 249, 340</p> </div> <p data-bbox="440 716 1349 743">Motion: THAT the courses listed above be discontinued based on the advice of Senate</p> <p data-bbox="440 779 1419 869">The Motion passed by the Board of Governors did not contain the names of the courses but had “courses listed above”; the briefing note had the typing error thus courses listed above was GEOL 102 and GEOL 107 and should have been GEOG 102 and GEOG 107.</p> <p data-bbox="440 905 1292 932">The Board Secretariat has added the following comment to the briefing note:</p> <p data-bbox="440 968 1425 1058"><BOARD SECRETARIAT: A typographical error was made in the briefing note: GEOL 102, 107 should have been GEOG 102, 107. This error has been corrected at the Board of Governors November 29, 2022 meeting.></p>												
<p data-bbox="142 1104 363 1163">2022.09.27 Board of Governors</p>	<p data-bbox="440 1104 1442 1163">The June 28, 2022 Board of Governors Minutes were included in the Consent Agenda for the September 27, 2022 meeting; minutes reflected the following:</p> <div data-bbox="444 1199 1377 1724" style="border: 1px solid black; padding: 10px;"> <p data-bbox="467 1209 594 1230">11. Academic</p> <p data-bbox="467 1262 1295 1310">11.1 Proposed Course Discontinuation (s) for The Faculty of Global and Community Studies and the Faculty of Arts and Sciences</p> <p data-bbox="467 1331 1292 1430">Laureen Styles explained the process for course discontinuances. The request for course discontinuation(s) for the Faculty of Global and Community Studies and the Faculty of Arts and Sciences came to the Board on April 26, 2022 and was referred to Senate for their advice. Senate has reviewed the request and with Senate’s advice the proposal is back to the Board for approval.</p> <p data-bbox="467 1457 1013 1478">It was moved (Nanci Lucas), seconded (Rodger So) and resolved;</p> <p data-bbox="505 1503 1295 1551"><i>THAT the Board of Governors, based on advice from Senate, approve the discontinuance of the courses listed below.</i></p> <p data-bbox="505 1577 1292 1625"><i>Faculty of Global and Community Studies Courses: REC 107, 110, 149, 151, 157, 169, 175, 245, 255; SATO 205, 206, 305; TOUR 120, 134, 135, 137, 202, 212, 249, 301, 343, 350 422, 424</i></p> <p data-bbox="505 1650 1317 1698"><i>Faculty of Arts and Sciences Courses: ENGL 301, 302, 326, 341, 308, 311, 314, 317, 356, 357, 410; GEOL 102, 107; POL 208; HIST 230, 249, 340</i></p> </div> <p data-bbox="440 1755 1398 1814">At the Board meeting, Dr Laureen Styles commented that there was a typing error in the June 28 minutes and GEOL 102, 107 should be GEOG 102 and 107.</p> <p data-bbox="440 1850 1393 1913">Board Secretariat has added the following comment to the official minutes of June 28, 2022 Board meeting:</p>												

Meeting and Agenda Item	Briefing Note Summary and Motion
	<p><BOARD SECRETARIAT: <i>A typographical error was made in the briefing note in the June 28, 2022 Board agenda package: GEOL 102, 107 should have been GEOG 102, 107. This error has been corrected at the Board of Governors November 29, 2022 meeting.</i>></p>
<p>2022.11.29 Board of Governors</p>	<p>The September 27, 2022 Board of Governors minutes is included in the Consent agenda for the November 29, 2022 meeting. These minutes are an accurate record of the discussion that took place at the September 27th Board meeting.</p> <p>Board Secretariat has added the following comment to the official minutes of the September 27, 2022 Board meeting:</p> <p><BOARD SECRETARIAT: <i>The typographical error GEOL 102, 107 should have been GEOG 102, 107 was in the briefing note in the June 28, 2022 Board agenda package and not in the June 28, 2022 minutes. This error has been corrected at the Board of Governors November 29, 2022 meeting.</i>></p> <div data-bbox="444 764 1334 1457" style="border: 1px solid black; padding: 10px;"> <p>2. Consent Agenda</p> <p>Laureen Styles, VP of Academic and Provost commented that there's a typo in the June 28 minutes for item 11.1 Proposed Course Discontinuation(s) for The Faculty of Global and Community Studies and the Faculty of Arts and Sciences. GEOL 102, 107 should be changed to GEOG 102, 107.</p> <p>The text for the motion should read as follows.</p> <p><i>THAT the Board of Governors, based on advice from Senate, approve the discontinuance of the courses listed below.</i></p> <p><i>Faculty of Global and Community Studies Courses: REC 107, 110, 149, 151, 157, 169, 175, 245, 255; SATO 205, 206, 305; TOUR 120, 134, 135, 137, 202, 212, 249, 301, 343, 350 422, 424</i></p> <p><i>Faculty of Arts and Sciences Courses: ENGL 301, 302, 326, 341, 308, 311, 314, 317, 356, 357, 410; GEOG 102, 107; POL 208; HIST 230, 249, 340.</i></p> <p>It was moved (Patricia Heintzman), seconded (Ash Amlani) and resolved;</p> <p><i>THAT the Board approves the following items on the Consent Agenda:</i></p> <ul style="list-style-type: none"> 2.1. Minutes from the June 28, 2022 Board Meeting 2.2. Board Committee Reports: <ul style="list-style-type: none"> 2.2.1 Audit and Risk Committee 2.2.2 Executive and Human Resources Committee 2.2.3 Finance Committee 2.2.4 Governance and Planning Committee 2.2.5 Investment Management Committee </div>

PRESIDENT'S REPORT TO THE BOARD

Reporting period from September 7 to October 31, 2022

PRESIDENT'S OFFICE

Standing alongside the Iranian community—The trauma of gender-based persecution and violence in Iran weighs heavily on many of us, and we acknowledge that these may be challenging times for some students and employees. Capilano University stands united with the Iranian community—a community with strong ties to the University and the North Shore where our campuses are located. Our hearts are with all who have personal connections to this situation. [CapU's full message](#).

From October 24–27, I attended the Universities Canada fall membership meeting in Ottawa, and while there, I also met with federal government officials to introduce CapU and discuss funding for student housing, transportation and immigration.

During this reporting period, we held many important events, including:

- The groundbreaking of the Centre for Childhood Studies which is slated to open in late 2024. The centre will more than double Capilano University's existing childcare capacity, as well as offer new studio space, study and research labs, classrooms, faculty offices and increased opportunity for practicum placements on campus.
- The grand opening of the new student and alumni services area. CapU prioritizes providing spaces for our students and alumni so they can access the tools and resources they need to succeed. This area provides a welcoming and safe space where students can work, collaborate, gain knowledge and prepare for their futures.
- "Truth & Reconciliation Week" from September 26–29 where we honoured National Day of Truth and Reconciliation and the University's commitment to decolonization and reconciliation. The Indigenous education & affairs team organized a range of events, including music, talks and workshops.
- The opening of our Progress Pride crosswalk which serves as a visual reminder that members of the 2SLGBTQ+ are welcomed on campus and we provide a safe space where we will advocate and stand allies.
- "Providing Healing, Promoting Hope"—CapU celebrated the 30th anniversary of Women's History Month from October 11–14 with a series of events that included topics from women in literature to women in technology.

ACADEMIC & PROVOST

The fall term is in full swing with the majority of courses being in person and a renewed feeling of reconnection and engagement with faculty and students. Several academic initiatives are moving forward, including foundational activity to develop a digital-learning framework, and a focus on reviewing and development of academic policy, including relevant (new and revising) policy for planning for graduate studies under the leadership of Dawn Whitworth, associate vice-president, creative activity, research & scholarship & graduate studies.

The academic & provost has participated in several provincial meetings focusing on collaborative activity with other BCAUI sector institutions and progress is being made on pathway plans with Langara College. As has been past practice, the institutional response to the National Survey of Online and Digital Learning conducted by the Canadian Digital Learning Research Association was completed. The focus of this year's survey was digital learning trends in Canada; national results will be available in the spring.

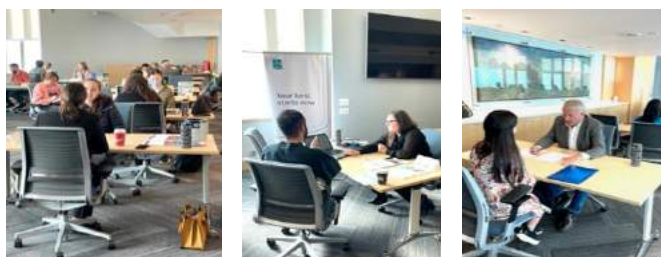
Activity continues with the next phase of engagement and feedback with the development of an *Indigenous Framework*. Facilitated by the Acting Director, Indigenous Education & Affairs, Micki McCartney, a range of perspectives and input will be sought, as well as considering other guiding policy documents (provincially), Truth and Reconciliation Calls to Action, In Plain Sight and the Calls to Justice with the Murdered and Missing Indigenous Women and Girls Inquiry. The dialogue opportunities will contribute greatly, thoughtfully and poignantly with the goal to have a substantive draft by the end of the calendar year for Senate review and approval.

FACULTY OF ARTS & SCIENCES

- » This fall term, Capilano Creative Writing hosted three visiting writers as part of the Open Text Visiting Writers Series. In September, we welcomed Dalton Higgins, non-fiction writer and instructor from Toronto Metropolitan University. In October, we will be joined on Zoom by poet Sally Ito, who has just published her sixth book of poetry, *Heart Hydrography*. Finally, we will host our first in-person event at CapU Lonsdale, a writing and movement workshop with fiction writer Samantha Warwick. These events are supported by a grant from the Canada Council for the Arts.
- » Tom Flower (biology) contributed a chapter “Deception in Animal Communication” to the textbook, *The Routledge International Handbook of Comparative Psychology* (Edited by Todd M. Freeberg, Amanda R. Ridley, Patrizia d’Ettorre).
- » The biology department was also delighted to run BIOL 312— Human Physiology 1 this fall, the first upper-level course specifically for the new BSc General students.

FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » The School of Communication recently completed the program review process and the Program Review Action Plan was unanimously accepted at the department level. The action plan is with the Faculty Council for approval.
- » The School of Communication Course Outline Revision Process is being streamlined to allow courses to navigate approval process in a timely way in support of ongoing course review/revisions. This month, three course outlines have been updated and/or added and are tracking to be updated by September 2023 and approximately 15 courses are now tracking for approval for September 2024 or January 2024.
- » Faculty in the School of Communications have included EDI elements in all courses, recently complemented by an information session with Librarian, Bethany Paul (Indigenous Teaching, Learning and Initiatives). To record progress, a tracking sheet has been created for class work to be documented.
- » The School of Business successfully concluded its second Resume Speed Dating event. The initiative was supported by Blue Shore Finance, RBC Royal Bank, Smythe CPA, Sherwin Williams and many more. This event was an extraordinary opportunity for CapU students to get a critique by industry experts, to get advice on resume and CV writing and to meet with potential employers for co-op, internships, part-time and full-time positions.
- » Held on September 23, the *Careers in Business Information & Analytics* panel was a great success. Panelists included Liza Malkovich, IT business analyst from Best Buy Canada; Simon Chela, business insights service manager from ICBC; Emilie Gladstone, analytics leader from VCH; and Debora Stranaghan, solution & quality service director from



UNIT 4 Business Software. Given interest, the panel will host a follow-up in March. The event was managed by faculty member/moderator Susan Romeo-Gilbert along with lana Dokuchaeva, employer engagement and outreach liaison.

- » With 50+ students, five faculty and employers, the School of Business hosted a *Careers in International Business and Supply Chain* panel on October 19, focusing on career opportunities, challenges and opportunities in the sector. The event was managed by coordinator and faculty, Global and Local Hub Azita Shafai along with moderator faculty Robin Furby and lana Dokuchaeva, employer engagement and outreach liaison. The speakers represented four companies: Western Group, Vancouver Fraser Port Authority, Canadian Trade Service and XPO Logistics.



- » The School of Business, in partnership with Neptune Terminal, did a company tour to the Neptune Port Terminal, visiting the company's operational facility and to learn more about their commitment to safe and responsible operations, continuous improvement and role in the supply chain for Canadian potash and steelmaking coal. The tour was organized by coordinator and faculty, Global and Local Hub Azita Shafai along with lana Dokuchaeva, employer engagement and outreach Liaison.



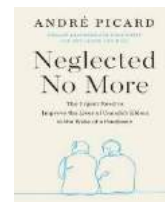
- » Yen Yuen, CDC's career development advisor, collaborated with Azita Shafai, coordinator and faculty, Global and Local Hub of the School of Business, to create an event that included educating students about exploring various career pathways in the supply chain/logistics and International Business field. The School of Business's alumni Ashley Woodhouse (BBA, 2014) and Cole Caswell (BBA, 2015) generously joined the in-person event to discuss their careers within international business and answer questions from 12 participating students.



