

 <b>CAPILANO UNIVERSITY</b>	<p><b>AGENDA</b></p> <p><b>REGULAR MEETING OF THE BOARD</b></p> <p>Tuesday, February 22, 2022 4:45 pm to 6:45 pm <b>In-Person, Room BR126</b></p>
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We respectfully acknowledge the Lil'wat, Musqueam, Squamish, Sechelt and Tsleil-Waututh people on whose territories our campuses are located.

AGENDA ITEM	ACTION	SCHEDULE	TIME	PAGE
<b>1. Approval of Agenda</b> – Duncan Brown, Chair  <b>MOTION:</b> <i>THAT the Board approve the agenda as presented.</i>	Approval		2 min	Page 1
<i>(Disclaimer: The Consent Agenda includes the minutes of the Board's previous meeting, Committee reports since the previous Board meeting, and correspondence. A Board member that approves of the Consent Agenda agrees to the information and its accuracy, without significant amendments or the need to separate a sub-schedule from the Consent Agenda for amendment and approval.)</i>				
<b>2. Consent Agenda</b> – Duncan Brown, Chair  <b>MOTION:</b> <i>THAT the Board approves the following items on the Consent Agenda:</i>	Approval		3 min	
2.1. Minutes from the November 30, 2021 Board Meeting		2.1		Page 2
2.2. Board Committee Reports <i>(These reports summarize the draft minutes of the Committee's last meeting; any motions coming forward from the Committees are in the regular agenda.)</i>				
2.2.1 Audit and Risk Committee		2.2.1		Page 8
2.2.2 Finance Committee		2.2.2		Page 9
2.2.2.1 Financial update for Period 9 ending December 31, 2021 and the January forecast		2.2.2.1		Page 10
2.2.3 Governance and Planning Committee		2.2.3		Page 20
2.2.4 Investment Management Committee		2.2.4		Page 21
2.3 Correspondence		2.3		Page 22
<b>3. Place Holder:</b> <i>Item from the Consent Agenda</i>	Discussion [or Approval]	Verbal	3 min	-
<b>4. Board Chair's Report</b> – Duncan Brown, Chair	Info	Verbal	3 min	-
<b>5. Senate Reports</b>				-
5.1. Vice-Chair – Stephen Williams, Senate Vice Chair	Info	Verbal	10 min	
5.2. Board Liaison – Sonny Wong, Board Member	Info	Verbal		
<b>6. President's Report</b> – Paul Dangerfield, President	Info	Verbal	10 min	Page 42
<b>7. Integrated Plan and Budget</b>				
<b>7.1 Integrated Plan 2021/22 to 2023/24 - Year 2</b> – Duncan Brown and Jorge Ocegüera  <b>MOTION:</b> <i>THAT the Board of Governors accept the Integrated Plan 2021/22 to 2023/24 Year 2 as information.</i>	Info	7.1	20 min	Page 64
<b>7.2 Budget</b> – Patricia Heintzman, Debbie Carter, and Tally Bains  <b>MOTION:</b> <i>THAT the Board of Governors approve the 2022/23 operating and capital budget.</i>  <b>MOTION:</b> <i>THAT the Board of Governors approve a 2 percent increase in tuition and mandatory fees for domestic and international tuition for the 2022/23 academic year. The 2% increase will not be applied to the 2D, 3D and VFX programs.</i>	Approval	7.2	20 min	Page 66
<b>8. Investment Management</b> – Debbie Carter and Jennifer Ingham	Approval	8.1 and 8.2	3 min	Page 108
<b>8.1 Asset Mixes</b>  <b>MOTION:</b> <i>THAT the Capilano University Board of Governors approve the Foundation and University asset mixes as recommended by Ellement Consulting Group and that the asset mix be reviewed once every 5 years.</i>				
<b>8.2 Distribution Rate</b>  <b>MOTION:</b> <i>THAT the Capilano University Board of Governors approve an annual distribution rate of 3.5% for the 2022/23 fiscal year.</i>				
<b>9 Academic</b> – Laureen Styles	Approval	9.1	3 min	Page 110
<b>9.1 Proposed Discontinuance of the Academic Studies Diploma</b>  <b>MOTION:</b> <i>THAT the Board of Governors approve the discontinuation of the Academic Studies Diploma based on the advice from Senate.</i>				
<b>10 Meeting Close</b>	-	-	-	-



## MEETING MINUTES OF THE BOARD

Tuesday, November 30, 2021  
4:45 pm to 6:45 pm  
In-Person, Room BR126

	<b>Board</b>	<b>Staff</b>
Duncan Brown, Chair	Harmanjot Kaur	Debbie Carter, VP Finance & Administration
Ash Amlani, Vice Chair	Nanci Lucas	Jennifer Ingham, VP University Relations
Paul Dangerfield, President	Sonny Wong, Senate Liaison	Toran Savjord, VP Strategic Plan, Assess & Inst. Effect
Oscar Blue		Laureen Styles, VP Academic and Provost
		Lesley Cook, Recorder
	<b>Regrets</b>	<b>Guests</b>
Rosie Anza-Burgess	Andrew Petrozzi	Tally Bains, Director, Director Financial Services
Yuri Fulmer, Chancellor	Majid Raja	Stephen Williams, Senate Vice Chair
Patricia Heintzman	Rodger So	
Cherian Itty		

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

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

### 1. Approval of Agenda

It was moved (Sonny Wong), seconded (Ash Amlani) and resolved;

*THAT the agenda be approved as amended.*

### 2. Consent Agenda

Board Chair Duncan Brown explained that the Financial Update, ending September 30, 2021 and the Quarter 2 Forecast are included in the Consent Agenda as part of the Finance and Audit Committee's report to the Board. Also, the Integrated Planning Overview and Timeline is included in the Consent Agenda as part of the Governance and Planning Committee's report to the Board. Because the Board doesn't need to approve them, they're included for transparency and to improve meeting efficiency. However, like other consent agenda items, if a Board Member wishes to discuss these reports, they can be transferred from the consent agenda to the regular agenda.

It was moved (Nanci Lucas), seconded (Oscar Blue) and resolved;

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

- 2.1. Minutes from the September 28 2021 Board Meeting
- 2.2. Board Committee Reports:
  - 2.2.1. Executive and Human Resources Committee
  - 2.2.2. Finance and Audit Committee
  - 2.2.3. Governance and Planning Committee
  - 2.2.4. Investment Management Committee

### 3. Place Holder

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

#### **4. Board Chair's Report**

Duncan reported that he and Vice Chair Ash Amlani had their first quarterly meeting with the Minister's office on September 29. Prior to the meeting they consulted with Jennifer Ingham, VP University Relations, and others of the Executive team. The main point of discussion with the Ministry was funding for Capilano University's capital projects. Overall it was a positive meeting.

Duncan also attended two successful BC Association of Institutes and Universities (BCAIU) Board Chairs meetings where attendees discussed online learning, lost revenue and financial building, IT and human resources issues over the course of the pandemic, as well as the process of renewing a president's employment contract. There were no action items from these meetings.

Duncan and Ash have reached out to MLA Bowinn Ma to invite her for casual meet-and-greet sometime in the near future.

Lastly, Duncan thanked everyone in the University community for a successful return to campus this fall.

#### **5. Senate Reports**

##### **5.1 Vice Chair**

Senate Vice Chair Stephen Williams introduced himself and provided new Board members with an overview of his background. He provided a brief report. There was some adjustment to returning to the campuses in person but, the tone has been positive.

At the October meeting, Senate approved S2021-02 Research Ethics Policy: Research with Human Participants. Senate's Teaching and Learning Committee informed Senators of a new Certificate in University Teaching that will be offered to employees.

At the November meeting the Senate Academic Planning and Program Review Committee approved the Bachelor of Costuming Stage 1 Proposal that has been brought forward to the Board.

##### **5.2 Board Liaison**

Board Liaison Sonny Wong added that he wasn't able to join the last meeting however, from his perspective everything is going well at Senate.

#### **6. President's Report**

Paul Dangerfield has provided a comprehensive report to the Board, included in the meeting package. He noted that the Fall semester was in full swing at the time of his written report. Students and faculty are busy wrapping up now that its semester end. Noticeably there are more people on campus, which is great. He commented that he's proud of Senate's leadership role regarding return to campus.

The President's Report discusses the many, many achievements this semester and celebrates the CapU Women's Soccer Team for their exceptional success at the provincials. The University community is very proud of them.

Paul has recently visited the T'zil Learning Centre in Mount Currie and met with senior leaders at that location and he will attend North Vancouver City Studio's [Hubbub #5](#) on December 7.

As the newest member of Universities Canada, Capilano University was warmly welcomed at their first meeting held in person. Important discussions focused on COVID recovery, teaching excellence, integrated learning, and principles stemming from the social impact, such as larger universities sharing resources.

The Administration is working on additional engagement opportunities within the community and looks forward to meeting with the local and regional mayors.

## 7. Governance and Planning Committee

### 7.1 Finance Committee Terms of Reference

Duncan explained that the purpose of this motion is to formally assign property and real estate matters to the Finance and Audit Committee and to transfer responsibility for capital plans from the Governance and Planning Committee to the Finance and Audit Committee.

It was moved (Duncan Brown), seconded (Oscar Blue) and resolved;

*THAT the Board amend the Finance and Audit Committee's Terms of Reference to add the following to section 3:*

*Reviewing and making recommendations to the Board matters relating to the acquisition, disposition, development, and management of real property.*

***(Note: Similar language to UBC Board of Governors Property Committee)***

*Reviewing and making recommendations to the Board matters relating to capital plans, including recommending the Five-Year Capital Plan for Board approval.*

*And that the Board amend the Governance and Planning Committee's Terms of Reference section 3(j) to delete the words "and capital plans."*

### 7.2 Audit and Risk Committee

It was explained that in 2017 the Board of Governors went from having six committees to four. The change resulted in elected Board members being precluded from two of the remaining committees because the Terms of References required composition to only include appointed Board members. The Governance and Planning Committee recommended that the Finance and Audit Committee be split into two committees: a Finance Committee and a new Audit and Risk Committee. This allows elected members of the Board to sit on the Finance Committee. Further, the Chair to the Audit and Risk Committee provides for an additional member to the Board's Executive and HR Committee.

The Governance and Planning Committee also recommends an implementation plan to provide for continuity. The Finance Committee will meet on the pre-scheduled dates as per the 2021-2022 Board calendar and the Audit and Risk Committee will meet immediately following the Finance meetings when needed as per the Terms of Reference.

It was moved (Duncan Brown), seconded (Sonny Wong) and resolved;

*THAT the Board of Governors approve the creation of an Audit and Risk Committee.*

It was moved (Duncan Brown), seconded (Sonny Wong) and resolved;

*THAT the Board of Governors approve the draft Terms of Reference for the new Audit and Risk Committee and the amendments to the Finance and Audit Committee Terms of Reference.*

It was moved (Duncan Brown), seconded (Sonny Wong) and resolved;

*THAT the Board of Governors approve the Audit and Risk Committee Implementation Plan.*

### **7.3 Board Governance Manual**

Duncan noted that all Board members, by way of their Board member position, are Members of the Capilano University Foundation, and eligible participants of the Foundation's Annual General Meeting, usually held in June, but are not members of the Foundation's Board of Directors, which meets quarterly. This is outlined in the Foundation's Bylaws. The Governance and Planning Committee is recommending including reference to this in the Board's Governance Manual and including the Foundation's Bylaws as an appendix to the Manual.

The Committee was also recommending including the Board's Election Procedures and Board Chair and Vice-Chair Election Procedures as appendices to the Board Governance Manual.

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

*THAT the Board amend the Board Governance Manual by adding a new section 18(d) as follows:*

*"The Capilano University Foundation is an independent non-profit society registered under the British Columbia Society Act and a public charitable foundation registered with the Canada Revenue Agency. The Foundation's Bylaws provide that Capilano University Board of Governors are members of the Foundation. As such, they appoint some of the Foundation's Directors and attend the Foundation's Annual General Meeting where they receive a report on the Foundation's activities and approve the Foundation's financial statements."*

*And that the Board amend the Board Governance Manual to include the Capilano University Foundation's Bylaws as Appendix E to the Manual.*

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

*THAT the Board amend the Board Governance Manual to include the Capilano University Board Election Procedures as Appendix F to the Manual.*

It was moved (Duncan Brown), seconded (Oscar Blue) and resolved;

*THAT the Board amend the Board Governance Manual to include the Board Chair and Vice Chair Election Procedures as Appendix G to the Manual.*

### **7.4 Academic Schedule Policy**

Duncan gave an overview of the bi-cameral governing process with respect to academic matters. VP Academic and Provost, Laureen Styles added that the changes brought forward to the Board and Senate are a result of a very robust consultative review process. The recommended changes

to the Academic Schedule Policy are operational, administered by the Registrar's Office, and will be implemented as soon as operationally possible.

It was moved (Duncan Brown), seconded (Nanci Lucas) and resolved;

*THAT the Board of Governors approve the revised B.107 Academic Schedule Policy.*

## **8. Academic**

### **8.1 Proposed Discontinuance of the Academic Studies Diploma**

Laureen provided a summary of this proposed discontinuance, and this is an example where a program review team has a significant role. Through fulsome discussions, careful review, and consideration they recommended the discontinuation. Nanci Lucas confirmed that the program was not current nor aligned with current expectations of programs and it was a unanimous vote by Faculty Counsel to discontinue.

It was moved (Sonny Wong), seconded (Oscar Blue) and resolved;

*THAT the Board of Governors refer the recommendation to discontinue the Academic Studies Diploma to Senate for advice.*

### **8.2 Bachelor of Costuming - Stage 1 Proposal**

Laureen was pleased to present the Bachelor of Costuming proposal, another excellent example of the good work by many including program development teams and the Academic Initiatives and Planning Office. Peer review is embedded in our processes at multiple stages, often leading to strengthened proposals. The program itself is a focused professional program that focuses on the really vibrant opportunities in the current and emerging Industries. She expressed her sincere appreciation to everyone involved for all of their hard work. After approval by the provincial Degree Quality Assessment Board (DQAB), this program will come back to the Board for Stage 2 approval.

It was moved (Nanci Lucas), seconded (Ash Amlani) and resolved;

*THAT the Board of Governors approve the Bachelor of Costuming Stage 1 proposal as presented for the consideration of the Minister of Advanced Education and Skills Training.*

### **8.3 Minor in Sociology Stage 2 Proposal**

Laureen explained that the University does not offer a Bachelor of Arts in Sociology and given student interest, existing courses, and opportunities to create additional learning paths for students, the minor is proposed. Consistent with our processes, and DQAB requirements, this is a Stage 2 proposal that would be advanced to DQAB, and will not need to come back to the Board.

It was moved (Nanci Lucas), seconded (Sonny Wong) and resolved;

*THAT the Board of Governors approve the Minor in Sociology Stage 2 proposal as presented for the consideration of the Minister of Advanced Education and Skills Training.*

### **9. Business Arising**

With Rodger's prior consent, Duncan added affirmation of Chair to the Audit and Risk Committee.

It was moved (Duncan Brown), seconded (Sonny Wong) and resolved;

*THAT the Board affirm Rodger So as Chair of the Audit & Risk Committee.*

### **10. Meeting Closed**

The Regular Meeting of the Board finished at 5:43 pm.



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 2.2.1: AUDIT AND RISK COMMITTEE REPORT</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE:</b> February 22, 2022	
<b>PRESENTER:</b> Roger So, Audit and Risk Committee Chair	

### PURPOSE

To provide the Board with a summary of the Audit and Risk Committee meeting that took place on February 10, 2022.

### SUMMARY

The Committee discussed the following items:

- **KPMG Fiscal 2021/22 Audit Planning Report** – Tim Holloway, Engagement Partner and Fiona Reska, Manager at KPMG presented the audit planning report for the Fiscal 2021/22 financial statement audit. The Committee passed a motion to acknowledge that they received for information the KPMG Fiscal 2021/22 Audit Planning Report.
- **OAG Fraud Risk Management** – Debbie Carter provided a verbal update on the plans to address the report.

### RECOMMENDATION

*This is for the Board's information only.*





## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 2.2.2: FINANCE COMMITTEE REPORT</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE:</b> February 22, 2022	
<b>PRESENTER:</b> Patricia Heintzman, Finance Committee Chair	

### PURPOSE

To provide the Board with a summary of the Finance Committee meeting that took place on February 10, 2022.

### SUMMARY

The Committee approved the minutes of the December 9, 2021 meeting and discussed the following items:

- **Financial Update** - Tally Bains provided an overview of the year-to-date financial results for Period 9 ending December 31, 2021 and the January forecast. The Committee passed a motion to receive the report for information. This report is included as part of this consent agenda.
- **Centre for Childhood Studies** – Paul Dangerfield provided an update on the fundraising campaign for the new building.
- **Integrated Planning: Integrated Planning Process and Budget for Fiscal 2022/23** – Toran Savjord provided a summary of the integrated planning process and Tally Bains provided an update on the final proposed operating and capital budget for Fiscal 2022-23.  
The Committee approved two motions recommending the Board approve the 2022/23 operating and capital budget and a 2% increase in tuition and mandatory fees for domestic and international tuition with an exemption to be applied to the 2D, 3D and VFX programs. Further information on the Fiscal 2022-23 Operating and Capital Budget and these two motions is provided under separate cover in schedule 7.2.

### RECOMMENDATION

*This is for the Board's information only.*



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 2.2.2.1: Financial Update: December YTD and January Forecast</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE: February 22, 2022</b>	
<b>PRESENTER: Patricia Heintzman, Finance Committee Chair</b>	

### PURPOSE

The purpose of this report is to provide the year-to-date financial results for Period 9 ending December 31, 2021 and an updated forecast (i.e. January forecast) based on Spring term enrollment data.

This report was received by the Finance Committee at their February 10, 2022 meeting.

### FINANCIAL RESULTS

#### 1. Fiscal 2021/22 High level Summary

The financial statements for Period 9 ending December 31, 2021 with the forecasts for each quarter including the January update are included in this report as *Attachment 1* and summarized in the table below. The approved Board budget was \$5.2 million deficit; the quarter 3 forecast submitted to the Ministry in December was for an operating deficit of \$4.4 million which is just slightly less than the Ministry deficit approval received in February 2021 of \$5.14 million.

	Year to Date -Dec 2021		Forecast vs Budget				Forecasts				2021 Actuals March 31
	2022 Actuals	Actuals YTD % of January Forecast	January Forecast	2022 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	Q1 Forecast	Q2 Forecast	Q3 Forecast	January Forecast	
Revenue	88,744,323	71.7%	123,781,635	125,066,944	(1,285,309)	-1.0%	127,034,339	121,240,527	123,373,278	123,781,635	125,212,084
Salaries and benefits	61,047,566	69.8%	87,497,146	89,802,852	2,305,706	2.6%	87,586,816	87,758,134	89,650,723	87,497,146	82,264,865
Operating Expenses	23,649,954	67.7%	34,923,886	40,471,068	5,547,182	13.7%	39,241,338	38,566,627	38,106,312	34,923,886	37,020,042
<b>Operating surplus/(deficit)</b>	<b>4,046,803</b>		<b>1,360,603</b>	<b>(5,206,976)</b>	<b>6,567,579</b>		<b>206,185</b>	<b>(5,084,234)</b>	<b>(4,383,757)</b>	<b>1,360,603</b>	<b>5,927,177</b>
Net restricted endowment contributions	842,584		842,584	-	842,584		526,957	538,122	700,949	842,584	1,774,858
<b>Surplus/(Deficit)</b>	<b>4,889,387</b>		<b>2,203,187</b>	<b>(5,206,976)</b>	<b>7,410,163</b>		<b>733,142</b>	<b>(4,546,112)</b>	<b>(3,682,808)</b>	<b>2,203,187</b>	<b>7,702,035</b>

#### 2. January Forecast

The January forecast is an operating surplus of \$1.4 million. The adjustments from the quarter 3 forecast include (1) an increase in tuition revenue of \$.4 million, (2) a decrease in salaries \$2.2 million and (3) a decrease in operating expenses of \$3.2 million.

#### Tuition Revenue

The quarter 3 forecast for tuition revenue was based on actuals for Spring ¼, Summer and Fall terms and estimates for the Spring ¾ term. The Spring ¾ term forecast was calculated by applying the Fall term enrollment decline (domestic 8%; international 19%) to the Spring ¾ term budget.

The January forecast includes updates to the revenue based on Spring ¾ term enrollment data as of January 11, 2022. The actual enrollment was slightly higher than the forecast (see table below) which results in a corresponding increase in revenues of \$408K.

### Spring 202210 Term (3/4)

	Enrollment			\$		
	Quarter 3 Forecast <sup>1</sup>	January Forecast <sup>2</sup>	Change	Quarter 3 Forecast <sup>1</sup>	January Forecast <sup>2</sup>	Change
Domestic	12,322	12,364	42	7,456,609	7,671,287	214,678
International	4,658	4,710	52	9,426,454	9,722,990	296,536
<b>Total</b>	<b>16,980</b>	<b>17,074</b>	<b>94</b>	<b>16,883,063</b>	<b>17,394,276</b>	<b>511,214</b>
Student Consumables				365,327	262,471	(102,856)
<b>Total with Student Consumables</b>				<b>17,248,390</b>	<b>17,656,748</b>	<b>408,357</b>

<sup>1</sup> **Quarter 3 Forecast:** The forecast was based on actuals for April, Summer term and Fall term. Spring term enrollment forecast was calculated applying the Fall term enrollment decline to Spring term budget; decline was domestic 8% and international 19%.

<sup>2</sup> **January Forecast:** Spring term is updated for enrollment information as of January 11, 2022 (Note: stable enrollment is January 22, 2022 thus figures above will change)

The table below summarizes the enrollment information and the tuition revenue variances to the budget for each term. At the end of the Spring 2021 term, there was a net decline in international students as the number of students that graduated and exited the system was higher than the new intake of international students. This resulted in summer, fall and spring term revenues coming in lower than budgeted for an unfavourable variance of \$6 million. *Attachment 2* shows this information by faculty with Faculty of Arts and Science experiencing the largest decline.

### Fiscal 2021/22 Enrollment Statement Summary

	2021/22 - BUDGET		Forecast		Variances - Budget x Forecast									
	YEAR	YEAR	YEAR	YEAR	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Enrollment/	\$	Enrollment/	\$	Enrollment	\$	Enrollment	\$	Enrollment	\$	Enrollment	\$	Units	\$
Domestic	42,146	24,285,683	41,335	25,047,720	444	827,419	1,019	421,540	(1,388)	(182,263)	(886)	(304,658)	(811)	762,037
International	20,849	41,238,092	16,901	34,468,697	(70)	227,267	(1,288)	(2,338,978)	(1,550)	(2,826,705)	(1,040)	(1,830,978)	(3,948)	(6,769,395)
<b>TOTAL</b>	<b>62,995</b>	<b>65,523,775</b>	<b>58,236</b>	<b>59,516,417</b>	<b>374</b>	<b>1,054,686</b>	<b>(269)</b>	<b>(1,917,439)</b>	<b>(2,938)</b>	<b>(3,008,969)</b>	<b>(1,926)</b>	<b>(2,135,636)</b>	<b>(4,759)</b>	<b>(6,007,358)</b>

### Salaries and Operating Expenses: Actuals vs Forecast Variability

The forecast is developed using data available from systems, review of historical patterns and with input from budget owners. For example, Finance uses enrollment data for each term to develop the forecast for tuition revenue, faculty teaching costs and international agent commissions. The forecast for non-teaching salaries and operating expenses is developed in partnership between Finance and budget owners by reviewing year to date spend and with budget owners providing insight related to staffing (vacant positions and expected hire dates) plus plans related to operating expenses.

Quarter 3 ends December 31<sup>st</sup>, however the forecast is due to the Ministry in early December. Thus, the quarter 3 forecast was developed using October year to date results and predicting spend for 5 months. As deficits require Ministry approval, the quarter 3 forecast also did not include a central adjustment to reduce the staffing forecast to allow for a buffer in the deficit amount. The central adjustment was \$2 million in Q1 and \$1 million in Q2.

Multiple factors contribute to variability between actual and forecasted results such as reduced activity on campus, supply chain delays, inflation increases, challenges with hiring, and staffing illness resulting in delays in plans. In addition, and as required by the Ministry, senior leadership was directed by Executive to help mitigate the deficit by controlling discretionary spend during the year and not to have year-end spending surges.

Finance compared the quarter 3 forecast to December year to date results to determine if the expenditures for the remaining 3 months in the fiscal year were reasonable based on monthly expenditure patterns.

Based on this high-level review, salary expenses are expected to come in \$2.1 million favourable and operating expenses *may come* in \$3.1 million favourable (*see Attachment 3*). These changes combined with the increase in tuition revenue result in the January forecast of \$1.4 million surplus.

**Attachments**

#	Name
1	Financial statements for Period 9 ending December 31, 2021
2	Fiscal 2021/22 Enrollment Statement
3	Statement of Operations – Monthly View

## Attachment 1

## Capilano University

Consolidated Statement of Financial Position

as at December 31, 2021, with comparative information for 2021

	2022	2021	Change \$	Change % Change Explanation
<b>Financial assets</b>				
Cash and cash equivalents	\$ 41,001,539	\$ 31,033,079	\$ 9,968,460	32.1% See statement of cash flow for change \$10.3 million GIC reclassified to cash offset by increase in market value of investments \$4.6 million
Investments	73,098,016	67,930,880	5,167,136	7.6%
Accounts receivable	1,216,304	3,308,319	(2,092,015)	-63.2%
Other receivables	2,000,000	2,000,000	-	
Inventories	876,846	652,373	224,473	34.4%
	118,192,705	104,924,651	13,268,054	12.6%
<b>Liabilities</b>				
Accounts payable and accrued liabilities	16,793,501	20,128,845	(3,335,344)	-16.6%
Employee future benefits	1,354,300	1,354,300	-	0.0%
Deferred revenue and contributions	41,311,340	24,341,402	16,969,938	69.7% Increase is Spring 2022 term fees; revenue is recognized equally over the term (Jan to April) see statement of cash flows for change - contributions received less amortization of contributions
Deferred capital contributions	47,362,673	48,794,492	(1,431,819)	-2.9%
	106,821,814	94,619,039	12,202,775	12.9%
Net financial assets (debt)	11,370,891	10,305,612	1,065,279	10.3%
<b>Non-financial assets</b>				
Endowment investments	17,202,507	11,896,771	5,305,736	44.6% \$3.6 million sent to PHN in April; Balance is increase in market value
Tangible capital assets	77,601,564	76,043,890	1,557,674	2.0% see statement on net debt for change
Prepaid expenses	881,187	1,641,647	(760,460)	-46.3% see statement on net debt for change
	95,685,258	89,582,308	6,102,950	6.8%
Accumulated surplus	\$ 107,056,149	\$ 99,887,920	\$ 7,168,229	7.2%
Accumulated surplus is comprised of:				
Accumulated surplus	\$ 99,699,174	\$ 94,809,787	\$ 4,889,387	5.2%
Accumulated remeasurement gains (losses)	7,356,975	5,078,133	2,278,842	44.9%
	\$ 107,056,149	\$ 99,887,920	\$ 7,168,229	7.2%

## Capilano University

Consolidated Statement of Operations and Accumulated Surplus  
as at December 31, 2021, with comparative information for 2021

	Year to Date		Forecast vs Budget				Forecasts				2021 Actuals March 31
	2022 Actuals	YTD % of January Forecast	January Forecast	2022 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	Q1 Forecast	Q2 Forecast	Q3 Forecast	January Forecast	
<b>Revenue:</b>											
Province of British Columbia	\$ 34,656,969	73.0%	\$ 47,463,896	\$ 45,478,221	\$ 1,985,675	4.4%	\$ 46,958,696	\$ 46,588,066	\$ 47,463,896	\$ 47,463,896	\$ 46,542,936
Tuition fees - Domestic	16,656,761	66.5%	25,047,720	24,285,683	762,037	3.1%	25,369,538	24,763,372	24,833,043	25,047,720	23,488,821
Tuition fees - International	25,064,669	72.7%	34,468,697	41,238,092	(6,769,395)	-16.4%	38,945,086	34,141,994	34,172,161	34,468,697	40,875,930
Project and other revenue	5,106,281	65.0%	7,857,102	5,498,652	2,358,450	42.9%	5,708,135	7,054,628	7,959,958	7,857,102	5,064,647
Amortization of deferred capital contribution:	2,281,487	74.0%	3,083,181	3,484,474	(401,293)	-11.5%	3,087,278	3,086,591	3,083,181	3,083,181	3,482,346
Sales of goods	968,435	68.4%	1,416,678	1,324,318	92,360	7.0%	1,324,318	1,363,410	1,416,678	1,416,678	1,417,667
Parking, childcare and theatre	1,053,594	73.9%	1,426,101	1,025,852	400,249	39.0%	2,533,810	1,212,294	1,426,101	1,426,101	590,742
Donations and gifts-in-kind	197,964	65.9%	300,268	419,348	(119,080)	-28.4%	419,348	419,348	300,268	300,268	734,806
Investment income	2,758,163	101.5%	2,717,992	2,312,304	405,688	17.5%	2,688,130	2,610,824	2,717,992	2,717,992	3,014,189
	88,744,323	71.7%	123,781,635	125,066,944	(1,285,309)	-1.0%	127,034,339	121,240,527	123,373,278	123,781,635	125,212,084
<b>Expenses:</b>											
Salaries and benefits	61,047,566	69.8%	87,497,146	89,802,852	2,305,706	2.6%	87,586,816	87,758,134	89,650,723	87,497,146	82,264,865
Cost of goods sold	697,273	66.6%	1,046,933	1,013,878	(33,055)	-3.3%	1,013,878	1,042,102	1,046,933	1,046,933	1,126,789
Buildings and grounds	3,164,052	65.4%	4,839,025	5,090,050	251,025	4.9%	5,090,050	5,075,769	4,839,025	4,839,025	7,417,732
Student support	1,035,844	39.1%	2,649,269	2,491,236	(158,033)	-6.3%	2,491,236	2,491,236	2,649,269	2,649,269	2,298,356
Operating expenses	13,144,522	70.1%	18,761,919	23,371,770	4,609,851	19.7%	23,008,963	22,221,663	21,944,345	18,761,919	18,101,522
Amortization of capital assets	5,608,263	73.5%	7,626,740	8,504,134	877,394	10.3%	7,637,211	7,735,857	7,626,740	7,626,740	8,075,643
	84,697,520	69.2%	122,421,032	130,273,920	7,852,888	6.0%	126,828,154	126,324,761	127,757,035	122,421,032	119,284,907
Annual operating surplus/(deficit)	4,046,803		1,360,603	(5,206,976)	6,567,579		206,185	(5,084,234)	(4,383,757)	1,360,603	5,927,177
Net restricted endowment contributions	842,584		842,584	-	842,584		526,957	538,122	700,949	842,584	1,774,858
Annual surplus/(deficit)	4,889,387		2,203,187	(5,206,976)	7,410,163		733,142	(4,546,112)	(3,682,808)	2,203,187	7,702,035
Accumulated surplus, beginning of year	94,809,787		94,809,787	94,809,787	-		94,809,787	94,809,787	94,809,787	94,809,787	87,107,752
Accumulated surplus, end of year	\$ 99,699,174		\$ 97,012,974	\$ 89,602,811	\$ 7,410,163		95,542,929	90,263,675	91,126,979	97,012,974	\$ 94,809,787