- » The School of Business, in partnership with the Business + Higher Education Roundtable, will launch initiatives to support student entrepreneurs: a five-part workshop series on building an entrepreneurial mindset; an entrepreneurs-in-residence mentoring program; support for entrepreneurial research projects; a matchmaking program to pair students with start-up organizations for internships; micro-WILs and consulting projects; and a business pitch competition. Some of these programs will start in November with the rest to rollout in January 2023 with Christine Sjolander as the faculty lead.
- » Christine Sjolander, faculty in the School of Business, in collaboration with the Canadian Association of Career Educators and Employers (CACEE), published a 60-page research report investigating the operational aspects of post-secondary career centres across Canada. The study looked at the impact of priorities such as equity, diversity, inclusion and accessibility (EDIA), Indigenization and decolonization and COVID-19 on how career centres support students in finding full-time work and Work-Integrated Learning (WIL) opportunities. It also provides national benchmarks on various operational aspects of career centres, including resources (staff and budget), services offered to students and employers and metrics and reporting processes. Download a short executive summary [here](#).

FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » The Health Care Assistant (HCA) program hosted nationally-renowned health journalist and author, [Andre Picard](#), on Oct 18. Picard met online with HCA students in Sechelt and North Vancouver to discuss his latest book, *Neglected No More: the urgent need to improve the lives of Canada's elders in the wake of a pandemic*.



- » Through joint efforts between the Adult Basic Education (ABE) and Community Development & Outreach (CDO) departments, upgrading programs for Indigenous students launched again this fall with Skwxwú7mesh (Squamish) Nation students at the Elsha7an Learning Centre in North Vancouver and shíshálh (Sechelt) Nation students at the kálayay Sunshine Coast Campus. Curriculum and program delivery are customized to support Indigenous learners and includes land-based learning.
- » With funding support from the Ministry of Advanced Education and Skills Training, the full *Discover Employability* program launched again this fall, following several years of modified delivery. The program supports students with intellectual and developmental disabilities to explore post-secondary opportunities, learn self-advocacy and build employment skills. The program is aligned with the Education and Employment Access program, which has similar goals and learning outcomes but also includes significant practicum components and peer mentorship opportunities. Both programs are fully enrolled for the 2022–23 academic year.
- » Several faculty in Early Childhood Care and Education (ECCE) have recent appointment in leadership roles provincially, nationally and internationally:
 - Kathleen Kummen, faculty, joined the Board of Directors of the Early Childhood Educators of BC (ECEBC)
 - Nancy van Groll, faculty, ECCE, was appointed to the executive of the Canadian Association for Research in Early Childhood, a special interest group within the Canadian Association for Teacher Education (CATE)
 - Bo Sun Kim was appointed to Advisory Committee of the Research Center of Education for Social Responsibility (ESR) at the Pusan National University of South Korea as a consulting expert (Aug. 31, 2021–Aug. 31, 2027).
- » Alexandra Berry, ECCE faculty, has a new publication in the *Journal of Postcolonial Studies* titled “Interdisciplinary propositions for remaking collective anti-colonial research and pedagogical processes: engaging with Max Liboiron”, <https://www.tandfonline.com/doi/full/10.1080/13688790.2022.2129360>

FACULTY OF FINE & APPLIED ARTS

- » After several months of construction closure over the summer, the BlueShore at CapU has an interior refresh, just in time for fall classes and performing arts events to begin. Fundraising to help complete this refresh was done through the “Take a Seat” seat naming campaign, aimed at selling the naming rights to individual seat locations.



- » Over the weekend of October 15 and 16, 2022, the BlueShore Centre for the Performing Arts celebrated 25 years of presenting events at CapU. Highlights of all genres within the School of Performing Arts, including jazz, opera, choral and world music, as well as contributions from theatre students made this an unforgettable event, showcasing the incredible talent coming out of CapU in recent years. Over 80 artists collaborated on our stage, making this one of the largest events the BlueShore team has undertaken. Assisting in making this all run smoothly were the arts and entertainment management students, working behind the scenes to work as artist liaisons, merchandise sellers and ushers. Additionally, technical theatre students were on task backstage, working alongside our professional crew with set ups and changeovers in between acts. We are so proud of the work with faculty and students, enmeshed within all aspects of performances at the BlueShore. Feedback from guests was wonderful and all had a memorable evening!

- » Wei Li, a graduate in 2D Animation and Visual Development, wanted to make a film a few years ago, and we were able to bring him in as an artist-in-residence, embedded with our second years where he could work on his film among students and answer any questions they may have about the process. It was a win-win for both Wei and the students. He continued to work in this role through COVID-19 remotely, and recently finished the film. It premiered at Tribeca Film Festival in New York in June 2022 and Whoopi Goldberg interviewed him on stage. The film was screened at the Short Films: Spark Animation Festival Celebration on October 30 and was given the “Best Canadian Film” award.



- » Jason Karman, faculty, School of Motion Picture Arts, has won Outstanding Director for his feature film *Golden Delicious* at the 2022 Reelworld Film Festival. Jason's debut is supported by Telefilm Canada Talent to Watch program, which has launched Canada's brightest talents. Reelworld Screen Institute is a branch of [Reelworld](#), one of the largest national platforms dedicated to changing the face of the media landscape by empowering and showcasing Canadians identifying as Black, Indigenous, Asian, and People of Colour in the screen-based industries. Cardi Wong, who graduated from the Acting for Stage and Screen program in 2013, also stars in the feature.

- » Malibu Taetz and Josh Vanderlinden, both Bachelor of Motion Picture Arts alumni, co-directed *This is Christmas*, a short film which screened at the Edmonton International Film Festival on September 26, 2022.



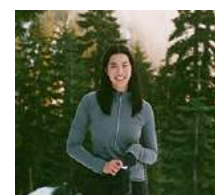
- » The PIEoneer Awards honour innovation and achievement in the global education industry. With a distinguished judging panel representing geographical and professional diversity, the awards recognize individuals and organizations who push professional standards, evolve their engagement or redefine the international student experience. The PIEoneer Awards 2022 took place September 9 in London, UK. The School of Motion Picture Arts was one of six global finalists in the category of Progressive Education Delivery and recognized as Highly Commended.

- » Troy McLaughlin, CapU Theatre instructor in dance and choreography, is the choreographer and movement coordinator of the world premiere of *Redbone Coonhound* by local writers Omari Newton and Amy Lee Lavoie at the Arts Club Theatre, October 6–30, 2022. *The Vancouver Sun* says the show is, “Quick-paced, brilliantly funny and lacerating...a huge Canadian hit.”



- » PLynn Johnson, who teaches acting for the camera, is an intimacy coordinator and has been busy on local film and TV sets. Intimacy coordination is a relatively new film/TV position, arising out of the need to make scenes with physical and sexual intimacy safe for the actors—much like fight choreography. PLynn was the intimacy Coordinator for the series “Grease: The Rise of the Pink Ladies” for Paramount Plus (release date to be announced). She was also intimacy coordinator for the CBC feature film and series of “Bones of Crows” written, directed and produced by Marie Clements.
- » Synthia Yusuf, a graduate of the Musical Theatre program, is currently working as cast and understudy for the character of Hermione in the production of *Harry Potter and the Cursed Child* at the Mirvish Theatre in Toronto.
- » Michelle Bardach, a graduate of the Musical Theatre program, just completed a run of *Anne of Green Gables—The Musical* in Charlottetown, PEI. She is the first Indigenous actor to play the part of Miss Stacey. She is also voicing the character of Colocolo Opossum on the new cartoon series *Spirit Rangers*, released this month on Netflix.

- » The Global Coproduction Film Project is a partnership between CapU and VIA University College in Aarhus, Denmark. The project was recognized as an example of Collaborative Online International Learning—Virtual Exchange (COIL-VE). The faculty mentors on the project were Michael Thoma (MOPA faculty) and Rune Lünell (associate professor, VIA multi-platform storytelling & production), and the support project team were Chris Bottrill (AVP, international) and Stasa Andric (study abroad and partnership officer) from CapU; and Tina Lisberg Bundgaard (executive senior adviser, global engagement) and Louis Thonsgaard (associate dean, VIA film & transmedia, VIA multi-platform storytelling & production) from VIA.
- » The Music Diploma Program is launching a new series this fall—free and open to the public—in the BlueShore at CapU on select Fridays from 11:45–12:45 p.m. called, *Re-Sounding Music at Capilano University*. The series features diverse perspectives not captured within the traditional Western Classical curriculum and in line with CapU's purpose and academic plan. The series includes Alexander Technique (a health and well-being practice for musicians), a masterclass with Métis soprano Melody Courage (CapU Music Diploma alumnae), and lectures from experts in equity, diversity and inclusion in classical music, as well as perspectives from non-western traditions.
- » The Arts and Entertainment Management program is thriving in its new home at CapU Lonsdale. Faculty and students are thankful to be part of such a vibrant space. Connections are being formed with the local community to support arts and cultural events in Lower Lonsdale. Events are being planned for late fall and throughout the spring term.
- » Soprano and Music Diploma faculty [Heather Pawsey's documentary film *The Lake*](#) screened at the Kay Meek Theatre. *The Lake* is a documentary film by Vancouver film-maker John Bolton about how Canadian composer Barbara Pentland's 1952 opera, *The Lake/n̓x̌aʔx̌aʔitkw*, was staged for the first time incorporating syilx̌w/Okanagan perspectives in 2014. Heather Pawsey plays the lead role of settler Susan Allison and she worked closely with syilx̌w/Okanagan traditional knowledge keeper Delphine Derickson and several other Indigenous collaborators. It is a great example of meaningful collaboration with Indigenous artists and a model for both students and faculty as we seek to decolonize our programs and systems. The film won a host of awards and was screened at Le FiFa International Festival of Films on Art (Montreal); at the DOXA Documentary Film Festival (Vancouver); at the VIFF (Vancouver International Film Festival) Centre; and in Westbank First Nation. It was just accepted into the Classical Arts Film Festival (Napa, California) and will be featured at the Association for Opera in Canada's National Summit in Vancouver in November; and available soon to Telus Optik subscribers in B.C. and Alberta.
- » Alumnus Shruti Ramani (2021) was added to the faculty of music at the VSO School of Music as Vocal Faculty in Jazz, Hindustani Music. He will be joining the Ostara project on their upcoming Western Canadian tour. The Ostara Project, spear-headed by award-winning jazz musicians Jodi Proznick and Amanda Tosoff (alumna, 2005) of Music Arts Collective, showcases the strength and creativity of Canadian women in jazz. Membership is fluid and what remains constant is that Ostara artists are all top-tier musicians, composers and bandleaders who reflect the geographical, cultural and creative diversity of Canada's musical landscape.
- » Arts and Entertainment faculty and coordinator, Christy Goerzen's novel *River Mermaid* has been nominated for a 2023 [White Pine Award™](#).
- » We are pleased to announce that two Bachelor of Design students, Tiffany Zhong (left) and Michelle Viet (right), won two of the five national "Student Trailblazer Awards" from the Canadian RGD (Association of Registered Graphic Designers), gaining a \$1,000 cash award and publicity on the RGD website. <https://www.rgd.ca/2022/09/23/2022-rgd-trailblazer-awards-results.php>. There



are also a number of other 2022 RGD awards that went to CapU students—both as winners and honourable mentions: <https://www.rgd.ca/2021/09/08/2022-rgd-student-awards-wins.php>

- » The Indigenous Digital Accelerator (IDA) has established an IDA Advisory Committee, comprised of three Indigenous women with a wide breadth of business, executive and education experience. They are Dorothy Christian Cucw-la7, PhD; Debra Hoggan, MBA; and Doreen Manuel, MFA. The advisory committee meets with the IDA Manager, Jackson Crick, quarterly to guide and advice on the direction of activities. Combined these women have over 120 years of experience in business, education and executive leadership.

FACULTY OF GLOBAL & COMMUNITY STUDIES

- » TRECSA and the School of Tourism Management hosted the first in-person World Tourism Day in three years on September 27, 2022. With over 160 people attending, there was positive feedback from both students and panelists on how much they enjoyed the event. Plans are already underway on how to enhance the experience for next year.



KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » Orientation this year was held in the Shíshálh Big House. HCA, ABE and P2HL students, all employees and Nation partners attended. Elder Robert Joe spoke and Donna Tack, employment training and post-secondary coordinator, from the Nation's education division, sang a song from her people. We feasted and welcomed our students to a new academic year.

- » The kálax-ay campus employees and students came together to honour Truth & ReconciliACTION Week (September 26–30). Elder Robert Joe and Jessica Silvey, Indigenous education advisor, spoke about Truth and Reconciliation, encouraging students and employees to share their thoughts. We shared lunch and sat together, talking and making Cedar hearts that are on permanent display with miniature orange sweaters as an art installation in the Learning Commons. Employees wore **Orange shirts** throughout the week to honour and uphold Survivors and intergenerational Survivors of the Indian residential school system and to commemorate those who didn't return home.



- » The campus continues to focus on building community relationships through engagement and participating in topics that focus on a stronger community. Recently, the Sunshine Coast Regional District (SCRD) contacted us to develop and deliver a customized Microsoft training program for their staff this fall. The Continuing Studies team is working with kálax-ay campus Program Developer Karen Webb to create a curriculum to meet the specific needs of SCRd staff, with workshops planned for November 4 and 25.

- » Our first 'meet & greet' of the year for students—a 'Pizza & Games' night—happened October 27, helping to build a stronger sense of belonging, inclusion and friendship amongst students, First Year Experience and learners taking online courses.

- » All campus employees came together for our Annual Retreat on October 14, facilitated by Jorge Ocegüera, who flew over in his plane (yes!) to facilitate another exceptional session. Topics included: communication and student experience. The afternoon was a mix of learning, thinking together and laughing.