## Capilano University

### Consolidated Statement of Changes in Net Debt

as at December 31, 2021, with comparative information for 2021

	2022 Budget	2022	2021
Surplus/deficit	\$ (5,206,976)	\$ 4,889,387	\$ 7,702,035
Acquisition of tangible capital assets	(33,928,138)	(7,165,937)	(8,143,456)
Amortization of tangible capital assets	8,504,134	5,608,263	8,075,643
	(25,424,004)	(1,557,674)	(67,813)
Acquisition of prepaid expense		(1,946,580)	(2,462,333)
Use of prepaid expense		2,707,040	2,544,364
	-	760,460	82,031
Remeasurement gains (losses)		2,278,842	5,083,882
Change in endowment investments		(5,305,736)	(1,907,863)
Decrease (increase) in net debt	(30,630,980)	1,065,279	10,892,272
Net debt, beginning of year	10,305,612	10,305,612	(586,660)
Net debt, end of year	\$ (20,325,368)	\$ 11,370,891	\$ 10,305,612

## Capilano University

### Consolidated Statement of Cash Flows

as at December 31, 2021, with comparative information for 2021

	2022	2021
Cash provided by (used in):		
Operations:		
Surplus/(deficit)	\$ 4,889,387	\$ 7,702,035
Items not involving cash:		
Amortization of tangible capital assets	5,608,263	8,075,643
Revenue recognized from deferred capital contributions	(2,281,487)	(3,482,346)
Change in non-cash operating working capital:		
Accounts receivable	2,092,015	(63,412)
Long term accounts receivable	-	2,100,000
Prepaid expenses	760,460	82,031
Inventories	(224,473)	15,508
Accounts payable and accrued liabilities	(3,335,344)	(2,050,768)
Accrued benefit liability	-	73,500
Deferred revenue and contributions	16,969,938	(452,578)
	24,478,759	11,999,613
Capital activities:		
Cash used to acquire tangible capital assets	(7,165,937)	(8,143,456)
Financing activities:		
Contributions received from capital assets	849,668	5,427,055
Investing activities:		
Net (purchase)/disposal of investments	(8,194,030)	(13,621,161)
Increase in cash and cash equivalents	9,968,460	(4,337,949)
Cash and cash equivalents, beginning of year	31,033,079	35,371,028
Cash and cash equivalents, end of year	\$ 41,001,539	\$ 31,033,079



**Capilano University**

## Consolidated Statement of Remeasurement Gains and Losses

as at December 31, 2021, with comparative information for 2021

	<b>2022</b>	<b>2021</b>
Accumulated remeasurement gains, beginning of year	\$ 5,078,133	\$ (5,749)
Unrealized gains (losses) attributed to fair value of investments	3,110,323	5,342,743
Amounts reclassified to investment income	(831,481)	(258,861)
Net remeasurement gains (losses) for the year	2,278,842	5,083,882
Accumulated remeasurement gains, end of year	\$ 7,356,975	\$ 5,078,133

## 1. Summary Statement

	2021/22 - BUDGET		Forecast		Variances - Budget x Forecast									
	YEAR	YEAR	YEAR	YEAR	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Enrollment/	\$	Enrollment/	\$	Enrollment	\$	Enrollment	\$	Enrollment	\$	Enrollment	\$	Units	\$
Domestic	42,146	24,285,683	41,335	25,047,720	444	827,419	1,019	421,540	(1,388)	(182,263)	(886)	(304,658)	(811)	762,037
International	20,849	41,238,092	16,901	34,468,697	(70)	227,267	(1,288)	(2,338,978)	(1,550)	(2,826,705)	(1,040)	(1,830,978)	(3,948)	(6,769,395)
<b>TOTAL</b>	<b>62,995</b>	<b>65,523,775</b>	<b>58,236</b>	<b>59,516,417</b>	<b>374</b>	<b>1,054,686</b>	<b>(269)</b>	<b>(1,917,439)</b>	<b>(2,938)</b>	<b>(3,008,969)</b>	<b>(1,926)</b>	<b>(2,135,636)</b>	<b>(4,759)</b>	<b>(6,007,358)</b>

## 2. Enrollment (Units and \$)

	2021/22 - BUDGET		Forecast		Variances - Budget x Forecast									
	YEAR	YEAR	YEAR	YEAR	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$	Units	\$
<b>Faculty of Arts and Sciences</b>	<b>18,401</b>	<b>19,830,887</b>	<b>14,658</b>	<b>12,837,978</b>	<b>9</b>	<b>(98,460)</b>	<b>(926)</b>	<b>(2,062,587)</b>	<b>(1,584)</b>	<b>(2,664,871)</b>	<b>(1,242)</b>	<b>(2,166,992)</b>	<b>(3,743)</b>	<b>(6,992,909)</b>
Domestic	9,379	3,899,588	9,616	4,015,276	79	26,792	258	37,575	(75)	38,539	(26)	12,782	236	115,688
International	9,022	15,931,299	5,043	8,822,702	(70)	(125,252)	(1,184)	(2,100,161)	(1,509)	(2,703,410)	(1,216)	(2,179,774)	(3,979)	(7,108,597)
<b>Business and Professional Studies Faculty</b>	<b>17,703</b>	<b>18,645,148</b>	<b>16,771</b>	<b>17,264,297</b>	<b>109</b>	<b>(26,761)</b>	<b>(191)</b>	<b>(676,326)</b>	<b>(916)</b>	<b>(888,071)</b>	<b>66</b>	<b>210,307</b>	<b>(932)</b>	<b>(1,380,850)</b>
Domestic	10,859	4,981,126	10,265	4,720,661	131	57,779	49	17,299	(701)	(323,943)	(73)	(11,600)	(595)	(260,466)
International	6,844	13,664,021	6,506	12,543,636	(22)	(84,539)	(240)	(693,624)	(215)	(564,128)	139	221,907	(338)	(1,120,385)
<b>Education, Health and Human Development F</b>	<b>8,430</b>	<b>4,735,959</b>	<b>8,444</b>	<b>4,789,317</b>	<b>77</b>	<b>(35,255)</b>	<b>604</b>	<b>203,360</b>	<b>(154)</b>	<b>25,912</b>	<b>(513)</b>	<b>(140,660)</b>	<b>14</b>	<b>53,358</b>
Domestic	7,142	2,052,694	7,027	1,844,832	84	(16,176)	530	12,064	(210)	(83,709)	(519)	(120,041)	(115)	(207,862)
International	1,288	2,683,265	1,417	2,944,484	(7)	(19,079)	74	191,296	56	109,621	6	(20,619)	129	261,219
<b>Fine and Applied Arts Faculty</b>	<b>11,673</b>	<b>12,571,280</b>	<b>12,415</b>	<b>13,774,559</b>	<b>142</b>	<b>184,573</b>	<b>188</b>	<b>111,474</b>	<b>105</b>	<b>711,942</b>	<b>307</b>	<b>195,291</b>	<b>742</b>	<b>1,203,279</b>
Domestic	10,409	9,524,621	10,964	10,264,145	146	166,599	183	79,387	2	419,014	225	74,524	555	739,524
International	1,264	3,046,658	1,451	3,510,414	(4)	17,973	5	32,087	103	292,928	82	120,767	187	463,755
<b>Global and Community Studies Faculty</b>	<b>6,788</b>	<b>7,148,585</b>	<b>5,948</b>	<b>6,983,399</b>	<b>36</b>	<b>106,006</b>	<b>56</b>	<b>156,271</b>	<b>(389)</b>	<b>(193,880)</b>	<b>(544)</b>	<b>(233,583)</b>	<b>(840)</b>	<b>(165,186)</b>
Domestic	4,357	2,298,730	3,464	1,818,936	5	21,711	(1)	(9,018)	(404)	(232,164)	(492)	(260,323)	(893)	(479,794)
International	2,431	4,849,855	2,484	5,164,463	32	84,295	57	165,288	15	38,284	(51)	26,740	53	314,608
<b>Continuing Studies</b>	<b>-</b>	<b>148,950</b>	<b>-</b>	<b>257,061</b>	<b>-</b>	<b>29,269</b>	<b>-</b>	<b>78,842</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>108,111</b>
Domestic	-	148,950	-	257,061	-	29,269	-	78,842	-	-	-	-	-	108,111
International	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>62,995</b>	<b>63,080,809</b>	<b>58,236</b>	<b>55,906,611</b>	<b>374</b>	<b>159,373</b>	<b>(269)</b>	<b>(2,188,966)</b>	<b>(2,938)</b>	<b>(3,008,969)</b>	<b>(1,926)</b>	<b>(2,135,636)</b>	<b>(4,759)</b>	<b>(7,174,197)</b>
Domestic	42,146	22,905,710	41,335	22,920,912	444	285,975	1,019	216,148	(1,388)	(182,263)	(886)	(304,658)	(811)	15,202
International	20,849	40,175,099	16,901	32,985,700	(70)	(126,601)	(1,288)	(2,405,114)	(1,550)	(2,826,705)	(1,040)	(1,830,978)	(3,948)	(7,189,399)
<b>Other Fees</b>	<b>-</b>	<b>2,442,966</b>	<b>-</b>	<b>3,609,806</b>	<b>-</b>	<b>895,312</b>	<b>-</b>	<b>271,527</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,166,840</b>
Domestic	-	1,379,973	-	2,126,809	-	541,444	-	205,391	-	-	-	-	-	746,836
International	-	1,062,993	-	1,482,997	-	353,868	-	66,136	-	-	-	-	-	420,004

Statement of Operations - Monthly view

Attachment 3

	Spring	Summer				Fall				TOTAL	TOTAL	Forecast Review			Finance Estimate			
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	YTD		January FORECAST	Forecast minus YTD	Monthly spend (over 3 months)	Pattern reasonable/unreasonable	Monthly spend (over 3 months)	Forecast	Difference
	<b>Revenue (-)</b>	<b>12,383,259</b>	<b>6,859,476</b>	<b>6,580,133</b>	<b>7,418,923</b>	<b>6,895,881</b>	<b>13,054,281</b>	<b>11,427,744</b>	<b>11,740,016</b>	<b>12,384,611</b>		<b>88,744,324</b>	<b>123,781,635</b>					
- Province of British Columbia	3,884,838	3,738,570	3,888,883	3,822,452	3,812,015	3,897,146	3,886,442	3,860,624	3,866,001	34,656,970	47,463,896							
- Tuition fees - Domestic	2,681,067	505,438	483,472	541,532	495,757	3,130,608	3,094,724	2,857,407	2,866,756	16,656,761	25,047,720							
- Tuition fees - International	4,514,508	1,725,495	1,701,921	1,763,221	1,726,019	3,288,659	3,303,397	3,516,232	3,525,217	25,064,669	34,468,697							
- Project and other revenue	468,553	241,112	193,840	910,216	316,634	1,680,486	350,005	571,146	374,290	5,106,281	7,857,102							
- Amortization of deferred capital contributions	253,490	253,490	253,490	253,490	253,495	253,496	253,499	253,515	253,524	2,281,487	3,083,181							
- Sales of goods	24,843	56,987	60,740	24,225	135,805	443,753	144,155	22,662	55,265	968,435	1,416,678							
- Parking, childcare and theatre	74,208	63,514	113,179	53,156	139,086	145,285	233,621	111,078	120,467	1,053,594	1,426,101							
- Donations and gifts in-kind	25,284	179,073	(173,532)	5,150	(4,450)	16,959	42,435	33,778	73,268	197,964	300,268							
- Investment income	456,469	95,796	58,139	45,481	21,522	197,889	119,467	513,575	1,249,824	2,758,163	2,717,992							
<b>Salaries (+)</b>	<b>6,751,948</b>	<b>3,321,706</b>	<b>3,407,804</b>	<b>3,370,015</b>	<b>3,674,610</b>	<b>7,177,541</b>	<b>7,130,115</b>	<b>6,817,332</b>	<b>6,810,621</b>	<b>48,461,693</b>	<b>71,913,375</b>							
- Faculty	4,361,141	915,288	997,817	999,697	1,312,618	4,663,543	4,610,499	4,321,242	4,286,213	26,468,059	40,192,940							
<i>Faculty - Unallocated</i>	32,482	43,632	7,491	(30,753)	(6,004)	(38,912)	55,767	(62,986)	1,663	2,381	566,896							
<i>Teaching</i>	2,936,521	770,646	847,829	848,397	1,101,020	3,128,729	3,250,728	3,148,223	3,083,503	19,115,595	29,141,648							
<i>Non-Teaching</i>	1,392,138	101,010	142,497	182,053	217,602	1,573,726	1,304,004	1,236,006	1,201,047	7,350,083	10,484,396	3,134,313	1,044,771	reasonable				
- Administrative	670,400	668,291	639,754	631,773	631,331	621,104	688,958	655,499	675,554	5,882,663	8,611,748	2,729,085	909,695	not reasonable	2,026,661	7,909,324	702,424	
- Exempt	186,837	187,997	195,516	192,720	181,744	182,989	203,132	181,451	190,583	1,702,969	2,752,226	1,049,257	349,752	not reasonable	571,749	2,274,718	477,508	
- Staff	1,533,570	1,550,131	1,574,718	1,545,825	1,548,917	1,709,905	1,627,526	1,659,139	1,658,271	14,408,002	20,356,461	5,948,459	1,982,820	not reasonable	4,974,814	19,382,816	973,645	
<b>Benefits (+)</b>	<b>1,907,212</b>	<b>1,660,414</b>	<b>1,040,555</b>	<b>1,375,912</b>	<b>1,204,543</b>	<b>1,650,268</b>	<b>1,271,135</b>	<b>1,290,030</b>	<b>1,185,803</b>	<b>12,585,873</b>	<b>17,737,347</b>							
- Benefits	1,907,212	1,660,414	1,040,555	1,375,912	1,204,543	1,650,268	1,271,135	1,290,030	1,185,803	12,585,873	17,737,347	5,151,475	1,717,158	reasonable				
<b>Operating Expenses (+)</b>	<b>3,449,730</b>	<b>2,611,509</b>	<b>2,456,514</b>	<b>2,079,642</b>	<b>977,932</b>	<b>2,471,704</b>	<b>3,168,809</b>	<b>3,664,102</b>	<b>2,770,013</b>	<b>23,649,955</b>	<b>38,106,312</b>							
- Amortization of tangible capital assets	596,581	597,665	620,278	624,689	626,123	629,346	635,217	640,177	638,187	5,608,263	7,626,740	2,018,477	672,826	reasonable				
- Building and Grounds maintenance	240,495	236,824	259,870	531,529	292,414	394,851	462,386	547,367	198,316	3,164,052	4,839,025	1,674,973	558,324	reasonable				
- Cost of goods sold	17,887	41,474	43,290	17,442	97,779	319,502	103,791	16,317	39,791	697,273	1,046,933	349,660	116,553	reasonable				
- Other operating expenses	2,591,347	1,728,117	1,457,959	903,504	(38,384)	1,121,373	1,572,800	1,935,342	1,872,465	13,144,524	21,944,345	8,799,821	2,933,274	not reasonable	5,617,396	18,761,920	3,182,425	
- Student support activities	3,420	7,430	75,116	2,478	-	6,632	394,614	524,900	21,254	1,035,844	2,649,269	1,613,425	537,808	reasonable				
																		5,336,003
<b>Operating Surplus/(deficit)</b>	<b>274,369</b>	<b>(734,153)</b>	<b>(324,741)</b>	<b>593,355</b>	<b>1,038,796</b>	<b>1,754,768</b>	<b>(142,315)</b>	<b>(31,448)</b>	<b>1,618,173</b>	<b>4,046,804</b>	<b>(3,975,400)</b>							<b>1,360,603</b>

**BOARD OF GOVERNORS REPORT**

<b>AGENDA ITEM 2.2.3: Governance and Planning Committee Report</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE: February 22, 2022</b>	
<b>PRESENTER: Duncan Brown, Governance and Planning Committee Chair</b>	

**PURPOSE**

To provide the Board with a summary of the Governance and Planning Committee meeting that took place on February 8, 2022.

**SUMMARY**

The Committee met on February 8, 2022. Those attending included: Duncan Brown, Chair, Rosie Anza-Burgess, Oscar Blue, Patricia Heintzman, Nancy Lucas and Andrew Petrozzi.

The Committee approved the minutes of its November 8, 2021 meeting.

The Committee reviewed the timelines for the Board's 2022 Self-Assessment Survey. They also reviewed the survey questions and amended Question 4 to align with the Board's key roles and responsibilities as outlined in the Board's Governance Manual as follows:

4. *We provide strong governance and oversight leadership of the University by:*
  - a. *Overseeing the development of the overarching strategic direction and policy framework for the University*
  - b. *Approving the University's annual and long-term plans, including a strategic plan.*
  - c. *Ensuring the University's activities are consistent with its mandate.*
  - d. *Monitoring the University's performance.*
  - e. *Ensuring effective stewardship of institutional resources.*
  - f. *Ensuring senior leadership are appropriately qualified.*
  - g. *Ensuring an effective process for identifying, monitoring and managing institutional risk.*
  - h. *Selecting and evaluating the President.*
  - i. *Overseeing a succession planning process to ensure continued leadership.*

The Committee discussed the status of outstanding policy review priorities and received an update on the development of a policy tracker process.

The Committee received a presentation on, and discussed, the Integrated Plan 2021/22 to 2023/23 Year 2.

**RECOMMENDATION**

*For information only.*

**BOARD OF GOVERNORS REPORT**

<b>AGENDA ITEM 2.2.4: Investment Management Committee Report</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE: February 22, 2022</b>	
<b>PRESENTER: Ash Amlani, Investment Management Committee Chair</b>	

**PURPOSE**

To provide the Board with a summary of the Investment Management Committee meeting that took place on February 3, 2022.

**SUMMARY**

The Committee members who attended the meeting were: Ash Amlani, Paul Dangerfield, Yuri Fulmer, David Ayriss, and Oscar Blue. In attendance also were guests Andrew Sweeney, Erik Jackson, and Alicia Campbell of Phillips, Hager & North (PH&N). Also in attendance was guest Brad Bondy of Ellement Consulting Group. The Committee approved the minutes of the November 18, 2022 Committee meeting and discussed the following items:

- Phillips, Hager & North (PH&N) Presentation – The investment managers provided an overview of the Capilano University and Capilano Foundation portfolios. They presented the performance and asset mix as of December 31, 2021. They also presented information on inflation, Central Bank monetary policy expectations, capital markets update, and global and Canadian equities.
- Ellement Consulting Asset Mix Study, Part 2 – Brad Bondy from Ellement Consulting Group presented to the Committee. The purpose of the presentation was to identify alternate asset mixes that optimize the risk-reward trade-off for the University and Foundation portfolios, and further, to evaluate the alternative asset mixes, including 10 year projections of returns and fund values. Brad provided recommended asset mixes for both portfolios and the Committee was in support and recommended a motion to the Board of Governors for approval. Further information and the motion is provided under separate cover in item 8.1 of the agenda.
- Investment Returns Calendar 2021 Q4 – Debbie Carter, VP Finance & Administration, presented a financial update on investment returns for Q4. Investment returns were up over the previous quarter, and the year to date returns were higher compared to the previous year.
- Distribution Rate from Foundation Portfolio – Brad Bondy from Ellement Consulting Group presented to the Committee considerations in establishing a spending policy. He also reviewed key elements in a spending policy including target spending rate and spending formula. Brad provided a comparison of spending formula approaches. He recommended adoption of the hybrid approach formula and spending target rate of 3.5%. Further information and the motion is provided under separate cover in item 8.2 of the agenda.

**RECOMMENDATION**

*This report is for the Board's information only.*

**BOARD OF GOVERNORS REPORT**

<b>AGENDA ITEM 2.3: CORRESPONDENCE</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE: February 22, 2022</b>	
<b>PRESENTER: Duncan Brown, Board Chair</b>	

**PURPOSE**

To inform the Board of correspondence received since the November 30, 2021 Board of Governors meeting.

**INFORMATION**

The Board received three letters between January 21 and 25, 2022. Two letters are from the Ministry of Advanced Education and Skills Training and one from the Ministry of Health.

The first letter is from the Honourable Anne Kang, Minister of Advanced Education and Skills Training. It's in support of Dr. Bonnie Henry's letter of January 21, 2021.

The second letter is from the Dr. Bonnie Henry, Provincial Health Officer. It's regarding the importance of continuing to guide pandemic response based on epidemiology and balance COVID risks with negative impacts of public health measures.

The third letter is from the Honourable Anne Kang, Minister of Advanced Education and Skills Training. It's addressed to all colleagues and it's regarding the 2022 Sexual Violence Prevention Campaign.

**RECOMMENDATION**

This is for the Board's information only.



January 21, 2022  
Our Ref. 124018

Dear Public Post Secondary Board Chairs:

I am writing in support of the attached letter of January 21, 2022, addressed to all public post-secondary institution presidents from Dr. Bonnie Henry, British Columbia's Provincial Health Officer, strongly recommending the continuation of on-campus instruction.

I am deeply grateful for the hard work done by everyone in the post-secondary sector in following and supporting public health guidance and campus-level health and safety protocols. I acknowledge and appreciate your commitment to providing high-quality post-secondary education during the ongoing uncertainties created by the COVID-19 pandemic.

As detailed in the letter from Dr. Henry, based on experience in British Columbia and internationally, educational settings are lower-risk settings for COVID-19 transmission. Further, evidence suggests that the adverse mental health effects resulting from limiting on-campus instruction pose a serious threat to students. I am grateful for your leadership in supporting students to resume and receive the lasting benefits from full on-campus learning. I am also pleased that 24 of our public post-secondary institutions will be providing full campus learning and services by January 24, 2022 and acknowledge the importance of updating institutional business continuity plans to support the continuity of learning, instruction, and research.

Thank you again for your leadership and your ongoing dedication to helping students, faculty, and staff realize post-secondary education's full experience and benefits during these challenging and extraordinary times.

Sincerely,

Honourable Anne Kang  
Minister

Enclosure

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-2-

pc: Public Post-Secondary Presidents

Shannon Baskerville, Deputy Minister  
Ministry of Advanced Education and Skills Training

Max Blouw, President  
Research Universities' Council of BC

Ruth Wittenberg, President  
BC Association of Institutes and Universities

Colin Ewart, President  
BC Colleges





1219189

January 21, 2022

Dear Post-Secondary Institution Presidents:

Thank you for your continued collaboration with Public Health for a safe return to campus this winter. I appreciate the challenging circumstances many of you are navigating and I commend you for addressing the educational needs of students as well as safety and business continuity considerations at your institutions. As we have discussed, it remains important that we continue to guide our pandemic response based on the epidemiology of SARS-CoV2 and to balance the risk of COVID with the negative impacts of public health measures.

Our [post-secondary guidance](#) reflects this need to implement effective prevention measures and avoid ineffective measures that provide little health benefit, and may cause significant disruption as well as adversely affect health and well-being. The rapid spread of the Omicron variant to become dominant in BC was associated with changes in the epidemiology including a shorter incubation period. At the same time, this variant is associated with a significantly reduced risk of serious illness and hospitalization particularly in people vaccinated with two doses of vaccine. Much, however, remains the same in terms of risk settings and measures to prevent spread and we continue to see lower risk in structured seated settings. Given as well the disproportionate adverse impacts of the pandemic on our young adults in the context of a highly vaccinated population, I urge you to prioritize on-campus instruction whenever possible.

Our advice strongly recommending the continuation of on-campus instruction at post-secondary institutions is rooted in the goals of pandemic response, which are to reduce serious illness and death, protect the health care system and minimize societal disruption. Vaccination continues to be proven to be the single most effective intervention for reducing the burden of illness related to COVID-19. Epidemiological data from BC shows that being unvaccinated is the strongest risk factor for severe illness requiring hospitalization or critical care. We see an impressive 27-fold reduction in rates of critical care admissions in the fully vaccinated compared to the unvaccinated populations. Analyses of BC's hospitalization data further demonstrate that the vast majority of the post-secondary community, including faculty and staff, are at a very low risk of hospitalization due to COVID-19.

We continue to see lower rates of COVID-19 incidence in the post-secondary population, and this reflects the high vaccination rates and comprehensive safety measures in place. In contrast to the controlled nature of classrooms and offices, SARS-CoV-2 transmits most efficiently in homes and unstructured or informal social settings. Public Health investigation has found that when a post-secondary student or employee has been diagnosed with COVID-19, the exposure was most often associated with their home or social setting, and they have not generated forward transmission in the classroom or office environment. Indeed, spending fewer hours in structured settings may paradoxically increase time spent in unstructured settings

...2

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**Ministry of Health**
Office of the  
Provincial Health Officer4<sup>th</sup> Floor, 1515 Blanshard Street  
PO Box 9648 STN PROV GOVT  
Victoria BC V8W 9P4  
Tel: (250) 952-1330  
Fax: (250) 952-1570  
<http://www.health.gov.bc.ca/pho/>

that are at higher risk of transmission. Therefore, we recommend that non-educational and social gatherings that bring staff and students together outside of educational activities follow current public health guidance.

The vast majority of post-secondary students and staff have stepped up and received their vaccinations. While transmission can occur in any setting, high immunization rates and sector-wide measures such as masking in the post-secondary communities have enabled a lower risk environment in support of in-person instruction. The primary concern with the Omicron variant is the potential for faculty, staff, and students to be absent for short periods of time due to illness. Therefore, it is important for your institutions to periodically review and update your business continuity plans.

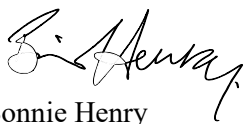
Limiting on-campus instruction, on the other hand, has been associated with [significant negative consequences for post-secondary students](#), who reported significantly poorer and worsening mental health outcomes and greater negative impacts than other British Columbians. Students and families are concerned about missing out on enriching experiences of post-secondary education. Indeed, many are distressed during this key developmental stage in their lives.

The experience post-secondary institutions across BC have with successfully returning to on campus learning in the fall of 2021 should guide our return in 2022 and indeed 17 institutions have resumed on campus learning already. We have the tools to effectively manage cases and outbreaks of COVID-19 if and when they occur and to continue to provide the essential educational and research experiences that students, staff and faculty need.

Public health remains committed to providing evidence-informed advice to manage COVID-19. We expect that COVID-19 will transition from a pandemic to an endemic state over the coming months. Our epidemiological data shows that we are past the peak of the current wave in terms of community transmission, and hospitalizations are plateauing. New variants will undoubtedly emerge as SARS-CoV-2 continues to circulate globally. We will continue to monitor for emerging evidence and continue to offer a preventive approach that supports the best public health outcomes for students, staff, and faculty. I encourage you to promote vaccination and other prevention measures outlined in the [COVID-19 Return-to-Campus Guidelines](#) as well as your institutional communicable disease prevention plan among your faculty, staff, and students. These measures have been effective at preventing COVID-19 in a wide variety of post-secondary settings and will continue to support successful on-campus instruction.

Thank you again for the ongoing collaboration with Public Health and your efforts to enable on-campus education. I am grateful for the tremendous contribution from your membership to the economic, social, and cultural well-being of our province, and the health and wellbeing of our young generation in particular.

Sincerely,



Bonnie Henry  
MD, MPH, FRCPC  
Provincial Health Officer

Cc Honourable Anne Kang, Minister of Advanced Education and Skills Training  
Shannon Baskerville, Deputy Minister of Advanced Education and Skills Training  
Max Blouw, President Research Universities' Council of BC  
Ruth Wittenberg President, BC Association of Institutes and Universities  
Colin Ewart, President BC Colleges  
Honourable Adrian Dix, Minister of Health  
Stephen Brown, Deputy Minister, Ministry of Health  
Chief Medical Health Officers, Regional Health Authorities  
Chief Medical Officer, First Nations Health Authority  
Deputy Provincial Health Officers



January 25, 2022  
Our Ref. 124067

Re: Winter 2022 Sexualized Violence Prevention Campaign

Dear Colleagues:

Thank you for your consistent help and support throughout this academic year. Global and national concerns continue to challenge our post-secondary communities, yet you all continue to prevail and persevere graciously. I admire and appreciate your agility and willingness to adapt to unprecedented circumstances and evolving situations.

Our government prioritizes the health and safety of B.C.'s colleges, universities and higher-learning institutes. We are deeply committed to ensuring that post-secondary students, staff, and faculty can return to learning for the 2022 winter semester free from sexualized violence.

Indigenous women, immigrants, international students, people of a visible minority, persons with disabilities, and persons in the 2SLGBTQ+ community are disproportionately targeted. Working together, we will improve these statistics with our continued efforts toward safer campuses where everyone can thrive.

The beginning of a school semester is the ideal time to educate new and returning students about sexualized violence prevention and promote a culture of consent. I ask for your support in sharing our latest prevention campaign on your campuses.

The winter 2022 relaunch of the "...Is Not Yes" campaign features a rotation of social media content, digital ads, and on-campus posters. The campaign's message re-emphasizes a zero-tolerance policy for sexualized violence on campus. Meaningful changes have been made to campaign materials since the fall launch as we focus more on inclusivity and fostering a culture of consent. The most notable change is the removal of the word "rape" in the campaign's tagline, which now reads, "Sex without consent is assault" to include all forms of sexualized violence.

I sincerely hope that you will help us to drive this campaign to raise awareness about the importance of consent. We ask that you continue to encourage your students, staff and faculty to access the tools, trainings, education resources and support services available via [BCcampus.ca](https://www.bccampus.ca), [SafeCampusesBC.ca](https://www.safecampusesbc.ca) and [Here2Talk.ca](https://www.here2talk.ca). Help us to end sexualized violence and make our post-secondary communities safer.

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Thank you, in advance, for your continued support on this campaign and for all initiatives throughout the academic year. We encourage the use of campaign materials, including pictures, posters, and other content provided in the "...Is Not Yes" Campaign Kit (see attached) and on the [SafeCampusesBC](https://www2.gov.bc.ca/gov/content/safe-campuses-bc) website.

To find out more about the "...Is Not Yes" information campaign and materials:  
<https://www2.gov.bc.ca/gov/content/safe-campuses-bc/making-campuses-safe>

To find out more about BCcampus' sexualized violence prevention and training resources:  
<https://bccampus.ca/projects/wellness/preventing-sexual-violence/>

To find out more about the *Sexual Violence and Misconduct Policy Act*:  
[https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/16023\\_01](https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/16023_01)

To find out more about post-secondary institution sexualized violence policies:  
<https://www2.gov.bc.ca/gov/content/safe-campuses-bc/get-informed>

Thank you again for your dedication and the work your institutions have been doing to support students. Your partnership is invaluable, and we are most pleased to work alongside you to get these awareness resources to everyone in the post-secondary community.

Sincerely,



Honourable Anne Kang  
Minister of Advanced Education  
and Skills Training



Honourable Grace Lore  
Parliamentary Secretary for Gender Equity

Enclosure

# “...Is NOT Yes”

A Sexualized Violence Prevention Campaign





# CAMPAIGN KIT FOR POST SECONDARY STUDENT GROUPS AND INSTITUTIONS

Ministry of Advanced Education and Skills Training

## “...Is NOT Yes” A Sexualized violence Prevention Campaign

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## Overview

“...Is NOT Yes” is a sexualized violence prevention campaign designed to increase awareness about sexualized violence prevention and available supports on B.C. campuses.