INDIGENOUS EDUCATION & AFFAIRS (IEA)

- » The IEA team was pleased to welcome students and Elders back to the Kéxwusm-áyaḵn Centre in September.
- » Elders Latash-Maurice Nahanee and Rose Nahanee have a regular schedule in the Kéxwusm-áyaḵn Centre. Elders have also participated in many events over the past several months. Some of these include:
 - The HR team included Elder Sempulyan in opening the Progress Pride crosswalk launch on October 3, 2022
 - CFA invited Elder Rose to share a Welcome for Women's History Month on October 11, 2022
 - The BlueShore Theatre invited Elder Latash to share a welcome at the 25th Anniversary Gala on October 25, 2022
- » The Indigenous student services team, Crystal Henderson and Shasha McArthur joined the UniversityOne class for introductions and a walking tour of the campus.
- » Indigenous student services, along with many colleagues (communications, marketing & digital experience, HR, student services, counselling (Riel Dupuis-Rossi), facilities, and the Library), worked together to host **Truth & ReconciliACTION Week** (September 26–30). Events included:

Monday, September 26, 2022

- Elder Sempulyan: opening remarks and a blessing for Truth and ReconciliACTION
- Cultural Keeper and Truth Sharer Elizabeth Ross: shared some Squamish history
- Elder Latash Nahanee: shared Cultural Teachings
- Joel Cardinal: came in virtually to share his experiences and truths about TRC

Tuesday, September 27, 2022

- Talaysay Tours: walking tour of Capilano University's main campus
- Elder Rose: shared teachings about traditional medicines and cultural teachings
- Donna Cole: facilitated arts and crafts for making Orange shirt pins
- In partnership with Riel Dupuis-Rossi, David Kirk and Elder Rose Nahanee hosted an Indigenous student sharing circle
- Film Screening of *A Road Forward* and a pizza night

Wednesday, September 28, 2022

- Suzette Amaya Kwakwakawakw, Coast Salish, Nisga'a and Nehiyaw: shared her story, thoughts and ideas on how everyone can get involved when it comes to Truth and ReconciliACTION
- Elder Robert Joe: joined Indigenous student services for lunch in the Kéxwusm-áyaḵn Centre
- In the afternoon, Talaysay Tours, along with Candace Campo, did a walking tour with CapU employees

Thursday, September 29, 2022

- Wayne Dunkley and Donna Cole facilitated a discussion on *Being and Belonging* at Capilano University
- Paul Dangerfield hosted the President's Perspective
- Samantha Jack from the Nuu-Chah-Nulth and Yale Nations: shared process towards Truth and Reconciliation
- Elder Robert: provided closing remarks

- » All employees were encouraged to wear their **Orange shirts: Every Child Matters** throughout the week to honour and uphold Survivors and intergenerational Survivors of the Indian residential school system and to commemorate those who didn't return home.
- » On October 13, Shasha MacArthur, employee, IEA, presented on AR, VR and 360-immersive environment projects created by Indigenous artists and creatives.



LIBRARY

- » To date, the library has spent 32 per cent more on streaming media resources than last year 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, and staff have navigated almost 900 inquiries with peak question time from 10–1 p.m. on weekdays. Photo caption: Librarians Ashley Manhas and Jen Goerzen serving up some library advice during the CapU Street Party.
- » University Librarian, Christina Neigel, attended the director's meeting for the Council of Prairie and Pacific University Libraries (COPPUL) this fall. COPPUL is a consortium that enables universities, like CapU, to have greater buying power in group licensing for resources. It is also a space for universities to support Indigenous knowledge efforts, digital stewardship, open education resources and much more.
- » **Street Party!** At the annual CapU Street Party, the library team asked students to share a motivational song that gets them hyped for September. This [link](#) provides the curated list if you want to "hear" what motivates students.



ACADEMIC INITIATIVES & PLANNING

- » At the October 2022 Senate meeting, a concept paper entitled, "Starting Your Own Business," proposed by the Faculty of Business & Professional Studies was approved for program development.
- » In early November, CapU's first cycle of centrally supported program review site visits will conclude with an external review of CapU's Jazz programs. Building on the first cycle of reviews, "Review 2.0" will launch in 2023–24.
- » CityStudio North Vancouver is thrilled to return with 11 projects this Fall 2022 term, in collaboration with City of North Vancouver partners and faculty. To learn more about this term's projects, explore the "Course Collaborations" section of the [CityStudio North Vancouver website](#). Hubbub #7 will take place on December 6, 2022, from 9:30–11:30 a.m. at CapU Lonsdale. Register through the website. We look forward to seeing you there!

WORK INTEGRATED LEARNING (WIL)

- » The WIL Co-Lab has matched seven instructors with 12 community partners with an estimate of 260 work integrated learning experiences for our students (School of Business, Tourism and Communication).
- » Jutta Angus, education planning officer from the Sunshine Coast, was instrumental in matching rural community partners (Sunshine Coast Community Services; Sunshine Coast Association for Community Living; Sechelt Downtown Business Association) with three School of Communication courses lead by faculty Sue Dritmanis, Grace Kim and Masa Takei
- » The WIL Co-Lab mid-interim report was submitted to the ministry. Few highlights include:
 - With the support of marketing & digital experience and Yellow Pencil, a user experience and mapping project was completed to identify website requirements. Subsequently, the [digital hub and expanded experiential learning pages](#) were launched in summer 2022 targeting [students](#), [community partners](#) and [faculty](#). In the dedicated faculty webpage, an open resource was created for employee access to WIL-related resources/opportunities.

CENTRE FOR TEACHING EXCELLENCE

- » 70 faculty are now enrolled in the Certificate for University Teaching and Learning and have completed at least one course in the certificate. Two courses were offered this term in person and one course was offered online. Feedback from participants continues to be excellent.
- » Events and workshops:
 - In partnership with student affairs, Mary Giovanetti (educational developer, CTE) and Ebru Ozturk (student rights and responsibilities advisor, student affairs) developed and facilitated a workshop on responding to academic integrity infractions on October 11, 2022, complementing the guidance and resources available on our website.
 - Educational developers and educational technologists created and facilitated workshops for various departments across campus, including a workshop on actioning active-learning techniques with the School of Tourism and a six-workshop series with faculty in the Legal Administrative Assistant program, launching October 18 with inclusive design in online learning.
 - *Decolonizing Wellspring*—a settler lead initiative—is off to a great start! Seven faculty from CapU have begun one or both series: Decolonize First workbook and the UN-settling Lab, with several attending both. The series is facilitated by Jessica Motherwell McFarlane.
 - Institutional outreach is ongoing with Open Education and e-Portfolios. In October, Alysia Hamer, faculty associate, spoke at three departmental meetings (Public Admin, Access & Academic Prep and Allied Health) on Open Educational Resources and Brian Ganter, faculty associate, delivered over 10 classroom workshops on e-Portfolios, including two workshops for the Education Assistant Certificate program.
- » Educational Technology:
 - 155 consultations occurred from September 7–October 18
 - We have been working with IT on testing the upgrade to Moodle 4.0 and are preparing to train employees and update resources and materials to reflect the changes to the learning management system.
 - A new self-paced workshop is launched on *Creating Video for Online Learning* available on eLearn. There is also a kit of simple equipment upgrades for the home studio that can be signed out of the CTE by faculty who are creating videos for their courses. An online workshop will also be offered to faculty in the School of Legal Studies in December.
 - A new workshop: *Inclusive Design and Accessibility* (focusing on both the pedagogy and the technical side of incorporating more accessibility into course design) had its inaugural offering with the School of Legal Studies October 18.

CREATIVE ACTIVITY, RESEARCH & SCHOLARSHIP

- » CapU **Research Ethics Board** has joined [Research Ethics BC](#), a harmonized system for research ethics reviews of multi-jurisdictional studies. This new membership allows for a submission of a single ethics application across all partner institutions, saving researchers the task of applying to each institution separately. Thanks to REB Chair, Carey Simpson, and REB Officer, Chris Turner, for stewarding this membership.



- » The Office of Creative Activity, Research & Scholarship (CARS) congratulates the following recent grant awardees:

Faculty of Business & Professional Studies instructor, Pegah Yaghmaie and student research assistant, for their Mitacs-funded applied research with the District of Squamish. The project, based on circular economy communication, will set some of the foundations to sustain an ongoing circular economy in Squamish and will include education and engagement with local industries.



Faculty of Business & Professional Studies instructor, David Kuch and student research assistant Lauren Canofari, have received a second Mitacs grant for their applied research with Sewllkwe Book. This research is focused on an Indigenous water management platform that covers the management of water and wastewater systems directly from any mobile device. This project is an extension to the first Mitacs-funded project and will focus on completing additional field studies and expanding Sewllkwe Book's brand.



FINANCE & ADMINISTRATION

CORPORATE SERVICES

- » Jacquetta Goy, director, risk management, presented on the new enterprise risk management framework to the Senior Leadership Council (SLC), the Audit and Risk Committee and the Board. Next steps will be to work with University leadership to finalize the risk assessment criteria and with directors and academic leaders to identify, assess, evaluate and write response plans for prioritized risks.
- » The policy and privacy functions temporarily moved under the leadership of the director of risk management. The SLC policy subcommittee was re-launched and a plan to expedite the policy review process was developed.

FACILITIES SERVICES & CAMPUS PLANNING

RENOVATION PROJECTS & CAMPUS PLANNING

- » Construction of the on-campus student housing building is anticipated to begin in Spring 2023. The detailed design continues to be developed and the building permit is pending review and approval by the District of North Vancouver.
- » The business case for the new Squamish Campus was submitted to the ministry on October 7. Feedback is anticipated in late October 2022 and CapU will revise the submission through a collaborative process with the ministry.
- » Demolition of the facilities building is anticipated in late 2022 and the new Centre for Childhood Studies (CCS) building will be built in its place. Construction is expected to begin in late 2022/early 2023.
- » Campus planning & projects are working on processes to streamline work intake to serve the CapU community better. The objective is to prioritize requests, new ideas and initiatives from the campus community to support *Envisioning 2030* and *Illuminating 2030*.

THE OFFICE OF SAFETY & EMERGENCY SERVICES

- » The safety team has worked to improve hazard awareness and safety communication by introducing a monthly safety campaign that is shared with the University community. Campaigns have included heat-related illness, contractor

awareness, emergency preparedness and response, and preventing slips, trips and falls.

- » On October 20, emergency management conducted the Great BC ShakeOut, a provincial earthquake drill. Prior to ShakeOut, we provided rapid damage assessment training for 40 facilities employees along with employees at student housing, CapU Lonsdale and Sechelt. We tested procedures for post-earthquake damage assessment and reviewed and revised our response plan in preparation for upcoming active threat and earthquake drills.
- » This image shows Ray Henderson, manager, safety and emergency management, and Chris Sharp, environmental health and safety advisor, sharing earthquake safety information with students and employees.



INFORMATION TECHNOLOGY SERVICES

- » After the spike linked to the beginning of the fall term, we went back to the average number of service requests with 1,267 requests received to date.
- » Following all the work done to get ready for the new term, the activity in October was mainly focused on consolidation and patching multiple systems, like eLearn, TargetX, Tableau, EnCampus and CapCard server, to keep our main system current and up-to-date with security patches.
- » In close partnership with the Registrar's Office, the highly anticipated DegreeWorks platform was released in pre-production to the advising team. DegreeWorks is a portal that allows students, advisors and faculty to map out required courses to achieve a credential. Students can access this new service starting January 2023.
- » We also kept a close eye on the new eLearn cloud environment. After a successful launch in September, we can confirm that the new environment is stable and that we will reach our defined objectives of reducing on-premises hardware footprint, while also reducing manual operating tasks needed to keep the environment current.

PEOPLE, CULTURE & DIVERSITY

EMPLOYEE EXPERIENCE, PROGRAMS & SERVICES

- » The HR business partners are working closely with their respective portfolios' to better align on such initiatives as recruitment and workflow processes to create efficiencies with certain activities. Items such as scheduling, orientation and onboarding require strong collaboration between HR and the different departments they serve.
- » The requests for reclassifications have come down significantly since our last report where we provided clarity on the process on *Frontlines* that included an FAQ for managers and employees. It allowed those seeking to engage in the process to have a better understanding of the function and their expectations of the process.
- » We are working on another FAQ page and a better process for the labour market adjustment stipends. Currently, the form is a PDF and requires HR to fill it in. This will be under the "Salary & Benefits" section on *Frontlines* soon.

- » Ergonomic process for medical accommodations—we have streamlined the process and will provide an opportunity for employees who have medically required ergonomic furniture at their hybrid office to purchase the equipment for an amount that accounts for depreciation, should they leave the employ of the University. This will allow for an opportunity for cost savings should we not be required to collect the equipment.
- » Organizational design—we continue our work in this space and are moving to an integrated view of the related work ongoing with organizational design, integrated planning and digital transformation. The process is highlighting the opportunities under different initiatives to allow us to deliver on the strategic objectives outlined in *E2030* and *I2030*.

COLLECTIVE BARGAINING

- » MoveUp: Bargaining has made good progress and new dates are being reviewed for after the holidays.
- » CFA: Dates have not yet been scheduled but bargaining is anticipated to begin in January 2023.