Building on the 2019-20 campaign of the same name, this year’s approach places an added focus on understanding consent and informing students about available supports. The beginning of the semester is the best time to educate new students about sexualized violence prevention and promote consensual sexual behaviour. Through this campaign, students are reminded that “sex without consent is assault”.

Starting in 2022, digital ads and materials have been placed to increase students’ awareness on sexualized violence prevention. In consideration of on-campus and community outreach, you have been provided with this social media kit.

We all want to contribute to a safe learning environment for students on campus and online, but **you know your community best**. You understand the most effective ways to communicate with them on this subject; therefore, we request your help to share the enclosed information with your students, members and/or faculty and staff for wider distribution.

For us, your support looks like:

- posting content on social media platforms
- sharing social media links
- including notices in community newsletters
- displaying posters on property

To facilitate your organization’s approach(es) in addressing sexualized violence prevention, we have provided some guidelines and considerations, including supportive links and resources that can help you respond to comments or questions from social media users.

Considering the ongoing efforts to end sexualized violence on B.C. campuses, we encourage promotion throughout the school year.



## Background

Anyone can be a victim of sexualized violence, however some persons are disproportionately targeted:

Indigenous women ▪ immigrants ▪ international students ▪ people of a visible minority ▪ individuals in the 2SLGBTQ+ community (two-spirit, lesbian, gay, bi-sexual, transgender, queer, questioning, intersex, asexual) ▪ persons with disabilities

At the same time, nearly two-thirds of on-campus assaults occur during the first eight weeks of school. For these reasons, the “...Is NOT Yes” campaign was designed to establish a network among student organizations, college, institute and university communication teams, community partners and the Province so that a strong, consistent message about sexualized violence prevention is communicated.

The campaign also facilitates systemic change by driving the work of the *Sexual Violence and Misconduct Policy Act* and supporting the implementation of sexualized violence prevention and response policies within post-secondary institutions.

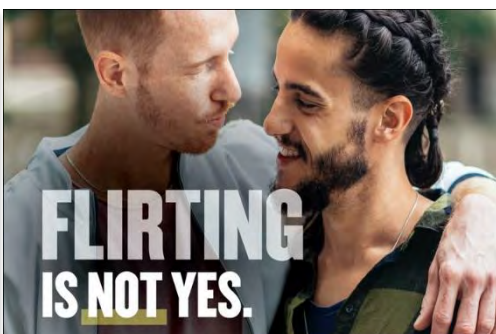
The Ministry of Advanced Education and Skills Training (AEST) developed the original sexualized violence prevention campaign in 2018 as an extension of the Ministry’s action plan to help end sexualized violence on campus. The campaign has since been updated to incorporate student input.

In fall 2021, after the September campaign, the sexualized violence policy team consulted with the sector about suggested improvements to future campaigns. The sector’s input was considered for this relaunch, and AEST will continue to have ongoing conversations so that content can continually evolve and better align with the needs of an increasingly diverse student population.

## Key Messages

- Sexualized violence on campus is unacceptable and won’t be tolerated.
- Understanding consent is one of the first steps to preventing sexualized violence on campus.
- The safety of all individuals from sexualized violence on campus is a top priority for the Government.

## Campaign Creative Examples



## Social Media Toolkit

We have provided a variety of pictures and videos for your discretionary use on social media. Feel free to use any of the below considerations in your efforts to help end sexualized violence.

### Suggested Social Mentions & Hashtags

**@mentions to consider:** @students\_bc, @TheBCFS, @EndViolenceBC, @CouragetoAct, @SFCCCanada, @VSACentre

### #IsNotYes – Hashtag Campaign

This hashtag campaign allows users to express actions, gestures or statements that are sometimes misunderstood as consent; it helps to clarify potential misconceptions and generates valuable online engagement.

#### Examples:

- Uncertainty #IsNotYes
- Hesitation #IsNotYes
- Silence #IsNotYes
- “Maybe” #IsNotYes
- Drunk #IsNotYes

**Additional Hashtags:** #IsNotYes, #GetConsent, #SVP, #bcpsc #SafeCampusesBC #FeelSafe #WeSupportSurvivors #EndSexualViolence

## Samples of Social Media Posts and Links to Campaign Creative

### Twitter

#### Sample Tweets:

- Silence #IsNotYes. Every student has the right to #FeelSafe on campus. Understand consent, confirm consent, and #GetConsent to prevent sexualized violence. Learn more at [SafeCampusesBC.ca](https://www.safecampusesbc.ca). #BCpsc #SVP #SafeCampusesBC  
[214 characters]
- Flirting #IsNotYes. If you need to talk to someone or report an assault, you have support. Visit [SafeCampusesBC.ca](https://www.safecampusesbc.ca). #WeSupportSurvivors #EndSexualViolence #BCpsc  
[165 characters]
- Sex without consent is assault. Period. Become familiar with the definition of consent to understand what is and #IsNotYes. Learn more at [SafeCampusesBC.ca](https://www.safecampusesbc.ca). #EndSexualViolence #GetConsent #BCpsc  
[189 characters]
- There is no place for sexualized violence on campus! If you have a question, or need to report an assault, confidential services are available at [SafeCampusesBC.ca](https://www.safecampusesbc.ca). #WeSupportSurvivors #FeelSafe #BCpsc  
[204 characters]

## Tweet Example:



## Facebook & Instagram

### Sample Posts:

- Understanding consent is one of the first steps to preventing sexualized violence on campus. We encourage everyone to become more familiar with the definition of voluntary consent because any sexual activity without consent is assault. Learn more at [SafeCampusesBC.ca](https://www.safecampusesbc.ca) and help to end sexualized violence on B.C. campuses. #IsNotYes
- Silence #IsNotYes, flirting #IsNotYes, drunk #IsNotYes, neither is walking someone home. There is no place for sexualized violence on B.C. campuses because everyone deserves to feel safe. The post-secondary community is working together to create awareness about the resources, supports, and safe spaces available to students, faculty and staff. Help us by learning more at [SafeCampusesBC.ca](https://www.safecampusesbc.ca). #FeelSafe #SVP #BCpse #WeSupportSurvivors.
- Sharing intimate images without consent is a form of sexualized violence. #IsNotYes.

Facebook Newsfeed Post Example:

 **Government of British Columbia** Sponsored · 

Silence #IsNotYes, flirting #IsNotYes, drunk #IsNotYes, neither is walking someone home. There is no place for sexual violence on B.C. campuses because everyone deserves to feel safe. The post-secondary community is working together to create awareness about the resources, supports, and safe spaces available to students, faculty and staff. Help us by learning more at [SafeCampusesBC.ca](http://SafeCampusesBC.ca). #FeelSafe #SVP #BCpse #WeSupportSurvivors.




**SEX WITHOUT CONSENT IS ASSAULT.**

Consent must be voluntary - otherwise it's assault. Make campuses safe for everyone.



Instagram Newsfeed Post Example:



 governmentofbc



**SEX WITHOUT CONSENT IS ASSAULT.**

Consent must be voluntary - otherwise it's assault. Make campuses safe for everyone.



♡ ◻ ◻ ◻

governmentofbc • Silence #IsNotYes, flirting #IsNotYes, drunk #IsNotYes, neither is walking someone home. There is no place for sexual violence on B.C. campuses because everyone deserves to feel safe. The post-secondary community is working together to create awareness about the resources, supports, and safe spaces available to students, faculty and staff. Help us by learning more at [SafeCampusesBC.ca](http://SafeCampusesBC.ca). #FeelSafe #SVP #BCpse #WeSupportSurvivors.

## Creative Files

If you wish to access any of the creative files, please use the links provided:

Static graphics for Facebook, Instagram and Twitter newsfeed posts:

<https://spaces.hightail.com/space/wcM8kVQXnH>

Square (1:1) and Horizontal (16:9) aspect ratios available.

Videos for Facebook and Instagram stories:

<https://spaces.hightail.com/space/XEViMQDZme>

Vertical (9:16) aspect ratio only. **Not available for newsfeed posts.**

## Print Files (Posters)

### “...Is NOT Yes” Posters for On-Campus Distribution:

If you wish to print and post any of our “...Is Not Yes” posters in your centre, around campus, or on your organization’s property, please click on the link below provided or follow the instructions:

**Hightail Link:** <https://spaces.hightail.com/space/evsP7ANQWA>

**NOTE:** Posters are editable. Institutions are encouraged to add in information/links to their institutional policy and/or resources.

You can also add your logo to a “...Is Not Yes” poster by using the editable files in the provided Hightail link. The editable file is titled, “IsNotYes\_Posters\_11x7\_Editable”.

How to access print files online:

- For posters, please go to [SafeCampusesBC.ca](https://www.safecampusesbc.ca):
  - Scroll down to ‘Services and Information Topics’
  - Click on: “[Download posters to place in your school or workplace](#)”
- For all other campaign materials, including news releases, go to [SafeCampusesBC.ca](https://www.safecampusesbc.ca)
  - Scroll down to ‘Services and Information Topics’
  - Click on “[Make campuses safe](#)”
  - Scroll down to “Campaign Information”

*The creative files are to be used for the purposes supplied only, and are not for redistribution or re-use without prior written authorization from the Province of BC. Please contact BC Government Communication and Public Engagement to request permissions, or with questions regarding the use of the creative files.*

### Facebook/Instagram Story Example:



## Moderation Policy

Many thanks to your organization and the work it does to enhance safe learning experiences within B.C.'s communities. This moderation policy does not intend to replace your institution's guidelines and policies as we encourage you to refer to them when responding to online comments. Rather, the following pages offer some considerations and suggested posts to support your responses to content/comments that are inflammatory or untruthful in their characterization of sexualized violence and its related issues.

### When to respond versus not respond

Please use discretion when considering a reply to social media comments – not all comments will fall into one of the below categories and not all comments will require responses.

#### Respond to social media comments when:

- Users explicitly reach out for support or assistance.
- ➔ If a comment directly requests assistance, respond by encouraging the user to contact their campus/community counsellor, [VictimLinkBC](#) (by calling or texting 1-800-563-0808 or emailing [VictimLinkBC@bc211.ca](mailto:VictimLinkBC@bc211.ca)), and/or their local police or an appropriate crisis line.

Example:

*Hi [INSERT NAME]. Thank you for reaching out. There is a strong network of people ready to support you. You can start by speaking to your [campus response contact](#), your local police, or [VictimLinkBC](#) (by calling or texting 1-800-563-0808 or emailing [VictimLinkBC@bc211.ca](mailto:VictimLinkBC@bc211.ca)) to receive confidential support services and necessary resources.*

*If you need immediate assistance, call 9-1-1 to speak to someone who can help.*

- Please note that some users may not be comfortable contacting 9-1-1 due to systemic issues with police discrimination or historical experiences with law enforcement. Therefore, we encourage referrals to your campus, community and regional services as well.

#### Refrain from responding to social media comments when:

- There is an ongoing dialogue – a comment stream – between two or more users.

#### Consider responding to social media comments when:

- Users share personal stories or messages of support for the content's message.
- Comments present false information – “common myths” – around sexualized violence, consent or the government's response to sexualized violence on campus that can be quickly refuted. IE: *“Men cannot be sexually assaulted.”*

## Common Myths; Suggested Responses

Commonly held beliefs and misconceptions around sexualized violence may be referenced in negative or inflammatory comments on #IsNotYes content. These common myths include (but are not limited to) the idea that:

- ‘No’ can sometimes mean ‘yes’.
- If a person has no visible injury, or did not shout, fight or resist, it could not have been a sexual assault.
- Sexualized violence cannot occur online.

- It is a person's right to have sex with their partner whenever they want.

Below are some suggested statements that can be used to respond fully or in part to negative, inflammatory or untruthful social media comments regarding consent and sexualized violence:

**Comment:** "No can sometimes mean yes."

**Possible Response:** No means no. **Consent needs to be an enthusiastic yes.** It needs to be ongoing. Coercing or manipulating someone to engage in sexual activity is assault. While nuance is different in every scenario, voluntary consent is not. To ensure all partners/participants are comfortable and prepared to participate in a consensual act, plain language needs to be used and open dialogue is imperative. Only yes means yes.

**Comment:** "If a person has no visible injury, is not visibly upset, or did not shout or fight, it probably was not sexual assault."

**Possible Response:** According to the *Criminal Code of Canada*, sexual assault is any sexual activity without consent, regardless of whether physical injury occurs. Some people do not fight back during an assault. Due to fear, shock or trauma, people may become incapacitated. Some people may be unable to physically resist because they are under the influence of alcohol or drugs.

Individuals respond to sexualized violence differently because there is no single reaction to trauma. Some people may be visibly upset while others may be reserved and calm. Scars from a sexual assault can be physical, emotional, and/or mental – therefore, not always visible. We must not judge, but help and support where we can.

**Comment:** "Sexualized violence cannot occur online."

**Possible Response:**

84.3% of undergraduate students experience technology-facilitated sexual violence. With the increasing popularity of social media, digital platforms and digital interactions have become a common space for sexual violence. In particular, people face experiences with sexual harassment online and the sharing of intimate images without their consent. Sexualized violence extends beyond physical boundaries, and the harms of technology-facilitated sexualized violence should not be dismissed or minimized because it happens online.

**Comment:** It is a person's right to have sex with their partner whenever they want.

**Possible Response:**

Sex without voluntary consent is sexual assault. PERIOD. Even if a person has consented to sexual activity in the past, consent needs to be obtained for each stage of sexual interaction. Everyone has the right to do what they want with their own bodies regardless of their relationship status. In fact, sexual assaults are mostly committed by dating partners, common-law partners, married partners, or someone we know. Love #IsNotYes and commitment #IsNotYes. Understanding consent is the first step to preventing sexual assaults, so learn and confirm consent every time, no matter what. Find out more by visiting [SafeCampusesBC.ca](https://www.safecampusesbc.ca).

**Comment:** "How will this campaign make a difference? Why is it concentrating on consent and not the practical steps to ending sexualized violence on campus?"

**Possible Response:**

This campaign aims to increase students' awareness about sexualized violence prevention (SVP) and the supportive resources available to them. Campaign efforts focus on spreading messages about SVP through channels and spaces that students commonly use, reminding students of the collective mission to end sexualized violence on campus. Information and education can create change, therefore, enhancing students' understanding of consent IS a practical way to end sexualized violence on campuses. It is a preventative measure that encourages open dialogue between persons who choose to engage in sexual activity. Additionally, the *Criminal Code of Canada* identifies sexual assault as any sexual activity without consent, which makes the understanding of the term fundamentally important to ending sexual violence.

"...Is Not Yes" also concentrates on strengthening the network of campus and community supports while increasing student access to resources via social media platforms and cross-promotion. See more on what the Province of B.C. is doing by visiting: [SafeCampusesBC.ca](https://www.safecampusesbc.ca).

**Comment:** "Men cannot be sexually assaulted."

**Possible Response:**

Men experience sexual assault. Data shows that 1 in 6 men have experienced sexual violence. There is a social stigma for male survivors of sexual violence, resulting in a lack of disclosing sexual violence, and a lack of media reporting. It is important to reserve judgement and remember that men have every right to a safe place where their experiences are acknowledged, and they are supported.

### Violations of Moderation Policy

***Posts that use profanity, hate-speech and offensive language –***

**Possible Response:**

*- delete comment and send a private message -*

We welcome your comments on our post. However, we expect conversations to follow the conventions of polite discourse. Our moderation policy prohibits the use of hateful remarks or offensive language on our page. Read the full policy here: <https://news.gov.bc.ca/23589>

Please feel free to post or comment dialogue that fits within these terms.