ORGANIZATIONAL DEVELOPMENT

- » Welcomed back Erin McFadden as she returns to CapU from maternity leave. In her role as HR manager, learning & development, Erin will lead the strategy for employee and leadership development and change management, as well as provide support to the continued development of the People Plan. She will oversee learning and development, and support talent acquisition.
- » We have implemented a new module in PeopleAdmin. The Applicant Tracking System will provide hiring managers with more control and visibility over candidates throughout the hiring process. The new module allows for an automated and streamlined hiring processes and provides an enhanced candidate experience.

EQUITY, DIVERSITY & INCLUSION

- » We have finalized the new CapU external EDI webpage for prospective and current students and employees. The webpage will reiterate CapU's commitment to EDI to support messaging in *E2030*.
- » The EDI audit timelines were extended to allow for individuals who had not had a chance to register and take part in either the online survey or to attend focus groups.

STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » This year's Integrated Planning process launched for Senior Leadership Council (SLC) on September 21, 2022. Expected outcomes for this cycle include a mid-year progress update, a refined version of areas of focus for Year 3 (Fiscal Year 2023/24), an end-year accountability update and some brainstorming of multi-year goals to inform the next Integrated Plan 3-year horizon. Budget planning assumptions call for a balanced budget for fiscal year 2023/24 and for a multi-year budget approach.
- » The planning process is focused on better understanding and improving the learner experience at CapU. Half-day and full-day facilitated sessions were designed for SLC to get familiar with CapU's learner life cycle and related stages. Both hands-on sessions asked participants to explore the current learner experience using elements like touch points,

service goals and budget commitments. Identifying ways to improve the learner experience was part of the desired outcomes.

ENVISIONING 2030

- » Significant progress has been achieved to refine the *Envisioning 2030* progress tracker. This involved work done with the executive team to validate progress categories, progress to date and responsible people for each of the *Envisioning 2030* priorities for Years 1–3. Input was also received to improve the dashboards that the tracker includes. The next step is to present an updated version of the tracker to the execs for final approval. A working session will be scheduled with them to develop the tool for *Envisioning 2030* priorities established for Years 4–6.

STRATEGY, ANALYTICS & INSTITUTIONAL RESEARCH AND CONTINUING STUDIES

- » As part of Phase 3 retention ML project, the team worked on transitioning the knowledge and skills internally. Specifically, the team explored the use of various cloud platforms to monitor and retrain the algorithm going forward. We also identified ways to leverage the existing dataset for other predictive analytics applications. In partnership with the Registrar's Office, we designed a proactive outreach process to source direct feedback from students, improving the student experience; data collection is currently underway.
- » Additional predictive analytics projects include partnering with the financial planning & analysis team to leverage ML time-series enrolment projections to explore the potential for multi-year budgeting processes. We also engaged a summer analyst in a course demand forecasting project to explore if we can better predict the number of ENGL 100 sections required based on enrolment patterns.
- » The continuing studies portfolio has undergone a change in leadership in September of this year. The new lead is currently conducting an in-depth analysis of the existing challenges and opportunities to define a go forward strategy.

CENTRE FOR INTERNATIONAL EXPERIENCE

- » International enrolment has seen a strong rebound in the past two terms with fall registrations being the highest on record at 730 new international students, slightly edging out our previous high in fall 2019. Spring 2023 is set to be a record intake with over double any previous spring term deposits. Our biggest challenge remains to be slow and inconsistent study permit processing. Nevertheless, the rebound is strong.
- » For the Fall 2022 term, we saw a shift in the rankings of international enrolment with Iran taking second place, Mexico third and China slipping to number four. This is the first time we have seen China not in first or second place in many years. The pandemic has led to significant change in China registrations around the globe.
- » In pursuit of more diverse international registration, we have placed significant emphasis on developing Nepal as a new market, building the Philippines, Vietnam and seeking to rebuild Brazil. We contracted our first Regional Recruitment Representative (RRR) in Vietnam and the Philippines, and are in the process of selecting an RRR in Brazil. Our manager, CIE, Francisco Silva has returned from conducting pre-departures in India and extensive training of new agencies in Nepal. Additionally, we launched a new international marketing and digital campaign in Brazil, the Philippines and Vietnam on the "Bring it" theme developed by MDX.
- » In pursuit of more diverse and balanced international enrolment across programs and particularly in degrees, we have been developing relationships for articulation with many institutions in India, the Philippines and Vietnam. Our AVP, international visited 10 institutions in the Philippines fostering these relationships following the visit of many Philippine

institutions to CapU in June of this year. Four Memorandums of Understanding have been signed and many further partnership initiatives are underway.

STUDENT SUCCESS

ACCESSIBILITY SERVICES

- » Accessibility services had a heavier than usual fall term of one-hour appointments averaging eight per day between the two accessibility services advisors. The majority were new academic accommodation student requests.
- » Accessibility services offered two Smart Start sessions in September, “Student life resources or the stuff I wish I knew sooner” and ‘Arranging academic accommodations’ with combined participant numbers over 100.

ATHLETICS

- » CapU hosted a successful student-athlete orientation on September 13, introducing student-athletes to CapU services and creating promotions to engage employees and students to explore and support Blues Athletics.
- » Men’s soccer battled through a tough season but is building resilience for next year. Women’s soccer fared much better with top two finishes in league play, earning a berth to the PACWEST provincial soccer championships.
- » CapU and Blues Athletics hosted the 2022 PACWEST Provincial Soccer Championships on October 29 and 30.

RECREATION

- » We are excited to be launching the *Move More Speaker Series* this term, and will be hosting two online sessions for attendees to learn evidence-based methods for getting active. Our first session is on *How to make exercise work for you* by kinesiology instructor, Kyle Guay.

CAREER DEVELOPMENT CENTRE (CDC)

- » It was a busy start to the term with a drastic increase in foot traffic to the CDC area—92 students visiting from September to October. We participated in the Discovery Fair, and our team interacted with 216 new and returning students.
- » We received 376 new job opportunities with 4,398 views through Career Hub. Our career development advisors provided one-on-one career development support to 228 students, with about 55 per cent of students requesting virtual meetings.
- » On September 28, Anna Kuziakina, the CDC’s employer engagement and experiential learning facilitator, organized a *Link Up: Explore with the Dean* event with Dennis Silvestrone, dean, Faculty of Business & Professional Studies. Five CapU students and Dennis Silvestrone attended the UnTapped BC Workplace Inclusion Awards event, celebrating B.C. businesses and individuals who have demonstrated a commitment to fostering diverse and inclusive workplaces. Students reported enjoying their time with the dean and honing their networking skills.
- » To better acquaint students with the CDC and our CapU Launch program, we held info sessions for 13 students. Our student career development ambassadors connect with English 100 instructors to introduce students to the CDC through classroom visits or by providing recordings to instructors to share with their classes. They have also held a photo booth, providing students with professional photos for their LinkedIn profiles and other professional uses.

- » Supported the WIL Hub by promoting the resume speed-dating event to students and employers. Our student career ambassadors interacted with 43 students at the CDC booth during the event. We facilitated 15 hybrid and in-person lunch and learn career development workshops for 128 students, ranging in different topics.
- » Collaborated with the University of the Fraser Valley, Vancouver Community College and Douglas College to organize the second Virtual Pacific Career Fair on October 20th. Dr. Candy Ho shared relationship-building insights and tips as the keynote speaker. We welcomed 82 employers, with 807 students registered from all four institutions, with 405 who attended. For CapU, 137 students registered, with 71 who attended. We provided an orientation for 83 employers, focusing on how to use the platform and a session with Alyson Seale on “Seven Simple Strategies for Inclusive Recruiting Practices.” The Virtual Pacific Career Fair generated approximately \$2,144 in revenue.

COUNSELLING & LEARNING SUPPORT

- » From September 7 to October 31, 2022, 286 counselling appointments were attended (among them, 90 were drop-in/same day appointments). Top personal concerns raised were anxiety, depression, relationships, family and trauma. Top academic concerns attention difficulties, adjustment/transitions, information/advising, stress management and career planning.
- » Indigenous counsellor, Riel Dupuis-Rossi travelled to Sechelt and met with the káíax-ay Indigenous students, introducing who they are and building relationships with the local Indigenous community. Iranian counsellor Saman Khan has been supporting local and international Iranian students requesting service in Farsi who are experiencing distress as a result of the uprising in Iran. Counselor Jules Smith is partnering with Wayne Dunkley of student affairs, offering therapeutic support and debriefing to students attending the *Being and Belonging* discussion series and counselor Jeff Ross has partnered with Athletics & Recreation as a team liaison, offering specialized support and workshops.
- » Learning Support Services continue to see a steady flow of students looking to develop their study skills. Appointments are up significantly from recent terms due to students taking proactive steps to improve their learning and instructors actively referring them to our services.

STUDENT AFFAIRS

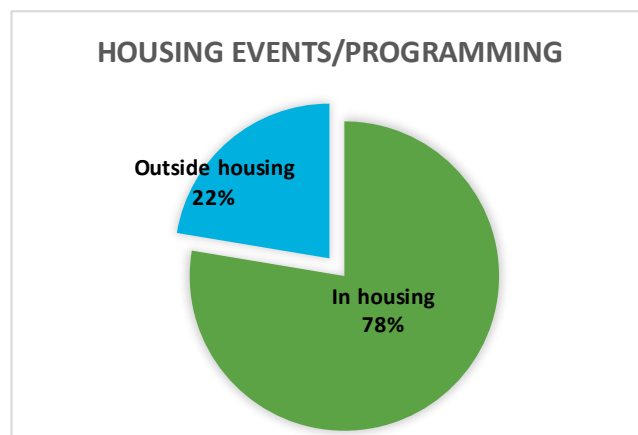
- » For Fall 2022 Orientation, student affairs and participating departments hosted two weeks of virtual and on campus events for new students. At the Orientation Kick-Off event, 553 new students attended a virtual session to hear from campus leaders, guest speakers and alumni along with student-led activities. Orientation activities included 16 student success workshops hosted by campus partners, guided campus tours, the Indigenous student orientation held by Indigenous student services and the new international student orientation held by the Centre for International Experience.
- » Student affairs and University events hosted the annual CapU Street Party and President’s Welcome BBQ on the first day of classes, with 2,200 new and returning students and employees in attendance.
- » Student affairs hosted two open houses at the beginning of October to give students and employees a chance to connect with the team and learn about the services offered. The student event attracted over 70 participants while the employee turnout was over 65. We’re happy to have connected with so many community members.
- » The [Your Early Support \(YES\) Program](#) is fully launched for the 2022/23 academic year, with the service available to all academic program areas, student service areas and all campus locations. This program is for students who are facing either academic or personal and mental health challenges during their time at CapU, and who need support to navigate

and get access to resources and support services either on campus or in the community. Employees can refer students to the YES Program through the [online referral form in Frontlines](#), and students can also self-refer by email.

- » From September 7 to October 31, 2022, the YES Program received 85 referrals, with a total of 202 referrals to date since Fall 2021. The majority of the referrals (64 per cent) were related to mental health and well-being concerns or personal challenges such as food and housing insecurity that were impacting academic performance.

STUDENT HOUSING SERVICES

- » With a return to full operation since COVID-19 pandemic, our department focused on two critical service points: helping students integrate into their new community and creating a clean and safe environment that enhances health and well-being. With this in mind, our department responded to over 200 maintenance and cleaning requests, over 50 parent calls/emails, 60 plus active and passive activities/events ranging from soccer game, Whitecaps VIP lounge, Granville Island trip, Cleveland Dam, Scary Stories in the night, soccer tournament, laser tag, game nights, pumpkin patches, beach trip, which have seen over 500 students in cumulative attendance. See [link](#) for pictures of events. All these activities resulted to an average of 36 per cent increase in our department's offerings to students.



- » Since October 1, applications are open for spring 2023 and academic year 23/24. As of this report, we have 50 applications for spring 2023 term and 21 applications for academic year 23/24—A 163 per cent and 20 per cent increase respectively from previous years.
- » Our team has seen an increased demand for emotional and mental health support. In response, the housing team and 14 student employees have engaged in over 630 interactions with students this term. These interactions have helped de-escalate situations, provided timely support, increased retention in housing and increased engagement in our community.
- » Housing saw an increase in the use of to-go boxes and single use plastics. Working with Chartwells, we reintroduced dine-in options in the cafeteria with meals being served using reusable dishes and cutlery that are washable, decreasing our overall waste by 6 per cent this term.

REGISTRAR'S OFFICE

- » myCapMap (Degreeworks), a degree audit system project, moved to the production environment for internal use of the Registrar's Office and is now available for the academic advising, curriculum, and transfer credit and graduation teams. The projected go-live date to the University community is January 16, 2023.

FINANCIAL AID & AWARDS

- » For this reporting period, the Financial Aid Advisors offered 80 appointments to students.

ACADEMIC ADVISING

- » Academic advising reached out to all currently registered students in regards to the course withdrawal deadline to ensure students are one, aware of this deadline, and two, to connect with students who are unsure of the impact withdrawing from a course may have on their progression in their program.
- » The team offered 570 appointments and saw 150 students through the virtual drop-in appointment service.
- » For this reporting period, the team responded to over 3,000 student email inquiries.

STUDENT RECRUITMENT & TRANSITION

- » The student recruitment team returned to in-person domestic student recruitment visits to high schools in B.C. and Alberta, travelling together with other PSI's from the Post-Secondary BC (PSBC), Canadian Universities Event (CUE) and Alberta Out-of-Province Associations. This outreach will include over 200 high schools in B.C. and 26 high schools in Alberta, with some of these visits including a presentation about CapU's programs, student services and information about the new student housing project being given to Grade 11 and 12 students plus parents, high school counsellors and career advisors. Domestic recruitment initiatives have also expanded to include opportunities for PR students and adult learners to attend digital evening presentations too outlining their possibilities to study at CapU.
- » The team is also excited to return to hosting on campus events. Explore CapU Open House is being held on Saturday, November 19, 2022 and is widely promoted through recruitment visits and in collaboration with MDX who have created a social media promotion campaign. To strengthen relationships with the high school counsellors and career advisors throughout the Lower Mainland, the recruitment team will also be hosting an event for them on Friday, January 27, 2023 inviting these important stakeholders to come and discover what's new at CapU. COVID-19 prevented the team from holding this event during 2021 & 2022 and we're excited to collaborate with the campus community again, developing an event highlighting the exciting new developments that have occurred, over the past two years.

ADMISSIONS & GRADUATION

- » The fall 2023 admissions package, including admissions process guide and other useful resources, was sent to the program areas to kick-off the next fall intake with consistent and transparent information.
- » The admissions team worked with MDX to refine the admissions email templates for the next admissions cycle and added CapU congratulatory banner in the admissions offer email to align with the branding guidelines.

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

- » Communications welcomed Erica Yeung, communications officer, to the team in October. Erica is a great addition to the team and will be managing social media accounts, writing content and providing additional communications support.
- » The team provided communications expertise for the following initiatives: Equity, Diversity and Inclusion (EDI) audit; the Hybrid Office Program (HOP); [Truth and ReconciliACTION Week](#); Women's History Month; and Experience Well-being Week.
- » As part of the September 22 groundbreaking celebration for the Centre for Childhood Studies, communications wrote speaking notes, invited [media](#) to attend and followed up with community partners after the event with photos and key messages to [share](#) on social media.
- » The latest *President's Letter* was released in October, highlighting the important role of transportation and transit to the region. It was also shared on [social media](#) and CapU [website](#), and expanded its reach as an op-ed in the [North Shore Daily Post](#).
- » Communications supported and promoted the opening of the Progress Pride flag crosswalk, garnering coverage from [CTV](#) and [North Shore News](#).
- » Working with partners from across the University, communications released a statement on behalf of CapU about the [events in Iran](#), with information about resources and support for employees and students.



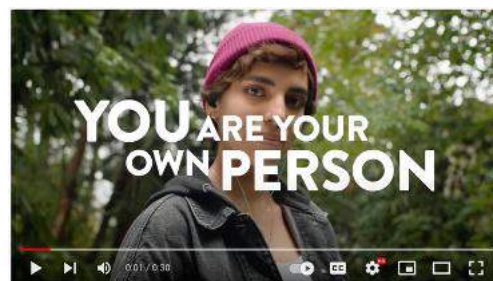
GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

- » Paul Dangerfield and Jennifer Ingham met with federal ministers and policy advisors in Ottawa to explore funding opportunities for various initiatives. The meetings provided an opportunity to build relationships and talk about the work CapU is doing, as well as issues, opportunities and challenges including transportation, housing and regulatory issues for international students.
- » The Centre for Childhood Studies groundbreaking ceremony in September provided an opportunity to celebrate, thank and connect with First Nations, provincial and municipal representatives, local community members and partners. Jennifer Ingham, vice-president, university relations, was master of ceremonies. Elder Sesemyia (Rose Nahanee) who was raised on the Skwxwú7mesh (Squamish) territory by her father who is from the Skwxwú7mesh (Squamish) Nation and her mother who is from the Stó:lō Nation, provided a groundbreaking blessing. Government representatives included:
 - Hon. Anne Kang, Minister of Advanced Education and Skills Training, MLA Burnaby-Deer Lake
 - Susie Chant, MLA North Vancouver-Seymour
 - Bowinn Ma, MLA North Vancouver-Lonsdale
 - Hon. Selina Robinson, Minister of Finance, MLA Coquitlam-Maillardville
 - Councillor Liana Martin, Tsleil Waututh Nation
 - Mayor Mike Little, District of North Vancouver
 - Mayor Linda Buchanan, City of North Vancouver

MARKETING & DIGITAL EXPERIENCE (MDX)

- » This fall, we made some exciting changes to the MDX team. To better support the unit's mandate, ensure success in a continually evolving digital landscape and provide growth and development opportunities for employees, several team members have new roles:
 - Shannon Colin is marketing project lead, focused primarily on project management and marketing strategy. She will support the MDX team in planning and executing projects and work with our client partners across the University to help them meet their goals.
 - Denise Corcoran is senior digital strategist, acting as subject-matter expert on user experience, digital strategy, and supporting the evolution of capilanou.ca. Denise will collaborate with the team, web vendors and IT services on user research, testing and bringing a data-driven approach to our work.
 - Kirk Pedersen is senior content strategist, focused on search engine optimization (SEO), web content strategy and expanding content standards and guidelines. Kirk will work closely with the team and IT services on a best-in-class content experience for our users.
 - Rachel Boagey joins MDX in the new role of digital content writer, leading website updates and maintenance, and fulfilling content needs for a variety of other channels.
- » In September, we hosted an inclusive marketing learning session with AndHumanity, an integrated agency with a justice, equity, diversity and inclusion lens. The session was attended by staff from MDX, communications, HR and members of our external creative agency, Will. A continued partnership with AndHumanity is planned, with the aim to integrate their services into ongoing marketing processes.

- » On October 17, Capilano University launched its annual brand campaign. The "Bring It" campaign focuses on increasing brand awareness for the University and supporting student recruitment by driving applications. Running until March 31, 2023, this year's campaign was informed by research findings and celebrates the distinct voices of students. It positions Capilano University as a place of connection, support and acceptance that embraces students for who they are and empowers them to achieve their potential. With a strong digital focus, we have developed a 30-second brand video, two 15-second videos for social media, digital ads for Facebook, Instagram, TikTok, programmatic, Google Display and Google Search, audio ads for Spotify, as well as a dedicated landing page at join.capilanou.ca. Rounding out the campaign is a series of placements focused on high-traffic areas and mall stops where our audience shops and works.



- » Our creative team designed a series of materials to help raise awareness of outgoing study abroad destinations. The materials facilitate a strong call-to-action for CapU students to explore study abroad options, widen access to programming, and support the vision set out by CapU's *Internationalization Plan* of "Enabling Imagination through a Globally Engaged University."

- » We also supported the BlueShore Financial Centre for the Performing Arts' Take a Seat campaign with a free-standing banner that sits outside the theatre, an email banner and photos of the new theatre seats.



- » MDX continued to focus on building content for the recently-launched TikTok channel, including advertising on the channel. To date, we have generated 21 million views for CapU content, helping to raise awareness in a critical channel for CapU's prospective student audience.
- » *Capsule*, the University's digital storytelling platform, featured three stories during the period, highlighting our diverse and dynamic campus community:
 - We published a photo series celebrating the party of the year, featuring 14 photos of the [CapU Street Party](#) that display how the campus transformed into a carnival.
 - Another *Capsule* story included a feature on the much-admired carved doors at CapU Lonsdale. The piece, [Opening Doors to Cultural Perspectives](#), features the work of four Indigenous artists. To ensure Indigenous voices tell Indigenous stories, Indigenous writer Alison Tedford from the Kwakiutl First Nation profiled the artists behind the doors.
 - [Twenty-Five Years of Good Music and Great Minds](#) promoted the October 15 and 16 BlueShore Financial Centre for the Performing Arts' gala event and highlighted the theatre's 25 years as a cultural hub on the North Shore. The story featured elements of history, personal memories, and information on the Take a Seat campaign.



PHILANTHROPY & ALUMNI RELATIONS (PAR)

- » The PAR team is happy to announce the recruitment of Irina Dordic who steps into the role of philanthropy & alumni relations officer. Irina brings 15 years of experience in communications, marketing, fundraising and event management.
- » On October 6, 2022, PAR hosted a special lunch on-campus for just under 70 donors and their guests along with 20 student award recipients. The event, *Momentum*, brought together scholarship, bursary and award donors with the student award recipients they have supported over the past two years. *Momentum* celebrates the contributions of our donors to help keep our students moving towards success. The luncheon featured a moving testimonial from CapU Business alumni, Amina El Mantari about the impacts of donor-funded student support. Attendees enjoyed a welcome reception, gratitude wall and trivia table, before enjoying lunch and conversation at tables. Donors also received their annual *Fund Summary Reports* during the event.



- » On September 28, 2022, CapU officially opened the new Student & Alumni Services (SAS) area in the Library Building and unveiled two new donor recognition plaques. The ribbon-cutting ceremony recognized the significant contributions of two families critical in ensuring this space could be built to support students. Thank you to Bob and Brenda McGill, and Jeri and Don Krogseth, for their unwavering support to our CapU community.



- » To celebrate the 25th anniversary of the BlueShore Financial Centre for the Performing Arts and to showcase the newly-refurbished theatre, all donors to the Take a Seat campaign were invited to attend a VIP reception to express our gratitude for their support. The campaign contributed over \$237,000 towards this important theatre revitalization. The reception included live music from CapU Jazz students, a welcome drink from alumni-owned business, Copperpenny Distilling, and light refreshments before donors took their seats for the celebration concert. Custom engraved plaques are on the new seats to recognize donor support. Guests at the event included Brenda Bailey, MLA for Vancouver-False Creek and Chris Catliff, President and CEO of BlueShore Financial and his wife, Kym. A special thank you goes out to the sponsors of the 25th anniversary of the BlueShore at CapU: Quay Pacific Property Management and Clark Wilson and BlueShore Financial.



- » An additional pledge of \$30,000 has been secured from the Y.P. Heung Foundation to top up the Y.P Heung Foundation Post-Secondary Award supporting students who demonstrate academic excellence, community engagement and financial need. This generous gift will provide eligible students with an annual award of \$5,000.

- » We celebrated the signing of a fundraising partnership agreement between the Capilano University Foundation and the Howe Sound Biosphere Research Fund (HSBRIS) to support CapU students and faculty working on HSBRIS initiatives. The partnership includes all academic faculties, the office of Indigenous affairs & education and the office of Creative, Activity, Research & Scholarship (CARS). This creates new opportunities for research and course-based undergraduate project work that promotes sustainable development; biodiversity conservation; and reconciliation, equity and inclusion.



- » **Photo:** Sophie Cheshire, the first co-op ambassador for the Átl'ka7tsem/Howe Sound UNESCO Biosphere Region is a summer co-op student with CapU's Tourism & Outdoor Recreation Management program. She began a research project on sustainable tourism and the UN Sustainable Development Goals (SDGs) in the spring. Her research will continue through next year's fall term.



- » On September 29, 2022 the Alumni Association hosted their Annual General Meeting (AGM) and *Shaping the Future* panel, Reconciliation Within the Workplace. Held at CapU Lonsdale, the event began with a welcome reception and AGM of the Capilano University Alumni Association (CUAA). Discussions explored the true meaning of reconciliation, the purpose of the Truth and Reconciliation Commission #92, and the actions organizations and individuals are called to take to act on reconciliation within the workplace.



A special thank you to Brittany Barnes, CUAA Board chair, who hosted the AGM portion and to our panelists: Keetah McBeath, associate vice president, Indigenous banking, TD; Flavio Caron, Indigenous awareness trainer, Indigenous corporate training; and David Geary, instructor, Indigenous digital filmmaking, CapU for an incredibly engaging and thoughtful discussion on the eve of the National Day for Truth and Reconciliation.

- » At the September 29, 2022 CUAA Annual General Meeting, four newly-elected Board of Director members were confirmed to the Alumni Association Board. We are pleased to welcome Shan Hall, Joel Wollenberg, Chris Carnovale and Savannah Duggan who will each serve a three-year term. A sincere thank you to Laura Brown, Eddie Jang and Pardis Daneshyar who are completing their term and will be leaving to pursue exciting endeavors. Their passion and dedication to the CapU community is unparalleled and they will be greatly missed.

- » On September 6, 2022 alumni relations hosted a table during the Discovery Fair at CapU's Street Party (CUSP) to welcome future alumni on campus. Thank you to CapU alumni Eric Tsang and his company, the Phonix, for supplying the photo booth.



- » In partnership with Indigenous student services, alumni relations launched the second T&R Learning Circle (an alumni book club). Participants meet weekly to discuss assigned chapters and questions from Chief Robert Joseph's book, *Namwayut: We Are All One: A Pathway to Reconciliation*. Discussions are facilitated by Crystal Henderson, community engagement facilitator for Indigenous student services and Carman McKay, cultural teacher and storyteller from the Sto:lo and Musqueam Nations.

***"We all share a common humanity. No matter how long or difficult the path ahead, we are all one."
- Chief Robert Joseph***

- » The Alumni Association awarded a funding grant to ShEvaesco through the Community Sponsorship Program. ShEvaesco empowers female-identified and non-binary youth with knowledge, strategies, and tools to confidently navigate life. The Alumni Association's Community Sponsorship Program provides funding to CapU alumni-affiliated charities, non-profit initiatives or services that impact and serve the local community with a goal of supporting the development of healthy, vibrant and inclusive communities.