## FYIs: Resources and Services for Students

### On-Campus Resources and Trusted Services

- Students can access learning resources, trusted advice, and other supports on their respective campuses by visiting their school's website. [SafecampusesBC.ca](https://www2.gov.bc.ca/gov/content/safe-campuses-bc/help-on-campus) provides a direct link to each post-secondary's web page on sexual violence: <https://www2.gov.bc.ca/gov/content/safe-campuses-bc/help-on-campus>.
  - Find a list of institutions' sexualized violence and misconduct policies: <https://www2.gov.bc.ca/gov/content/safe-campuses-bc/get-informed>
  - *Sexual Violence and Misconduct Policy Act*: [https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/16023\\_01](https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/16023_01)

### Extended Network of Community Supports

- Not everyone feels comfortable addressing their questions and concerns on campus. To access a list of additional and accessible supports, students can visit the following websites:
  - VictimLinkBC: <https://www2.gov.bc.ca/gov/content/justice/criminal-justice/victims-of-crime/victimlinkbc>
  - Ending Violence Association of BC: <https://endingviolence.org/need-help/>
  - WAVAW Rape Crisis Centre: <https://www.wavaw.ca/>

### Training Resources for Post-Secondary Institutions

- Training guides and resources to help institutions develop effective resources that can adequately prepare staff, faculty and students to talk about sexual violence. Post-secondary offices can access toolkits, webinars, workshops, or assistance with strategic development by visiting any of the following:
  - BCcampus: [Preventing and Responding to Sexualized violence – BCcampus](https://www2.gov.bc.ca/gov/content/justice/criminal-justice/victims-of-crime/service-providers/training)
  - PSSG Resources: <https://www2.gov.bc.ca/gov/content/justice/criminal-justice/victims-of-crime/service-providers/training>
  - Courage to Act: <https://www.couragetoact.ca/>
  - Ending Violence Association of BC: <https://endingviolence.org/training/>

### If you are a Victim/Survivor...

- If you are a victim of a crime, contact 9-1-1 immediately and/or [VictimLinkBC](https://www2.gov.bc.ca/gov/content/justice/criminal-justice/bcs-criminal-justice-system/if-you-are-a-victim-of-a-crime) for assistance. You may also wish to visit:
    - <https://www2.gov.bc.ca/gov/content/justice/criminal-justice/bcs-criminal-justice-system/if-you-are-a-victim-of-a-crime>
- OR**
- <https://www2.gov.bc.ca/gov/content/safety/public-safety/domestic-violence>

# PRESIDENT'S REPORT TO THE BOARD

Reporting period from November 9, 2021 to February 8, 2022

## PRESIDENT'S OFFICE

The University pulled together, responding to the changing pandemic environment, to transition to our originally planned Spring term in-person and online learning and teaching schedule of classes and academic activities on January 31, 2022. Meanwhile, we completed the Quality Assurance Process Audit site visit and launched a partnership with the North Vancouver Chamber of Commerce (NVCC) called *Growth Hub*—a program supporting students and employers on the North Shore. On February 7, we had the honour of welcoming Elder Robert Joe as an Elder-in-Residence for the *kálaḡ-ay* Sunshine Coast campus—I look forward to the learnings and conversations I will have with him as CapU continues its commitment towards decolonization and reconciliation. Additionally, we welcomed the provincial government announcement of Capilano University's plans for a purpose-built Centre for Childhood Studies and the near completion of our \$5-million fundraising campaign.

## ACADEMIC & PROVOST

The provost's office welcomed two new academic leaders: Christina Neigel, university librarian, who commenced her appointment on January 31, 2022; and Ramin Shadmehr, dean, Faculty of Fine & Applied Arts, who will be join us on February 28, 2022. Appreciation is extended to Jennifer Nesselroad, who has been in the acting dean role; and Tania Akelson, who has been in the acting university librarian role.

Activities to deepen and extend work-integrated learning (WIL) have been underway, with the establishment of the WIL Collaboratory (Co-Lab). Mohna Baichoo has assumed the role of inaugural WIL faculty lead and Jutta Agnus has been selected at the WIL Co-Lab outreach and resource development support for the Sunshine Coast. A celebratory event was held in early December, hosted by the NVCC, focusing on the student projects working with three North Shore agencies/organizations, as part of the externally funded NVCC-CapU partnership through the national Business and Higher Education Roundtable.

The final report of the provost's advisory committee on micro-credentials, co-chaired by directors Aurelea Mahood and Annie Prud'homme-Genereux has been submitted to the VPA & Provost and recommendations are under review for next step actions and considerations. A special thanks is extended to the advisory members for their high levels of engagement, collaboration and fulsome participation.

The VPA & Provost along with Miranda Huron, director, Indigenous education & affairs, participated in consultation processes (through BCAIU) on the draft revisions to the Aboriginal Services Plan and the Indigenous Education Framework, with engagement facilitated by the Ministry of Advanced Education and Skills Training. Continued internal and external discussions, dialogue and consultations have occurred in the weeks preceding the start of the January term including steps for a short-term adaptation for some in-person theory courses to move online as protocols and procedures were reviewed, and business and academic continuity plans were refined for the spring academic term.

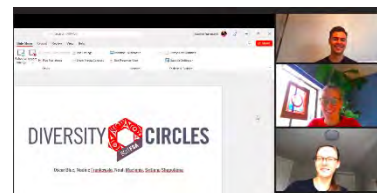
Collaborative partnerships have been furthered through two additional memorandums of understanding/academic agreements, one with [Arts Umbrella](#) and the second with [BC Initiative for Inclusive Access to Post-secondary Education](#).

## FACULTY OF ARTS & SCIENCES

- » The engineering department has been awarded a Mitacs Accelerate multi-year research grant of slightly more than \$90,000 for “Real-time, high-availability digital-twin models for supervisory control and energy demand optimization of intelligent buildings.” Faculty members Chi-Fu Wu and Mark Wlodyka will lead the collaboration with our industrial partner, Hynes that will support students in the investigation and modeling of the energy demands of a data centre.
- » The engineering department has been awarded two Test your Concept Proposals supported by CARS and the Howe Sound Biosphere Initiative Society. The projects, with students in engineering and geography, will investigate specific environmental challenges and mitigation techniques that align with the Biosphere and University objectives. The proposals were prepared by faculty Banda Logawa and Mark Wlodyka.
- » This winter, Capilano Creative Writing received an internal CARS grant for the annual Writing & Design Contest. The literary journal [The Liar](#) received nearly 150 student submissions for \$1000 in prizes. The student editorial team will be announcing the winners in February, with the print issue due out in March. In addition, we will host two Open Text Visiting Writers this spring, filmmaker and artist [Randall Okita](#) and poet-scholar [Juliane Okot Bitek](#). In a series sponsored by the Canada Council for the Arts, the visiting writers will host readings and craft classes virtually.

## FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » With funding through the Business and Higher Education Roundtable (RBC and Canadian Innovation), the School of Business is furthering work-integrated learning through four components: Expanding internship opportunities for CapU students; increasing the number of applied research projects in the classroom; creating an entrepreneurial speaker series and pitch-off competition; and creating a new course focused on a hands-on project to create a distinct university experience, an [eSports tournament](#). WIL placements are essential to helping students build meaningful career pathways while simultaneously helping businesses address skills, talent and innovation gaps.
- » The Accounting Assistant Program (funded by the Government of Canada through the Canada-British Columbia Workforce Development Agreement and hosted by CapU School of Business) is pleased to announce the successful start of the program on January 10 with a full cohort of 30 participants focusing on job-related skills, reattachment to the labour market and preparing for current and emerging job opportunities for people impacted by COVID-19.
- » BADM 332 (Managing Non-Profits) students ran a fundraising event on Friday, November 26, at various locations on campus. Students raised \$1200 for Harvest Project, a beloved North Shore service agency that reaches out to people across the North Shore challenged by family break-down, illness, job loss and poverty. Campaigns included gingerbread house raffles, jellybean counting, a clothing drive or getting your photo taken with “Santa”.
- » Congratulations on CAPUMA’s success at the BCITMA Regional Conference <https://www.bcitma.ca/arc2022> held January 14 and 15:
  - **1st Place Case Competition:** Nadine Frankowski, Svitlana Shapotkina and Noah MacInnis (supported by Oscar Blue and Vishal Jagarapu)
  - **1st Place SABRE Simulation:** Justin Malialis, Justin Vogt, Pouru Patell and Evan Yee
  - **3rd Place Sales Competition:** Oscar Blue
  - **4th Place Backpack Simulation:** Terrence Alanis and Jay Herbsen



- » As part of academic quality review and renewal, the School of Business reviewed and updated 11 courses in the Fall 2021, focusing on quality and relevance of the curriculum.
- » The proposed Minor in Legal Studies is currently under external approval process and, with approval, will see 20 choices of courses that students can take to fulfil the 18 required credits, 15 of which must be upper-level courses. Six additional course offerings for the proposed minor were recently approved internally, for a total of 26 course choices.
- » LAW 325—Constitutional Law was taught for the first time in the Fall 2021 term and LAW 312—Cannabis Law is being taught for the first time this spring.
- » New courses LAW 303—Criminal Law II, LAW 461—Private International Law and LAW 468—International Climate Change Law were recently approved by Senate with anticipated first-time offering in the 2022–2023 academic year.
- » Faculty Deb Jamison (School of Legal Studies) has organized and will chair the virtual Trial Lawyers Association of BC paralegal seminar, *Current Developments: Be in the Know*, in association with the BC Paralegal Association, on April 1, 2022. This seminar will share developments resulting from the pandemic in family law and animal law, implications of the new ICBC no-fault/enhanced care regime, and an update from the Law Society of BC regarding their Innovation Sandbox initiative, among other things. One of the esteemed speakers is a practicing lawyer and faculty from the School of Legal Studies, Victoria Shroff.

## FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » Despite many pandemic challenges, a cohort of rehabilitation assistant students successfully completed their program as scheduled in mid-December, culminating in a four-month practicum in hospitals across the province. Program faculty are particularly grateful to the practicum partner health authorities for providing these essential learning opportunities for students during the pandemic.
- » English for Academic Purposes (EAP) & Communications instructor Matthew Michaud co-authored a research paper that was published in *The Australian Journal of Teacher Education* in December 2021: “The Role of Individual Preferences in the Efficacy of Written Corrective Feedback in an English for Academic Purposes Writing Course,” and a second article published in *The Indonesian Journal of English Language Teaching* (May, 2021): “Reflections on Translanguaging Practices in English Language Education in Japan.”
- » Annabella Cant, faculty in the Early Child Care and Education (ECCE) department, has been nominated for 2022 West Coast Teaching Award from the British Columbia Teaching and Learning Council (BCTLC). The West Coast Teaching Award recognizes excellence in teaching at publicly-funded colleges, institutes and universities in British Columbia and the Yukon. The BCTLC awards up to five educators each year, primarily at the undergraduate level. The award celebrates instructors who have demonstrated a proven commitment to enhanced student engagement and learning, a reflective and intentional approach to teaching practices and dedication to teaching improvement, including successful implementation of any of the 94 Calls to Action from the Truth and Reconciliation Commission of Canada.
- » Recent and upcoming conference presentations and invited lectures by ECCE faculty include:
  - Alejandra Sanchez Alvarez (ECCE): *The Immigration Transition: Challenges and Changes Experienced by New Canadians, and Their Second-Generation Implications, Series: Intergenerational Effects of Psychological Trauma* (<https://greencollege.ubc.ca/civicrm/event/info%3Fid%3D1262%26reset%3D1>), “Como practicar la pedagogía de la escucha en la educación de los niños” [How to practice pedagogy of

listening in the education of young children] Directed to educators and parents. Instituto DOCET, Monterrey, NL, Mexico

- Elaine Beltran-Selliti (PhD candidate) and Tahmina Shayan: *Encounters with Public Art: Self, Place and Education* (Hosted by North Vancouver District Public Library—Parkgate Branch)
- Annabella Cant: *Imagination in the Early Years—The Somatic Understanding Layer, Seminar on Imaginative Education* organized by Finis Terrae University in PROVIDENCE, Chile (January 11 and 14, 2022). The seminar had 177 participants, professors, academics, and graduate students from Chile, Mexico, and Spain
- Nancy van Groll: *What Matters in Early Childhood Studies Now* Colloquium Series (online on January 27, January 29 & February 1, 2022). Conceived as an open, collaborative and democratic space, the event welcomes panelists, students, early childhood educators, pedagogists, researchers, advocates, policy makers and community members working with and for children across disciplines, paradigms and contexts. <https://www.ecebc.ca/professional-development/workshops>
- Annabella Cant (ECCE), editor-in-chief of the *Journal of Childhoods and Pedagogies*, together with guest-editor, Sylvia Kind (ECCE), published a special edition of the journal called “Everyday Artistries” (December 2021) that invited submissions from instructors, staff and students of all faculties of Capilano University. Faculty who were published included: Adrienne Argent (ECCE), Tahmina Shayan (ECCE) and Violet Jessen (ECCE). <https://journals.sfu.ca/jcp/index.php/jcp/issue/view/Special-Edition-Everyday-Artistries-2021>
- In November 2021, the Health Care Assistant program launched the second cohort of students in the Health Care Access Pathway (HCAP) program in North Vancouver. The program is a collaboration between the Ministry of Advanced Education and Skills Training, the Ministry of Health, local health authorities and post-secondary institutions designed to support the training of health care assistants to meet pressing labour market shortages in the field. Another HCAP program is currently running in Sechelt, with further program deliveries planned for September 2022 in both North Vancouver and Sechelt.

## FACULTY OF FINE & APPLIED ARTS

- » Two new micro-credentials: Virtual Production for Creative Technology and Harmony (2D Digital Animation) Badge, were successful in the application for funding through the Ministry of Advanced Education and Skills Training. These courses will be run through Continuing Studies in the summer and will be ready for registration by March. DigiBC—the Creative Technology Association of British Columbia worked closely with CapU Animation & Visual Effects departments to provide industry input on this project.
- » Two new transfer agreements were approved with Infocus Film School's film production and writing for film programs for credits in the Capilano University's Arts and Entertainment Management diploma program. As well, an admission agreement for both InFocus programs to enter the Advanced Arts and Entertainment Certificate was drafted.
- » Spring term is an exciting time for production design in the School of Motion Picture Arts programs. Production design is a key component of filmmaking and contributes enormously to the hands-on student experience of students in the MOPA degree program and in the IDF diploma. Working with our experienced production design instructors, along with professionals brought in from industry, students are able to develop new skills as they explore the many aspects of set construction, art direction and set decoration—and integrate them directly into their student film projects—which has proven an enormously rewarding experience for our students.