UNIVERSITY CAPITAL CAMPAIGNS

- » By October 2022, \$5,650,694 (11 per cent over goal) was raised through the Centre for Childhood Studies (CCS) campaign. The campaign continued its stewardship with a groundbreaking ceremony on September 22, 2022 on the new site of the CCS. There were 133 attendees, including donors, partners, CapU childcare parents and children, employees and government officials, including Minister of Advanced Education and Skills Training Anne Kang.



- » Leading up to the ceremony, a coordinated media plan was executed:
 - A thank you ad in *Business in Vancouver*



- A *North Shore News* digital advertorial and two-page wrap highlighting the CCS and other exciting capital projects at the University
- Two *North Shore News* gift announcement ads celebrating Canfor (\$150,000) and BMO Financials' (\$250,000) gifts to the campaign

UNIVERSITY EVENTS & CEREMONIES

- » After hosting a very successful and well-attended CapU Street Party (CUSP) at the beginning of the fall term, university events & ceremonies continued to be busy with multiple university-wide events.
- » On September 22, we facilitated the groundbreaking ceremony for the new CCS. The event was attended by children from the Children's Centre who couldn't wait to get their hands in the dirt and help with the build.
- » The student and alumni services area was officially opened on September 28 with many employees and students coming together to learn about what the space provides to our students and alumni. We were able to thank the donors Jeri Krogseth and Bob McGill in person and honour them with a plaque acknowledging their kind and generous contribution. The event concluded with a ribbon cutting and celebratory cupcakes.
- » On September 29, university events supported the President's Perspective event at the BlueShore at CapU where the president addressed CapU employees about the honour of being a canoe family, putting our vessel back in the water and paddling together.
- » Also on September 29, the Alumni Association's AGM took place at CapU Lonsdale where university events assisted the alumni department with all the logistics, catering and audio-visual requirements.
- » On October 3, university events assisted the HR department in officially opening the new Progress Pride crosswalk located at the entrance to the main campus. This was a fun and colourful event which celebrated not just the opening of the crosswalk but the diverse and inclusive community at CapU. We were honoured with a heartfelt speech from Two-Spirit Elder Sempulyan and joined by Gary Fluffer Woods and Conni Smudge who opened the crosswalk with a Beatles-esque photo op alongside President Paul Dangerfield.
- » On October 6, we supported PAR with the annual *Momentum* lunch, providing an opportunity for students to connect with donors and show their gratitude for scholarships, bursaries or awards they received.
- » The BlueShore Financial Centre for the Performing Arts celebrated its 25th Anniversary on the weekend of October 15 and 16 by putting on two spectacular shows. The events team produced a donor welcome reception on behalf of the PAR department to thank donors for their support to the theatre. The event was well-attended and it was an enjoyable start to the wonderful weekend of music at the theatre.
- » Alexa Morgan, ceremonies and protocol officer, returns to the university events and ceremonies team, with a fond farewell and heartfelt thank you to Vanessa Masi Campanholo as she resumes her work with the Centre for International Experience (CIE).





CAPILANO

STUDENTS' UNION



Report of the Board

Capilano Students' Union

Presented at the Annual General Meeting (October 20, 2022)

Members of the Capilano Students' Union,

Welcome to the 2022 annual general meeting!

I'm excited to welcome you back to the university this term. There are more people on the campuses right now than there has been for years, so I welcome all of you – both those returning after years of online learning and also those students who have just arrived. The Capilano Students' Union is looking forward to engaging with you!

Your input and involvement is important to guiding the work and priorities of the students' union. We exist to help students and advocate for your issues. We would love to hear from you, and there are plenty of ways to do it. You can [book an appointment](#) with the executive team (me, for example!), visit our friendly staff at Member Services inside the Library Lounge (in LB195), or even [sign up to speak](#) at a board meeting.

There are plenty of ways to get involved, too – you can [volunteer with us](#), [join a committee](#), or even consider running to be a future board member when nominations for the general election open in the new year for the 2023–2024 board term.

The CSU is a place for all student voices and experiences, and we look forward to collaborating with you and building back a vibrant student life at Capilano University. Thank you for joining us today – I'm looking forward to working with you.

Karandeep Sanghera

President

People

The work of the Capilano Students' Union would not be possible without the people who make up our team. As a student association, the Capilano Students' Union is led by a board of passionate student leaders who provide leadership, oversight, and who determine the direction of the organization; they're supported by a team of professionals who carry out the board's decisions and policies.

Board

Karandeep Sanghera	President
Aryanna Chartrand	Vice-President External
Marko Cosic	Vice-President Finance & Services
Manpreet	Vice-President Student Affairs
Austin Cove	Accessibility Justice Coordinator (acting)
Kelechi Ibom	Black Students Liaison
Mayumi Izumi	Mature & Parent Students Liaison
Riya Luthra	International Students Liaison
Niko Williamson	Women Students Liaison
Sudhanshu Jasuja	Arts & Sciences Representative
Aayush Verma	Business & Professional Studies Representative
Itsuki Yokoyama	At-large Representative
Sasya Dwiputri	At-large Representative
Waqas Rahman	At-large Representative
Ikjyot Singh Sethi	At-large Representative
Khwaish Kochhar	Senator (Capilano University)
Maia Lomelino	Senator (Capilano University)
Jason Tam	Senator (Capilano University)
Harmanjot Kaur	Board of Governors Representative (Capilano University)
Sophia Kara	Board of Governors Representative (Capilano University)

Staff

Asive Cebani	Director, Student Associations
Donna Cole	Director, Indigenous Initiatives
Jessica De Gaust	Executive Assistant
Allan de Jesus	Director, Technical Services
Saulo Ferreira	Financial Controller
Christopher Girodat	Executive Director
Kate Jarman	Director, Advocacy
Prabhnoor Kaur	Director, Student Spaces
Ayda Kharvaran	Event Assistant
Lori Kosciuw	Director, Advocacy (on leave)
Ann Luo	Director, Programs
Rakeli Maina	Research Assistant
Kevin McMullin	Office Coordinator
John Morrison	Director, Communications
Victor Muwonge	Frontline Operations Assistant
Vy Nguyen	Outreach Assistant
Valerie Pham	Communications Assistant
Zofia Rodriguez	Recreation & Wellness Coordinator
Joshua Thomas	Director, Policy & Campaigns

Update on Advocacy

Introduction

The Capilano Students' Union advocates to the university, all levels of government, and other agencies (such as TransLink and BC Transit) to improve learning and living conditions for students. This work happens through action and awareness campaigns, and also through direct advocacy with university and government decision-makers.

Affordability Campaigns

Make the Switch



The Capilano Students' Union continues to push instructors to "Make the Switch" to open educational resources, to ensure that students spend less on expensive textbooks.

Since the Make the Switch campaign was launched in January 2020, over 4,900 students have saved \$700,000, by instructors making the switch to open educational resources. In the Spring and Summer 2022 terms alone, 60 courses used open education resources, meaning **1,700+ students have saved over \$235,000** already this year!

A new issue on the Make the Switch radar is instructors who run assignments or exams behind paywalls (for example, using exclusively textbook publishers' assignments or exams as a substantial part of a student's graded assessments), as this is a practice that further penalizes students who cannot afford textbooks or online subscriptions.

International Students

The Capilano Students' Union continues to push the university and provincial and federal governments to recognize **financial challenges facing international students**, who currently pay nearly 4.5 times as much as domestic students for per-credit tuition.

Our advocacy includes:

- Calling on Capilano University to commit in policy to only increasing international student tuition by the same percentage increases as for domestic students (something that the university has voluntarily done at its discretion for the last decade, but this practice could change if university leadership changes), and for the provincial government to update its tuition limit policy to require the same.

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- Eliminating the International Student Health Fee, which unfairly replaced Medical Services Plan premiums when they are eliminated for all other B.C. residents.
- Eliminating differences in how administrative international fees are handled (for example, situations where international students lose deposits when a domestic student in the same circumstances would receive a full refund).

Student Renters

The Capilano Students' Union is lobbying the provincial and municipal governments to build **more affordable housing in the region** to ensure that students are not priced out of market rentals. We are bringing your voice to the provincial government in Victoria to ensure that the province understands that rents are out of control and more needs to be done to ensure students have a place to live while they pursue their education.

We are also advocating for Capilano University to construct **more on-campus housing** that is accessible and affordable, including family-friendly housing so that student-parents are not excluded from on-campus housing options. This is urgent given the temporary nature of the current off-campus student housing arrangement.

To support student renters, we have also **created a group for roommate matching**. We know how tough it can be to find safe and affordable housing — [click here](#) to meet other Capilano University students in a private group to look for CapU roommates.

Students with Children

The Capilano Students' Union knows that childcare can be a considerable cost burden for students who are also parents and need childcare while they pursue their education. We are asking the provincial and federal governments to continue working together and **investing further to create and strengthen a \$10-a-day childcare system** that supports the needs of children, parents, and early years educators.

Relations with Government

Every year the Capilano Students' Union meets with federal, provincial, and local policy-makers to ensure that the interests of Capilano University students are front-and-centre when making decisions affecting post-secondary educational policy.

Provincial

The Capilano Students' Union meets regularly with provincial officials to influence post-secondary educational policy and other provincial issues affecting students. Much of our work on the provincial stage is undertaken in partnership with the Alliance of British Columbia Students, our provincial student advocacy partner.

Affordable Housing: The Capilano Students' Union supports the construction of affordable housing and advocates to the provincial government to make it easier for new homes to be built to ensure that students can affordably live near where they learn.

Sexual Violence Campaign: The Capilano Students' Union has been participating in consultations on how British Columbia can modernize the sexual violence prevention and awareness campaign that it runs on an annual basis, and our lobbying with the Alliance of British Columbia Students on this file has included demands that the province provides additional guidance and resources to post-secondary institutions to more effectively prevent and address sexual violence on- and off-campus.

Public Transportation: The Capilano Students' Union has been pushing for the construction of a new rapid transit line to the North Shore for several years. While the province continues to acknowledge support for this project it is still unfunded and unplanned. We are asking that the province works with municipalities and the federal government to ensure that a new rapid transit line to the North Shore opens by 2025.

Host Nations

As we continue to work on our **relationship-building strategy with host nations**, staff have been meeting with education staff from the Skwxwú7mesh Úxwumixw and səlilil' wətaʔt about how the Capilano Students' Union can support the efforts of local Indigenous governments in the advocacy work that we do. This has included opening recent channels of new communication in supporting students sponsored by the Skwxwú7mesh Úxwumixw in navigating our health and dental plan.

Federal

While universities and advanced education themselves are within the province's constitutional jurisdiction, there are a number of issues that interface with student

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Annual General Meeting: October 20, 2022

interests that are the responsibility of the federal government, and so the Capilano Students' Union meets regularly with federal officials on student issues.

Most recently, we have been communicating with Sean Fraser, Minister of Immigration, Refugees and Citizenship demanding that the government address long **study permit processing times** that are creating barriers for international students.

After years of lobbying from student unions across the country, including lobbying by the Capilano Students' Union, the federal government has announced a temporary policy change **allowing international students to work off-campus for more than 20 hours** until December 31, 2023; given that international students can pay up to five times the tuition that domestic students pay, until that changes, the Capilano Students' Union is planning to communicate the importance of making this policy change permanent.

Local

The Capilano Students' Union meets with Indigenous governments on the North Shore as well as local mayors and councillors to ensure that students' needs are being considered at the local level. These discussions include public transit, feedback on the development of student housing projects, and relationship-building.

Transit: We're also actively looking at how we can support the Mayors' Council on Regional Transportation and North Shore governments, including the Skwxwú7mesh Úxwumixw and the səłilwətaʔł, to build and fund new rapid transit on the North Shore.

Living Wage: In partnership with the Living Wage for Families campaign, and advancing our own priority to ensure livable wages for students employed in the region, we continue to advocate for local governments on the North Shore to become living wage employers, and to encourage their local businesses and organizations to do the same. As the Living Wage for Families campaign was recently sunset by its host organization, we are looking at new ways of advancing this work independently.

Transit Authorities

The Capilano Students' Union meets regularly with officials from TransLink, and with our colleagues from other student societies and post-secondary institutions in the region, to ensure that students have access to adequate and affordable public transit services.

Service Frequency: As TransLink continues to restore and rebuild service levels as ridership begins recovering in this stage of the pandemic, we are lobbying for improved frequency for the 245 shuttle route between Phibbs Exchange and Capilano University, and for the 212 route servicing the CapU Residence. This recently contributed to the bolstering of the 245 route with articulated (double-length) buses during peak times.

Report of the Board

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U-Pass BC Program: Understanding that students who are in online and practicum programs still ride public transportation, the Capilano Students' Union is conducting consultations to look at the inclusion of these students into the U-Pass BC program. To provide your opinion on this change, [head over to this survey](#).

Relations with Capilano University

Senior Administration

The Capilano Students' Union meets regularly with the university administration to advocate for students. Our discussions continue to be centred on the concerns of students during the university's management of remote service delivery and learning.

University Executive: Our executive team meets with the entire university executive monthly to discuss student issues. We have used this forum to continue conveying students' concerns about how they are being supported during the pandemic and, in particular, the importance of clear and open communication with students and flexible and compassionate approaches to decisions affecting students.