- » While early Fall 2021 saw the beginning of some small productions taking place in our Arbutus Building, the end of Fall term and seasonal performances by jazz, music and theatre all went ahead in the BlueShore at CapU. With all safety protocols and precautions in place, the curtain went up, which was greatly appreciated after a year and a half hiatus in stage performances for students and program employees. Some of these shows include:
  - Music program:** *Sheltering Sky: A Concert in the Clouds*, *Blow Blow Thou Winter Wind*
  - Theatre department:** Margaret Atwood's *The Penelopiad* and Qui Nguyen's *She Kills Monsters*
  - Jazz program:** In early December, held three concerts in the BlueShore at CapU to live audiences, featuring our student large ensemble, one of which featured UK saxophonist/composer Len Aruliah. These concerts were performed in front of a live audience in the theatre and also livestreamed.
- » Jazz studies has launched two exciting new courses for Spring 2022: Music of the African Diaspora and Orff Afrique, both taught by new faculty member Kofi Gbolonyo. Gbolonyo will also take part in the upcoming concert on February 4 at the BlueShore at CapU called, "Rhythm Fever!" This show will feature three student ensembles (Narwhal, Kente and Rhythmic Music Ensemble), as well as faculty guest musicians Jared Burrows, Brad Turner, Jennifer Scott, Dave Robbins and Steve Kaldestad. There will be a live audience and the performance will be livestreamed.
- » In February, jazz will also be hosting two internationally-renowned guests from New York City: Saxophonist Grant Stewart and vocalist Lucy Yeghiazarian. They will be giving masterclasses to jazz studies students
- » Our recent Musical Theatre (MUTH) and Acting for Stage and Screen (ASAS) alumni continue to find exciting and rewarding roles in the industry:
  - Recent MUTH grad Sarah Mercier stars in *Nunsense, the Musical* at the Metro Theatre in March 2022.
  - 2022 MUTH grads to star with alumni in *We Will Rock You* at Theatre Under the Stars this summer.
  - MUTH alumni Synthia Yusuf and Madelaine Suddaby starred in *Dolly Parton's Smokey Mountain Christmas* at the Arts Club Theatre November and December 2021.
  - Kai Bradbury (MUTH 2014) adds a recurring character on *Virgin River* to his impressive TV series' list of *Family Law*, *Motherland: Fort Salem*, *The Boys*, *altered carbon* and *Supernatural*.
  - Jonathan Whitesell (ASAS 2014) adds a recurring character on the *Chilling Adventures of Sabrina* to his resume plus *Twilight Zone*, *Kill Team*, *Riverdale*, *Beyond*, *The 100*, *Once Upon a Time* and *X Files*.
  - Elyse Maloway (MUTH 2014) is on a roll in the voice-over/animation world with regular characters on *Super Monsters*, *Littlest Pet Shop* and *Sinbad*. She completed two Hallmark movies in the last month, as well.
  - Jennifer Tong (ASAS 2015) has movie and TV credits galore: *Honey Girls*, *Motherland: Fort Salem*, *Grand Army*, *DC Legends of Tomorrow*, *Charmed*, *Sacred Lies* and *Dude Chilling Park*.
  - Recent Technical Theatre Diploma grads Ashley Vucko and Taylor Mackinnon are stage manager and assistant stage manager on *Nunsense the Musical* at the Metro Theatre in March 2022.

## FACULTY OF GLOBAL & COMMUNITY STUDIES

- » A successful field trip to Whistler occurred with students in the Global Hospitality and Tourism Post- Baccalaureate diploma. The resort rolled out the red carpet, engaging with the students and inviting them to apply for roles in the resort upon graduation.
- » An agreement has been signed with Talent Basket—an online platform that provides virtual international work experiences for students—where students can earn academic credit as an elective, adding to their digital skillset and competitive advantage.
  - Acknowledging our work-integrated learning partnership with Talent Basket <https://www.academica.ca/top-ten/capilano-talent-basket-partner-virtual-international-work-experience-opportunities>

- Capilano Courier article on our partnership with Talent Basket  
<http://www.capilanocourier.com/2022/01/02/virtual-work-experience-opportunities-available-through-talent-basket/>
- » Celebrating success in achieving UNWTO TedQual certification: <https://www.academica.ca/top-ten/capilanou-ovcmt-celebrate-accreditation-successes>
- » School of Outdoor Recreation students earned the 'audience award' for their CityStudio project 'Food Trucks for Fish'.
- » Students from all School of Tourism attended the Destination Vancouver industry luncheon. Several volunteered for the BC Hospitality Foundation. The takeaway? They're even more committed to this industry and opportunities ahead!
- » On January 27, kinesiology instructors Kyle Guay and Carey Simpson presented *Innovation in Creation of a Kinesiology Degree* at the American Kinesiology Association annual leadership workshop, Leadership for the future: Vision, values and practice.

### KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » The Spring term started online for the Pathways to Higher Learning (P2HL). The students and faculty are looking forward to returning to the classroom at the end of January 2022.
- » In December, we hosted Indigenous students from Pender Harbour Secondary School. They spent time at the kálaš-ay campus, speaking with Elder Robert Joe, participating in a scavenger hunt, networking with students in the P2HL class and sharing lunch. We anticipate welcoming Indigenous students from Chatelech and Elphinstone Secondary Schools over the next few months.
- » The regional campus, through the regional director, participates in the local housing emergency group as well as meeting with the local Chambers of Commerce and Sunshine Coast Regional Economic Development Office (SCREDO) from an education perspective, ensuring engagement of the University at local tables.
- » Education Planning Officer Jutta Agnus, has established her role for the region to meet the aspirations and interests of local students. Working closely with newly hired program developer, Karen Webb, the foci has been designing pathways to education, courses planning and possible future destination program offerings. Work has been undertaken to identify and map out our First-Year Experience (FYE) online course clusters that assist likely students in beginning their studies online for the first year or two.
- » In partnership with the province and local health authority, the HCAP partnership trains frontline workers for employment in the most vulnerable sector during the pandemic, with plans for additional cohorts.

### **Intro to English and Writing**

- » Learner participation was high before the winter break in the introduction to English and Writing. Since the COVID-19 pandemic, a number of the learners have taken jobs (a success) in the Sunshine Coast service sector, particularly as more are willing to hire those with English as an additional language.
- » In partnership with three prominent community organizations, planning is underway for a micro-credential in community leadership (non-credit) that provides a clear pathway to employment as learners gain the necessary skills, understandings and work experience to secure employment or advance into more senior roles in the severely understaffed and under-skilled social service sector. Unemployed citizens and employed social service

workers/volunteers will gain entry into social service jobs or advancement into more senior positions, resulting in wage increases and job security for Community Leadership certificate holders.

## INDIGENOUS EDUCATION & AFFAIRS

- » The Indigenous framework continues to be developed with conversations between the faculties, departments, Indigenous students and the territorial Rightsholder Nations. The outcomes from this plan will identify key areas of systemic change that IEA will support in addressing two main directions: educational needs to move towards a more responsive, engaged community with respect to Indigenous needs and relationships; and faculty and departmental goals that can be incorporated into University integrated planning. IEA has been hosting information and Q&A sessions across the University, as part of engagement processes. Many departments have also held facilitated sessions with Jorge Ocegüera to consolidate their input into the evolving University framework/plan. Indigenous students were invited to a first engagement session, with a subsequent engagement session scheduled for February. Additional engagement will include an Elders' session and input is being sought from the territorial Rightsholder Nations during January. Next draft(s) will be shared out to departments, faculties and senior leadership with a final framework or plan expected to be reviewed for endorsement and approvals in April.
- » Crystal Henderson, community engagement facilitator, was the lead organizer of this year's Truth and Reconciliation (TRC) Week from November 15–19, 2021. Indigenous student services hosted talks and songs by Elder Latash and Ses Siyam and his Canoe Family at the Kéxwusm-áyakn Centre. We celebrated Louis Riel Day with Greg Coyes, did a wool weaving workshop and held a closing party with DJ O-Show. There was also a facilitated engagement session for students to provide their initial input into the Indigenous plan, answering questions about how they envision their CapU of the future. Next year and going forward, TRC Week will be offered in conjunction with National Day for Truth and Reconciliation.
- » Indigenous Student Success Facilitator, Zak Myers was successful in receiving an [ISPARC](#) grant to implement an iRun/Walk program, partnering with the Centre for Sports and Wellness. This program invites everyone at CapU to participate in a community wellness activity. Students will receive prizes, and those interested will have their entrance fee covered for this year's Vancouver Sun Run.
- » "Bannock, Beads and Board Games" has launched as a new weekly event for students to come in, share in bannock and lunch and either play board games or learn beading from Allison Burns.
- » A Graduation grad cap weaving session was held recently. Indigenous graduates have also begun to receive a carved mini-paddle that can be sewn onto regalia, honouring their graduation from the University.
- » [Response: Soft Action](#) runs January 26–February 6, 2022 at The Polygon Gallery. This show is a culmination of the 2021 Response program—a collaboration between The Polygon Gallery and Indigenous student services and the Indigenous Digital Filmmaking program. Participants engaged in a series of workshops led by Indigenous artists and Knowledge Holders throughout the summer and fall of 2021.

## ACADEMIC INITIATIVES & PLANNING

- » From January 10–11, AIP hosted a two-day virtual site visit for an external panel chaired by Ronald Bond (UCalgary), Patricia Lasserre (UBCO) and James Mandigo (UFV) for Capilano University's Quality Assurance Process Audit (QAPA). Next steps require an institutional response to the external report.
- » [CityStudio North Vancouver](#) finished 2021 with a successful end-of-term showcase, Hubbub #5, on December 7, 2021. With over 150 registrations, the meaningful 17 student projects from the Summer and Fall 2021 terms were celebrated



for their innovation in addressing real-life opportunities for the City of North Vancouver and its partners. CityStudio is starting 2022 with an exciting list of 10 projects this Spring term, in collaboration with our City of North Vancouver partners. This term's collaborations include students working on Placemaking along the Lonsdale corridor, original pieces of theatre for MONOVA, two projects with community policing at the RCMP, extreme heat plan review for North Shore Emergency Management and more! To learn more about current and past projects, explore our CityStudio North Vancouver [collaborations](#) resources and our [annual reports](#).

- » AIP continues to support degree and non-degree development across all five faculties. Of the supported program types, development is underway in six of the eight categories.
- » Excitingly, the Bachelor of Arts with a Major in Writing & Literature completed an external review and is one step closer to a ministry decision.
- » CapU's first minor [Sociology], where a degree program or major does not exist, was submitted to the ministry for peer review.
- » Three additional new concept papers have been reviewed by the Senate Academic Planning and Program Review Committee and move to Senate review in February.
- » The University is nearing completion of its first cycle of centrally-supported program reviews with final cohort projected to complete their reviews by June 2022.
- » AIP collaborated with all five faculties in developing the new rolling seven-year schedule that will launch in 2023–2024 academic year once the 2022–2023 QAPA renewal project is completed.

#### CENTRE FOR TEACHING EXCELLENCE

- » Over the last two months there continues to be active engagement of faculty in support of excellence in teaching and learning with slightly more than 200 faculty attending 16 workshops offered in December and January, and 190 consultations (partial month of information for the month of January). Additionally, nine e-portfolio workshops have been provided during this same time period, with 210 students participating.
- » Brit Paris' dissertation was successfully defended in December 2021: "Enhancing Undergraduate Student Uptake of Feedback Across Disciplines: Instructor and Student Perspectives" (University of Calgary).
- » Bhuvinder Vaid's dissertation was successfully defended in December 2021: "What Do We Mean When We Talk about "Safe Space"? A Philosophical Exploration of a Contentious Metaphor in Education" (Simon Fraser University).
- » In December 2021, Alea Rzeplinski (student research assistant, Open Education Resources) was awarded the BCCampus Fellowship on OER 2022.
- » CTE Teaching Excellence Award nominations will be live February 7, 2022.

#### CREATIVE ACTIVITY, RESEARCH & SCHOLARSHIP

- » The CARS office is excited to announce that the following faculty have received grant funding for their applied research projects. This funding, from the federal government, will support teaching/section release(s) and student salaries.

» **Congratulations to Arts & Sciences faculty Chi-Fu Wu** (right) and **Mark Wlodyka** who were awarded a Mitacs Accelerate grant for their work with the Hynes Group. This multi-term research project will support seven student research assistants. Their project will explore and develop technologies that will capture information and integrate systems into smart buildings, with a goal to minimize energy consumption.



» **Congratulations to Education, Health & Human Development faculty Tahmina Shayan** (right) and student research assistants, Aryanna Chartrand and Karolyn Bonneau, who were awarded a Mitacs Accelerate grant for their work with iGen Education Group. The goal of their project is to assess the impacts of pedagogical narration (as a teaching methodology) on teaching practice and curriculum making.



» **Congratulations to Business & Professional Studies faculty David Kuch** (right) and student research assistants, Laurenn Canofari and Malik Mazloum, who were awarded a Mitacs Business Strategy grant for their work with Sewllkwe Book. Sewllkwe Book is a certified water and waste water platform operator. This research project will focus on research and development of a marketing strategy that will raise awareness of current water and wastewater practices.



» **Congratulations to Business & Professional Studies faculty Todd Newfield** (right) and student research assistant, Andrew Cocking, who were awarded a Mitacs Business Strategy grant for their work with Tyson Media, an award-winning television production company based in Vancouver. This research project will test the viability of an alternative revenue stream by researching, producing and analyzing content on the YouTube ecosystem.



## FINANCE & ADMINISTRATION

### FINANCIAL SERVICES

» Finance has been working in partnership with stakeholders across the organization to develop the fiscal 2022/23 budget and the fiscal 2021/22 forecast for Q3.

### FACILITIES SERVICES & CAMPUS PLANNING

#### » Health, Safety & Emergency Services

- A reorganization of the department took place in the fall. A key change was security being moved into the health, safety & emergency services business unit. The associate director of the unit now oversees security, health and safety and emergency management. Security historically worked alongside these other areas, so this shift creates further cohesiveness and provides the opportunity to integrate the goals for these three areas.
- The health, safety & emergency services unit continues to support the University's efforts to navigate the challenges brought on by the COVID-19 pandemic.

#### » Facility Operations

- With students and employees coming back to our campuses for the fall term, there was a significant uptick in service requests.

- Heavy snowfall in December and January has kept operations busy making the campuses safe for students, employees, contractors and visitors.

#### » **Projects & Planning**

- The Centre for Childhood Studies, student housing and main electrical upgrade projects continue to advance.
- Many minor infrastructure projects are in progress with a wrap up expected towards the end of the fiscal year.

### INFORMATION TECHNOLOGY SERVICES

- » The student & academic systems team has been actively upgrading our student learning management system, eLearn, to ensure we are providing a secure environment for students and employees, as well as applying identified issues to make the main website accessibility compliant.
- » IT services has recently completed the ICAP project. The highlight of ICAP this year was the creation of a pilot project of four classrooms with decolonized teaching and learning audio visual configurations, allowing instructors the ability to teach from any location in the classroom by projecting their content wirelessly. We have this wireless projection technology available in many classrooms, so look in your classroom if you're interested in teaching in this manner.

## PEOPLE, CULTURE & DIVERSITY

### HUMAN RESOURCES

- » Following a national search, CapU hired our first Vice President, People, Culture & Diversity, Kartik Bharadwa (MBA), who joined us on January 19. In this newly created position, Kartik will oversee human resource activities that support CapU's distinct employee experience, leading, advising and guiding key people decisions while furthering Equity, Diversity and Inclusion (EDI) at the University.
- » In alignment with CapU's commitment to EDI and the requirements under the recently revised Sexual Violence Policy, the entire human resources team participated in a sexual violence response and trauma-informed practices for human resources training.
- » Selected members of the HR team participated in cultural protocols, cultural empathy and cultural safety trainings to enhance our ability to support Indigenous employees and decolonize our practices.
- » HR welcomed Susan Ney to CapU as the acting associate VP of HR; Sara Colliss was promoted to director, labour relations; Michelle Nalliah became the manager, staff; and we hired Sarah Leger, our new HR advisor.
- » HR, in concert with CFA, led faculty chair, coordinator and convenor trainings on the regularization process.

## STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

### INTEGRATED PLANNING

- » The integrated planning process for year two of the 2021/22–2023/24 Integrated Plan has successfully concluded. The team is now working on the final draft and will release the plan in early February. The final step called *End-of-*

*Year Reflection* will run in April/May 2022, and its outcomes will inform the submissions for the third and last year of the plan. A final reflection report and summary will be prepared right after the reflection process is complete.

## ENVISIONING 2030

- » The President's Perspective event on January 13, 2022, was dedicated to revisiting our *Envisioning 2030* vision, purpose and values. This activity was particularly helpful to the large number of new employees who have recently joined Capilano University. Special attention was given to our six values and how they can be used as a tool for decision making. President Dangerfield encouraged all participants to revisit *Envisioning 2030* often to keep our intended long-term direction fresh in their minds.
- » The *Envisioning 2030* Team will be conducting meetings with all faculties and service units over the next three months to reinforce alignment with *Envisioning 2030* and *Illuminating 2030*. The progress report developed during the Integrated Planning mid-year reflection will be used during these meetings as a tool to support conversations around how faculties and service units are supporting the implementation of both high-level plans.