Food Services: We are working with the administration and Chartwells to move the dial regarding affordable food options and food security. While the pandemic and staffing changes at Compass Group (the umbrella organization that operates Chartwells) have caused some challenges, this remains a priority for us to continue pushing.

Gender Diversity Audit: We continue to hold the university accountable for implementing recommendations arising from the gender diversity audit conducted in 2018 to make CapU a safer and more inclusive place for trans, non-binary, and Two-Spirit students. We have also continued our series of programming to give students the knowledge and skills that they need to start making a difference themselves.

Student Union Building: Our student union building committee is up and running, bringing together student executives, board members, and even some of our former student leaders to provide continuity and leadership for this important project. The committee has already overseen some important advancements in the project:

- We recently made some significant progress refreshing our assessment of **students' and the organization's needs in the building** (we were able to downsize the building's administrative spaces and repurpose them for more student-centred spaces due to the quickly changing future of hybrid work).
- We have started **assessments of the utility and underground connections** necessary beneath the new site of the student union building (where the current

Report of the Board

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Dogwood building is) and are then going to be recosting the project to make sure we're confident on the impact that the pandemic has had on construction costs.

Board of Governors

The university board of governors is the senior governing body for the business of Capilano University. Select executives and staff of the Capilano Students' Union attend meetings of the board to stay informed on critical decisions that might affect students. Student members of the board of governors are also invited to serve on the Capilano Students' Union board of directors in an *ex officio* capacity.

Equity, Diversity, and Inclusion: When we last reported to you, we let you know that we had joined forces with the faculty association and the non-academic staff union here at Capilano University to request that the board of governors order an audit of the university's equity, diversity, and inclusion practices – they agreed!

A consultant has been named, board co-liaisons have been appointed, and the students' union expects to be consulted throughout the audit process. We are hopeful that the audit will conclude with an implementation plan that will create a safer and more inclusive university environment for students, faculty, and staff.

Senate & Academic Issues

The university senate is the senior academic governing body of Capilano University, setting curriculum, grading profiles, and other academic matters. The four student senators also serve on the Capilano Students' Union board *ex officio*, and the Capilano Students' Union also sends a permanent guest to speak at the senate table.

Student Leadership Summit: After successfully hosting our first summit in early 2022, we are planning to host a second, larger summit to provide support to student leaders on the university senate and to learn from and implement best practices from other special purpose teaching universities (non-research focused institutions, like CapU). We are also considering inviting faculty senators to the summit to increase our reach and create a more dynamic discussion around student academic advocacy.

Report of the Board

Annual General Meeting: October 20, 2022

Update on Services

Introduction

The Capilano Students' Union provides a number of services to make students' post-secondary experience more fun, affordable, and meaningful. This report summarizes the key services that we deliver to support students.

Major Services

EmpowerMe

EmpowerMe combines progressive counselling methods and technology to provide an assistance platform available 24/7 for students anywhere in North America. It connects students with consultants, counsellors, and life coaches to provide them with appropriate, multilingual support in over 180 languages. Plan members are entitled to sessions delivered in person, by telephone, video-counselling, or e-counselling. Support is available for several issues, including:

- Academic issues
- Adjustment to post-secondary life
- Anxiety and depression
- Bullying
- Career development
- Crisis
- Discrimination
- Drugs, alcohol, gaming, smoking

The EmpowerMe services help fill the void often left by campus resources to offer support after hours, over the weekend, during holidays, and when on-campus services are booked up. In addition, with the costs of the service prepaid, you don't have to pay any additional usage fees!

Health & Dental Plan

Capilano Students' Union continues to facilitate an extended student health & dental plan for our members to ensure everyone has access to affordable medical care. This year, we are able to decrease the cost for part-time students who choose to self-enroll in the plan. With information on how to claim on [Studentcare's website](#), this service continues to be administered entirely online. Additionally, students can reach out regarding the plan through email, social media messages, or telephone.

Report of the Board

Device Doctor

Device Doctor offers personal electronics repair and technical support for free or just the cost of parts. This service is available in person in the CSU Library Lounge (Library 195), and you can also access the Device Doctor remotely. For remote hardware repair, devices are shipped back and forth without direct contact between students and staff. Services include diagnostics, screen replacements, data recovery, hardware upgrade installation, and general mobile/tablet/computer repair.

Reboot

Our newest addition to our services is Reboot, an electronics recycling and refurbishing program. Operated as part of the Device Doctor service, Reboot is committed to minimizing e-waste by extending the life cycles of personal electronics through refurbishment. Once devices have been refurbished, they will be available to students in need. To apply for a device, visit the [Capilano Students' Union website](#).

Internet for Good

Access to technology is more critical than ever for your academic success while learning and accessing support services remotely, which is why the Capilano Students' Union has partnered with Telus to provide access to the Internet for Good program for Capilano University students. This program offers a basic Internet plan to CapU students experiencing financial hardship for \$9.95 per month. To access the program, [apply through the Capilano Students' Union website](#).

Renters Insurance

The Capilano Students' Union has a partnership with Apollo to offer students rental insurance designed with students in mind. Students can insure their personal belongings, protecting them from costs associated with break-ins, fires, floods or more. Learn more about Apollo's low rates [through the Capilano Students' Union website](#).

Volunteer Program

Volunteering with the CSU is a great way to add to your resume, co-curricular record and get involved on campus. Our volunteer options range from working special events to building your business skills with the Capilano Business and Professional Studies. Check out our volunteer registry to view the complete list of current opportunities.

Student Rights Office

Our team in the [Student Rights Office](#) is here to help you understand Capilano University's policies and procedures so that you can protect your rights as a student.

Report of the Board

Annual General Meeting: October 20, 2022

Disputes and conflicts with the administration and faculty can be confusing, frustrating, and stressful – but we're here to help you understand your rights and your options.

We're on your side – the Capilano Students' Union is an independent non-profit organization. Our staff are not university employees, so you can feel safer being honest with us about your experiences with the university. If you run into problems at CapU and need support, we encourage you to contact us. If you just need us to listen, we'll never advance a complaint on your behalf without your consent.

Here are some of the ways we can help:

- Provide a confidential and non-judgmental support system during disputes
- Explain university policies and procedures in an accessible way
- Help you understand your rights – and responsibilities – as a CapU student
- Discuss your options, including possible avenues for appeal
- Accompany you to university meetings as an observer and support person
- Connect you with appropriate CSU and Capilano University resources
- Assist in preparing materials to support your appeal

Recreation Program

The recreation program has been busy over the summer as our in-person programming has resumed. Some of our highlights over the last semester have been our hiking series, kayaking, and Bowen Island walking tours! Watch our socials for more opportunities to get active.

Student Spaces

The Capilano Students' Union has many spaces around campus for you to relax or socialize with your friends between classes, some of which are also designed as intentional safer spaces for communities of students who are marginalized.

- **CSU Library Lounge** (Library 195)
- **CSU Maple Lounge** (Maple 115)
- **Black Resource Centre** (Library 115)
- **Queer Resource Centre** (Birch 313)
- **Women's Centre** (Birch 310)

If you are interested in booking either of our main student lounge spaces (the CSU Library Lounge or the CSU Maple Lounge) at the CSU for a student event, submit your request through the [Capilano Students' Union website](#).

Report of the Board

Annual General Meeting: October 20, 2022

Clubs & Student Groups

Are you looking to get involved in campus life, and meet other like-minded students? Learn more about creating a club or joining an existing group on our [website](#). With access to grant funding (including \$200 of core funding), event planning, and administrative support, starting a club is a way to build a community.

Supporting Services

Community Cupboard

Food insecurity is a significant issue for students. The Community Cupboard is a program established to support students with one of their essential needs – food. The program connects students who are experiencing a food access emergency with immediate food assistance either on-campus or online. Please visit our CSU Library Lounge (Library 195) to access our physical community cupboard. To apply for an electronic grocery gift card, visit the [community cupboard page](#) on our website.

This year, we are continuing to expand our capacity with the addition of Pop-up Produce events, where we are able to also give out fresh produce to students on a first come first serve basis. We are delighted to be partnering with Capilano University's student affairs department to expand our capacity to provide students with this support.

The Capilano Student's Union is also a referral partner for Quest Food Exchange. Quest partners with local wholesalers, supermarkets and farmers for a typical shopping experience at a reduced rate, far below retail value. To request a referral, please visit Member Services in the Library Lounge (Library 195) or DM us on social media.

Community Closet

The Community Closet is located in the CSU Library Lounge (Library 195). Students can participate in this free clothing exchange to be a part of a more sustainable shopping experience and to create additional affordability support for other students in need. Last semester, we expanded this service to include space for small household items!

Student Price Cards

The Capilano Students' Union offers SPC memberships at a discounted cost. The membership is for a full calendar year and gives students access to a variety of over 450+ businesses, including restaurants, retail, electronics, travel, and more. These discounted cards can be purchased at the member services desk in the CSU Library Lounge (Library 195) or online at the [CSU Green Store](#).

Report of the Board

Annual General Meeting: October 20, 2022

Locker Rentals

Carrying all of your textbooks around campus can be heavy, but our locker rental service is available for students to use. Rentals can be for the full academic year or by the semester. You can rent your locker either in person at the member services desk in the CSU Library Lounge (Library 195) or online at the [CSU Green Store](#).

Community Building

Captivate

Our annual welcome back party, Captivate, returned for its fourth time after a two-year hiatus. Over 600 students participated in the festivities, featuring a live DJ and a dance area. Thank you for joining us, and we hope to see you at future events!

Catalyst

Starting on November 1 (with a pre-conference day on October 31), we are delighted to be offering our **third annual Catalyst conference on equity, diversity, and inclusion**. This year's theme is all about "Art as Activism," discussing and experiences the way in which art is used as a form of anti-oppression and advocacy. Watch our socials closely for your opportunity to participate in performances, art, and workshops.

Report of the Board

Annual General Meeting: October 20, 2022



BOARD OF GOVERNORS REPORT

AGENDA ITEM 11.1: B.209 Banking and Borrowing Policy (Capilano University)	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
PRESENTER: Tally Bains, VP Finance and Administration	

PURPOSE:

The purpose of this report is to provide the Board of Governors with the background information on B.209 Banking and Borrowing Policy (Capilano University) and the proposed changes to renew this policy.

MOTION:

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve renewal of B.209 Banking and Borrowing Policy (Capilano University) with revisions as presented.*

BACKGROUND:

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

Policy Number and Name:	B.209 Banking and Borrowing Policy (Capilano University)		
Approval Body	<input checked="" type="checkbox"/> Board <input type="checkbox"/> SLC <input type="checkbox"/> Senate	If Board is approval body, select applicable board committee:	
		<input type="checkbox"/> Executive and HR Committee <input checked="" type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	November 20, 2018
		Revised Date:	N/A
		Next Review Date:	November 2021
Procedure # and Name:	N/A		
VP Responsible:	VP Finance and Administration		
Proponent Responsible:	Director Financial Services		
Summary	Renew policy with housekeeping changes only		

Rationale for review

B.209 Banking and Borrowing Policy (Capilano University) was a new policy created in 2018 to provide direction for banking and borrowing activities and ensure compliance with requirements of the *University Act*.

As per the university's processes, all new policies are reviewed after three years and thus this policy was scheduled to be reviewed in November 2021.

Proponent recommendation

Financial Services is recommending housekeeping changes to B.209 Banking and Borrowing Policy (Capilano University) that include:

- 1) additions of the relevant section of the University Act to provide clarity on policy statement and
- 2) updates to financial policies referenced in this policy to reflect the current policy name and number.

In addition, Finance is recommending that the next review date should be set for 2027 (5 years) which is consistent with university's processes.

Consultation

This policy does not impact users outside of Financial Services thus consultation was not required.

Financial Services maintains internal department procedures that ensures compliance with this policy, specifically the Internal control sections 4.8 to 4.13.


Review and approval process timelines

The review and approval processes to renew B.209 Banking and Borrowing Policy (Capilano University) is summarized in the table below:

Date	Committee	Purpose
October 20, 2022	SLC Policy Sub-Committee	SLC Policy Subcommittee accepted renewal of policy with revisions as presented and recommended policy move to next steps (publishing on Frontlines and submitting to Finance Committee).
October 26, 2022	CapU Community	Policy posted on Frontlines for feedback.
November 8, 2022	Finance Committee	Finance Committee recommendation to Board of Governors to approve renewal of B.209 Banking and Borrowing Policy (Capilano University) with revisions as presented.
November 23, 2022	SLC	For information only.
November 29, 2022	Board of Governors	Board of Governors to approve renewal of B.209 Banking and Borrowing Policy (Capilano University) with revisions as presented.

Attachment:

#	Name
1	B.209 Banking and Borrowing Policy (Capilano University)

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.209	Vice-President, Finance and Administration		
Policy Name			
Banking and Borrowing (Capilano University)			
Approved by	Replaces	Category	Next Review
Board	E.204; ARM-5000		November 2021
Date Issued	Date Revised	Related Policies, Reference	
November 20, 2018		<i>Bank Act, SC 1991, c 46</i> <i>Credit Union Incorporation Act, RSBC 1996, c 82</i> <i>University Act, RSBC 1996, c 468</i> E.211 Signing Authority Policy B.215 Spending and Signing Authority Policy B.201 Investment Policy	

1 PURPOSE

- 1.1 This policy establishes the framework for the administration and control of banking and borrowing arrangements for Capilano University (the “University”).
- 1.2 This policy applies to all banking and borrowing arrangements and related activities made or performed by the University.

2 DEFINITIONS

“**Bank Signing Officer**” incumbents of organizational positions appointed in accordance with this policy who are delegated authority to approve banking and borrowing arrangements and transactions relating to the University’s bank accounts.

“**Employee**” A person employed by the University.

3 SCOPE

- 3.1 This policy applies to Board members, employees and other people authorized to do business on behalf of the University.

4 POLICY STATEMENTS

Banking Service Providers

- 4.1 The University’s banking service providers must be

- a) Recognized financial institutions listed in Schedule I or Schedule II of the *Bank Act*, or credit unions incorporated pursuant to the *Credit Union Incorporation Act*,
- b) Selected using a competitive process that is based on the optimization of banking and borrowing services and deposit interest earnings at reasonable cost, and
- c) Recommended by the Finance and Audit Committee and approved by the Board.

4.2 Agreements with banking service providers must be reviewed by the Finance and Audit Committee at intervals that do not exceed five years to ensure that the University continues to receive optimal services and deposit interest earnings at reasonable cost.

Bank Accounts

4.3 The number of University bank accounts will be kept to a minimum consistent with the need for effective and efficient operation and control.

4.4 University bank accounts must be in the name of Capilano University.

4.5 The opening or closing of a University bank account requires joint approval of the Vice-President, Finance and Administration and the Director, Financial Services.

Bank Signing Officers

4.6 Bank Signing Officers will be limited to incumbents in the following organizational positions

- a) President,
- b) Vice-President, Finance and Administration,
- c) Vice-President, Academic and Provost, and
- d) Director, Financial Services.

4.7 Two Bank Signing Officers are required to

- a) Approve and sign agreements, documents and instructions with or in favour of the University's banking service provider, and
- b) Sign all cheques and cash withdrawals.

Internal Controls

4.8 The Vice-President, Finance and Administration is responsible for ensuring that internal controls are sufficient to reasonably ensure the accuracy, validity and approval of all payments made from the University's bank accounts.

4.9 As a component of internal control, the Vice-President, Finance and Administration will ensure that prior to releasing system-generated cheques, electronic fund transfers or other internet-based payments, two staff members from the Finance department will

- a) Review all payments for reasonableness and legitimacy, and
- a) Ensure that underlying financial transactions have been approved by organizational positions that have been delegated appropriate authority for such financial transactions in accordance with [E.211 Signing Authority Policy-B.215](#)

Spending and Signing Authority Policy.

- 4.10 Subject to the existence of sound internal controls as described in section 4.9, facsimile signatures of Bank Signing Officers may be used for system-generated cheques.
- 4.11 All receipts must be promptly deposited in a bank account in the name of Capilano University that has been approved in accordance with this policy except for funds held for investment purposes in accordance with *B.201 Investment Policy* and funds held as petty cash.
- 4.12 All University bank accounts must be promptly reconciled each month by a staff member in the Finance department that has no responsibility for
- a) Processing cash receipts,
 - b) Approving and/or processing payments, and
 - c) To the extent that is practical, related accounting functions impacting the general ledger.
- 4.13 Bank reconciliations must be reviewed and approved on a timely basis by the Director, Financial Services or the Manager, Financial Services.
- 4.14 The Vice-President, Finance and Administration or Director, Financial Services will regularly monitor all University bank account balances and cash flow forecasts to ensure that the University has sufficient operating funds to meet its payment obligations.

Borrowing

- 4.15 *As per section 31 of the University Act,* ~~the~~ Board may, by resolution, borrow money required to meet the expenditures of the University until the revenues of the current year are available. Money borrowed under such circumstances must be repaid out of current revenues and may be secured by promissory notes of the University.
- 4.16 *As per section 58 of the University Act,* ~~with the pre-~~approval of the Minister responsible for advanced education and the Minister of Finance, the University may borrow money for the purpose of
- a) Purchasing or otherwise acquiring land for the use of the University, or
 - b) Erecting, repairing, adding to, furnishing or equipping any building or other structure for the use of the University.
- 4.17 The Board is authorized to
- a) Enter into any agreement that it considers necessary or advisable for carrying out the purposes of section 4.15, and
 - b) Execute in the name of the University all agreements, deeds and other instruments considered necessary or advisable to carry into effect the provisions of any agreement specified in section 4.17 a).

5 DESIGNATED OFFICER

- 5.1 The Vice-President, Finance and Administration is responsible for implementing, administering and ensuring compliance with this policy and any related procedures.



BOARD OF GOVERNORS REPORT

AGENDA ITEM 11.2: B.210 Cash Policy	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
PRESENTER: Tally Bains, VP Finance and Administration	

PURPOSE:

The purpose of this report is to provide the Board of Governors with the background information on B.210 Cash Policy and to support renewal of the policy.

MOTION:

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors approve renewal of B.210 Cash Policy as presented.*

BACKGROUND:

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

Policy Number and Name:	B.210 Cash 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 checked="" type="checkbox"/> Finance Committee <input type="checkbox"/> Audit and Risk Committee <input type="checkbox"/> Investment Management Committee <input type="checkbox"/> Governance and Planning Committee	
Category:	<input type="checkbox"/> New <input checked="" type="checkbox"/> Review <input type="checkbox"/> Rescind	If Review or Rescind selected, complete:	
		Issue Date:	September 24, 2019
		Revised Date:	N/A
		Next Review Date:	2022
Procedure # and Name:	N/A		
VP Responsible:	VP Finance and Administration		
Proponent Responsible:	Director Financial Services		
Summary	Renew policy with no changes		

Rationale for review

B.210 Cash policy was a new policy created in 2019 in response to a request received from the Ministry for all public post-secondary institutions to review their cash acceptance policies to mitigate money laundering concerns in the province.

As per the university's processes, all new policies are reviewed after three years and thus this policy is scheduled to be reviewed in Fiscal 2022.

Proponent recommendation

Financial Services is recommending renewal of the policy with no changes proposed to the policy. As per the university's processes, the next review date should be set for 2027 (5 years).

Financial Services, Bookstore and the Foundation has not experienced any issues with this policy since it has been implemented. Cash transactions at the university continue to be limited and of low dollar values.

Consultation

As cash transactions occurring outside of the Financial Services department are low dollar values, stakeholders consulted was limited to the areas that could potentially receive large cash transactions. Imelda May, Manager of the Bookstore & Print Services, and Cary Gaymond, Director Philanthropy & Alumni Relations at the Foundation, confirmed that there were no changes in their cash transactions and no issues with the B.210 Cash Policy.


Review and approval process timelines

The review and approval processes to renew B.210 Cash Policy is summarized in the table below:

Date	Committee	Purpose
October 20, 2022	SLC Policy Sub-Committee	SLC Policy Subcommittee accepted renewal of policy with no revisions as presented and recommended policy move to next step (submitting to Finance Committee).
N/A	CapU Community	Policy not posted on Frontlines as there are no changes.
November 8, 2022	Finance Committee	Finance Committee recommendation to Board of Governors to approve renewal of B.210 Cash Policy as presented.
November 23, 2022	SLC	For information only.
November 29, 2022	Board of Governors	Board of Governors to approve renewal of B.210 Cash Policy as presented.

Attachment:

#	Name
1	B.210 Cash Policy

 CAPILANO UNIVERSITY		POLICY	
Policy No.	Officer Responsible		
B.210	Vice-President, Finance and Administration		
Policy Name			
Cash Policy			
Approved by	Replaces	Category	Next Review
Board	New		2022
Date Issued	Date Revised	Related Policies, Reference	
September 24, 2019		B.211 Credit and Debit Card Policy	

1. PURPOSE

The purpose of this policy is to mitigate the risks associated with accepting and refunding cash and cash equivalents.

2. DEFINITIONS

“Cash” legal tender notes and coin.

“Cash equivalents” items that can be used as or converted to cash including cheques, debit cards, credit cards, money orders and wire transfers.

“Student-related fee” mandatory fees paid by students that are directly attributable to attending courses and residing at the University, including application, tuition and course fees, residence fees, and charges levied by the Students Association. This excludes purchases of books from the Bookstore.

3. SCOPE

This policy applies to employees and students of the University and to individuals associated with and/or working on behalf of the University.

4. POLICY

4.1 The University does not accept payments by cash for student-related fees.

4.2 Cash may be accepted for donations and non-student-related purchases up to a maximum of \$1,000 per person in a 24-hour period.

- 4.3 Refunds for student-related fees cannot be made in cash. Cash refunds for non-student related purchases and cash payments for book re-purchases are limited to a \$500 maximum per person.
- 4.4 Acceptable payment and refund methods must be authorized by the Vice-President, Finance and Administration and posted on the University's website.
- 4.5 Credit and debit card transactions must be processed in accordance with the *B.211 Credit and Debit Card Policy* and related procedures.
- 4.6 The Vice-President, Finance and Administration will ensure that employees who handle cash and credit and debit card information are adequately trained to securely process credit card and debit card information, handle cash and identify and report suspicious transactions.
- 4.7 Exceptions to this policy must be jointly authorized in advance by the Vice-President, Finance and Administration and the President and reported to the Finance and Audit Committee.

5. RELATED REFERENCES

B.211 Credit and Debit Card Policy



BOARD OF GOVERNORS REPORT

AGENDA ITEM: Proposed Course Discontinuances for The Faculty of Business and Professional Studies	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: November 29, 2022	
PRESENTER: Dr. Laureen Styles, Vice President, Academic & Provost	

PURPOSE

Review and next step considerations for the proposed courses for discontinuance in the Faculty of Business and Professional Studies.

MOTION

The following motion is proposed for the Board of Governors:

Motion: *THAT the Board of Governors refer the recommendation of course discontinuances for the Faculty of Business & Professional Studies - School of Business and School of Legal Studies, to the Senate for advice.*

BACKGROUND

As part of regular curriculum review at program or departmental levels, and in conjunction with a newly instituted review in the Registrar's Office of courses that provide course data on the last time a course was offered, the Faculty of Business & Professional Studies is bringing forward a request to discontinue courses. Rationale is provided for each course that is recommended to be discontinued, and consultation has occurred through either a program chair and/or a department (as appropriate), and the Registrar's Office.

Faculty of Business & Professional Studies

In consultation with Tammy Towill, Chair School of Business the courses presented have not been offered for at least four years and remain on the website making it difficult for students who are planning their academic pathways and thus are proposed to be discontinued. The Dean also recommends these courses be discontinued based on the review and consultation.

Subject Code	Course Number	Long Course Title	Rationale
BADM	103	Supervisory Skills	Course replaced/not offered
BADM	203	Introduction to Strategic Management Concepts	Course replaced/not offered

BADM	270	Business Administration Current Issues I	Course replaced/not offered
BADM	274	Business Administration Special Topics I	Course replaced/not offered
BCPT	220	Presentation and Advertising Graphics	Course replaced/not offered
BCPT	225	Managing Business Networks and Databases	Course replaced/not offered
BFIN	391	Contemporary Issues in Finance and Investment	Course replaced/not offered
BMKT	366	Professional Sales and Management	Course replaced/not offered
IBUS	231	Introduction to International Commerce	Course replaced/not offered
IBUS	234	Introduction to Cross Culture Communication	Course replaced/not offered
IBUS	243	Global Marketing and Advertising	Course replaced/not offered
RMCP	181	Strategic Retail Buying	Course replaced/not offered

In consultation with the co-Chairs Deb Jamison and Sara El Rayess School of Legal Studies, the courses recommended for discontinuance are online legal administrative courses connected to BC Campus (Applied Business Technology Online Collaboration) and historical offerings. CapU and the School of Legal Studies are currently not affiliated with LGAO (a program that no longer exists). These courses have not been offered at the university since 2017 – nor are they planned for future offerings – thus are proposed to be discontinued. The Dean also recommends these courses be discontinued based on the review and consultation.

Subject Code	Course Number	Long Course Title	Rationale
LGAO	100	Introduction to the Canadian Legal System	No longer offered at CapU
LGAO	115	Legal Office Procedures	No longer offered at CapU
LGAO	125	Litigation Procedures I	No longer offered at CapU

LGAO	130	Litigation Procedures II	No longer offered at CapU
LGAO	135	Family Litigation Procedures	No longer offered at CapU
LGAO	140	Corporate Procedures I	No longer offered at CapU
LGAO	145	Conveyancing Procedures I	No longer offered at CapU
LGAO	150	Conveyancing Procedures II	No longer offered at CapU
LGAO	155	Wills and Estates	No longer offered at CapU
LGAO	160	Corporate Procedures II	No longer offered at CapU
LGAO	165	Personal Injury	No longer offered at CapU

Policy Regarding Course/Program Discontinuance:

The recommendations from two Schools in the Faculty of Business and Professional Studies, and all courses listed, are put forward and aligned with the Board Policy [B.104: Discontinuance of Programs or Courses](#) and the related Senate policy [S2013-02: Teaching Out Suspended or Discontinued Programs](#). As per Section 2 of policy B. 104, the Board may approve discontinuance of any course or program after seeking the advice of the Senate.

RECOMMENDATION

THAT the Board of Governors refer the recommendation of course discontinuances for the Faculty of Business and Professional Studies - School of Business and School of Legal Studies, to the Senate for advice.