## OFFICE OF STRATEGIC & ANALYTICS (INCLUDING INSTITUTIONAL RESEARCH AND STRATEGIC ENROLMENT MANAGEMENT)

- » The team made good progress on two predictive analytics projects. The first was the completion of Machine Learning & Retention Phase 2. The goal of this phase was to understand whether we have the breadth and depth of data (i.e., features) required to develop an AI/ML algorithm. The conclusion of this phase was that the data quality was sufficient to develop an exploratory model which included 30+ features and identified 10 specific features that were more powerful than others to predict dropout. Although this is promising, the next step will be to explore the feasibility for implementation by student-facing teams, such as the RO and student success, before deciding whether to proceed with Phase 3.
- » The second part of the project was the completion of time-series forecasting pilots. The goal of this pilot was to understand which time-series forecasting models could be used to predict enrolment based on historical data and cyclicity. The pilot included testing five different time-series forecasting models for each level of analysis, such as course enrolment, headcount and residency both from a university-wide perspective and specific program perspectives. For each level of analysis, one specific model was chosen and tuned to optimize for accuracy based on the test data set. The next phase will be to monitor these pilot models to measure forecasting accuracy and to narrow the scope of analysis so that it fits within a sustainable maintenance cycle.
- » The team also kicked-off a key operational process, the Institutional Accountability Plan and Report (IAPR) planning and writing cycle. The goal this year is to continuously improve our processes to better align with existing planning processes and our commitments to truth and reconciliation. For example, this year, we highlighted how the mandate letter priorities mapped to *Envisioning 2030* goals during the integrated planning process so that Senior Leadership Council (SLC) members can provide relevant details on how we have made progress on each of those priorities. We are currently reviewing the submissions and will be starting the initial round of follow-up information requests in February. Furthermore, we will be incorporating learnings from *Elements of Indigenous Style: A Guide for Writing by and about Indigenous Peoples* in order to decolonize the language used in the writing of the IAPR.

## CONTINUING STUDIES

- » **2021–2022 Registrations:** Continuing Studies registrations are strong. The total FTE for Fall 2021 was the highest of any term in five years

- » **Spring 2022 Programming:** The Spring 2022 offerings are currently accepting registrations. In addition to the 60 or so online courses created at the start of the pandemic, Continuing Studies is offering five new courses:
  - Cryptocurrency Basics
  - Email Workflow
  - Online Learning Accessibility
  - Selling on Amazon
  - Typography

We have delayed the start of the following in-person courses due to Omicron concerns by a couple of weeks:

  - Festival Choir
  - Mixed Media Painting

- » **Custom Programming:** We are currently offering Excel and bookkeeping basic training to a local client. This custom program will take place until March.
- » **Unified Summer Camps:** We are working with athletics to combine all Capilano University summer camp operations under one roof. This will be accomplished in a staged manner, each year combining more aspects of our operations. This begins this summer, with the amalgamation of mostly behind-the-scenes processes (i.e., administrative aspects) and next summer we hope to start offering more public-facing combined services.
- » **Career Development Centre Digital Badges:** In partnership with the Career Development Centre (CDC), we created digital badges that the CDC can award to learners who successfully complete select training programs like CapU Launch. Students will be able to display these CDC badges on their LinkedIn and other digital profiles.
- » **Microcredentials:** Three academic areas were successful in obtaining AEST funding to support the development and offering of microcredential training to professionals in select fields. Continuing Studies will provide administrative support in the delivery of these programs.

## INTERNATIONAL

- » The outbreak of the Omicron variant and extremely slow student permit processing have impacted international registration for the Spring term. From a record number of spring acceptances to programs, around 50 per cent were able to start in programs due to delayed permits and limited direct flight options to Vancouver. Through December, international, deans, finance and the registrar's office collaborated to find solutions that resulted in the best possible outcome. We altered delivery methods and extended deadlines to facilitate productive starts for as many students as possible. Many students have deferred registration to the summer or fall (depending on when programs are being offered), so we anticipate most will still join us, only for many their start has been delayed.
- » As with international registration, the ongoing pandemic, especially the heightened spread due to the Omicron variant, has impacted outgoing study abroad activities, as well. Thirty-five students applied and were accepted for study abroad in the spring, however, we were forced to cancel or defer many of these. We have been able to facilitate out-bound study abroad experiences for eight students, which are the first to travel on exchange in two years. The students were well-prepared and all risk factors were addressed. Students are only traveling to countries and institutions that have strong support infrastructure.
- » Just prior to the Omicron outbreak we resumed international activities with our international recruitment manager participating in person at the Berlin international education fair, plus the director travelled to the UK and Germany for business development with current and emerging partnerships. A new agreement was formally signed with Hochschule der Medien Stuttgart (Media University of Stuttgart) for film and animation and the first students will

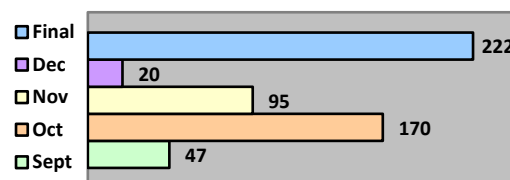
participate on exchange this year. This dynamic and progressive institution is an ideal partner for our own world class film and animation programming. New partnerships are also in development in the UK, Sweden and Netherlands.

- » International is embarking on new marketing initiatives with renewed campaigns about to launch in Brazil, Colombia, Mexico and Vietnam, and new campaigns in the Philippines, Pakistan and Nepal. Working with MDX these campaigns build on the 'Always Supporting' campaign currently in process for domestic markets.

## STUDENT SUCCESS

### ACCESSIBILITY SERVICES

- » Exam accommodations enable students with disabilities to obtain an accurate measure of performance by removing barriers in the learning environment. Aside from the testing arrangements online that students made with their instructors directly, accessibility services invigilated 554 Fall term face-to-face sittings, a combined total of those supported monthly and for finals.



- » Spring 2022 Notification of Accommodation letters are in process for distribution to instructors for 478 students.

### ATHLETICS & RECREATION

- » Capilano Blues women's soccer team competed at the Canadian Colleges Athletics Association (CCAA) national women's soccer championship in Toronto hosted by Humber College, November 10–13, 2021. The Blues competed well, but lost three games in penalty shootouts. The team finished fifth.
- » There have been many game cancellations due to weather disruptions with flooding, highway washouts, snow and COVID-19 issues. Rescheduling of games has been difficult on student athletes, employees and coaches throughout the provincial conference.
- » Staffing absenteeism issues relating to COVID-19 has impacted CSW operations.
- » Resume selections and interview sessions are currently underway for the hiring of the director of athletics & recreation position. The posting closed in early January and there was a strong pool of applicants to choose from.
- » Virtual PACWEST winter board meetings were held December 7–9, 2021.
- » CCAA board meeting on January 16–17 (virtual): National championship cancellation deadlines set for indoor sports. Transgender student-athlete policy updated and adopted.
- » New athletic therapist hired to aid and rehab athletic injuries.
- » Annual athletic banquet will be offered online for 2022.

### RECREATION

- » CapU Together event will be moved online.
- » **Group Fitness Classes:** We are currently offering virtual yoga, circuit training and spin classes weekly. This gives students and employees a chance to participate live on campus or from the comfort of their own home.

- » **Move More North Shore (MMNS):** MMNS program is expanding to the outside community and active health coaches (KIN students) and members are beginning their eight-week programs together. Additional grants were awarded to the program.
- » **Strava:** Virtual run club is still up and 'running events' through the Strava app.
- » **CapU Student Housing and Recreation:** Coordinated events with student housing and the A&R department are underway. Activities include kayaking in Deep Cove and indoor rock climbing.
- » **Personal training for the campus community:** Personal training services are being developed with the kinesiology department.
- » **ISPARC iRun/Walk program:** Program commenced January 18 and occurs bi-weekly. It is proceeding because it is held outside.
- » **Orienteering course:** Currently exploring the development of an orienteering course on campus which will be open to all students and employees. The offering will also lend well to summer camps and kids' activities and be able to attract more North Shore community members to the campus.
- » **Summer camps:** Continued collaboration and development of combined summer camp offerings with Continuing Studies, whereby all summer camp offerings are offered under one University umbrella.

#### CAREER DEVELOPMENT CENTRE

- » The Career Development Centre moved to its new location in the southeast corner of the Library Building, room LB170. We are excited to be more central and visible to serve students better and co-located with other student services, making it more convenient.
- » Our two career development advisors provided 272 students with one-on-one career development support from November 9 to January 21.
- » Our student career ambassador team continues to do a fantastic job engaging with our students on social media and has received over 1,400 views in the latest videos introducing our new career ambassador and showing the community where to find our new space.
- » Our student career ambassadors hosted and organized three portrait photo sessions, providing 59 students with head and shoulder portraits for professional use.
- » We participated in the national and annual *It All Adds Up* campaign to bring awareness to all of the activities and experiences students have engaged in, culminating in a rich array of already developed skills and abilities. Career ambassadors organized the campaign, resulting in 42 students participating in the #CapUItAllAddsUp campaign.
- » We hosted our annual Industry Day event on campus. Seven representatives from five organizations (Amazon, Bench Accounting, BlueShore Financial, Cactus Club and PepsiCo. Foods Canada) engaged and networked with 29 of our students.

#### COUNSELLING & LEARNING SUPPORT

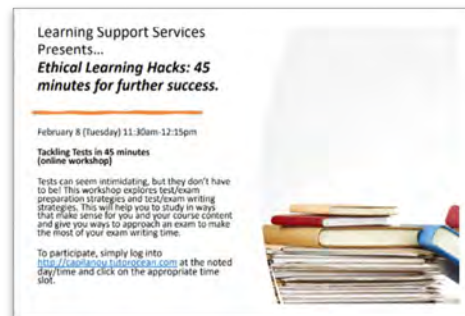
- » A new Indigenous counsellor was hired in January 2022 to better support our Indigenous student population. Riel Dupuis-Rossi (MA, MSW, RSW) is the successful candidate and brings years of experience in providing services to Indigenous individuals, couples, families and groups. Riel has designed and presented training workshops on

Indigenous cultural safety, provided consultation and has numerous publications on decolonizing trauma therapy, on disrupting current colonial practices and structures in the healthcare system.

- » Student contact November 2021 to January 2022:
  - 221 counselling appointments attended.
  - 53 drop in/same day appointments attended.
  - Top personal concerns: anxiety, relationships, depression, family and trauma
  - Top academic concerns: career planning, academic difficulties, adjustment, attention and time management

#### LEARNING SUPPORT

- » Learning support began using a new booking and engagement software in late December. This new software has added ease to students' booking experience, whether in-person or online. It has also provided a platform for students to meet with the learning specialist in a collaborative online classroom, complete with white board, screen share, file sharing and usage analytics.
- » In addition to one-on-one appointments, learning support has been busy conducting multiple workshops in the areas of time management, reading effectively, enhancing note taking skills, creating a study guide and preparing for/taking tests and exams.



#### STUDENT AFFAIRS

- » Student affairs hosted multiple student engagement activities in November 2021 including a board games social for first-year students and a *Just Dance* competition.
- » In collaboration with campus partners, student affairs held a peer leader appreciation lunch for student leaders on December 2, 2021. This event celebrated the contributions and accomplishments of the students who contribute to the CapU community as leaders and mentors with orientation, recruitment, athletics & recreation, residence and more.
- » Student affairs hosted virtual orientation activities on January 6, 2022, for incoming spring students. Approximately 100 new students attended sessions to learn about campus resources, connect with CapU employees and other students, and play games facilitated by student leaders.
- » The month of January was Sexual Violence Awareness Month (SVAM). We hosted a series programming aimed at raising awareness and education around sexual violence. This February 7–27, AEST has mandated that CapU, along with other B.C. post-secondary institutions, implement a student-focused Sexual Violence Perceptions survey. With this in mind, CapU employees are encouraged to attend the virtual workshops to access the tools necessary to support our community.



#### STUDENT HOUSING SERVICES

##### WINTER BREAK

- » Feras Bingursain, CapU alumni, was the successful candidate for the residence life facilitator position. Due to increased travel restrictions, we had 53 students stay in housing for the winter break. This is about a 30 per cent increase in the number of students during this time. We held a Christmas dinner for 36 students on December 24.



*SPRING 2022 OCCUPANCY*

- » The housing application for Spring 2022 opened on October 1, 2021 (three weeks earlier than last year). We received 89 applications, which is the highest number of applications received for the Spring term.
- » Our occupancy for the Spring 2022 term currently sits at 96 per cent (280 students). An increase in applications reflected in the number of housing offers sent and accepted. After sending offers in early December, the majority of students who did not receive an offer opted not to be placed on our waitlist. With the late announcement from the University about courses going remote, we had additional cancellations that led to vacant beds.
- » All our community meetings, events and activities were held online for January. Some in-person events are planned for February, pending guidance from B.C.'s PHO.
- » The Spring 2022 application remains open until March 1, 2022, in hopes of filling up remaining vacancies.

*RESPONSE TO COVID-19 (OMICRON VARIANT)*

- » As students started to return to housing from January 2, 2022, we started to see COVID-19 positive cases in CapU housing. We had over 1,000 rapid test kits that were leftover from a Canadian pilot program in Fall 2021. We continue to use these kits to test symptomatic students and isolate students who test positive. Before January 2, 2022, we only had one positive case of COVID-19. Since January 2, 2022, we have had 43 positive COVID-19 cases, with the majority of the students having no symptoms and others having very mild symptoms. We continue to modify our response to COVID-19 based on info from the B.C. PHO and have been able to keep things under control.

**REGISTRAR'S OFFICE**

- » On January 4, 2022, the Registrar's Office (RO) resumed in-person student support service from the brand new, fully renovated space in the Library Building. While we are still unpacking boxes and settling in, feedback from students and employees has been very positive, with students commenting that we are much more visible and easier to locate than we were compared to our old space in the Birch Building. We have additional advising space and employee collaboration areas. The RO team is also thrilled with our new kitchen and lunch area! The new location is modern, bright and provides significant new student-use space for studying and socializing. A very big thank you goes out to the IT services and campus planning teams who were instrumental in getting the offices up and running.
- » Recently the RO completed an exciting project with our partners at BC Transfer Guide. For many years, students would view transfer agreements that CapU has with other B.C. post-secondary institutions. Now, students can look up agreements that we have with institutions across Canada and around the world. Just under 4000 agreements were added to the transfer guide, which provides students with more information on transfer to and from Capilano University. The number of agreements will continue to increase as we articulate more courses with national and international institutions.
- » At the January Senate meeting, 576 student names were presented for graduation. Credentials were conferred across all five faculties, with just as many baccalaureate degrees being awarded as diplomas and associate degrees.
- » The RO, in partnership with IT services, is currently working on the implementation of the Banner 9 Self Service Student Registration module. Once implemented, the module will provide an updated and improved student registration experience. The user interface will be modernized and will offer great course search functionality for students. User testing for the project is underway to ensure that our end product provides an exceptional registration experience. Our aim is to complete implementation in spring of 2022.

## FINANCIAL AID & AWARDS

- » Student applications for Fall 2021 term were evaluated and disbursed late last year. Almost \$900,000 was disbursed to just under 500 CapU students. The financial aid & awards team is continuing its efforts to increase awareness about the funding that is available to students by offering scholarship, bursary and awards workshops and encouraging more and more students to apply.

## ACADEMIC ADVISING

- » For the months of November and December, the academic advising team saw 194 students via online and in-person appointments, 200 students through Zoom drop-ins and responded to over 3,650 emails over this time. As the University transitions back to more in-person services, the advising team will continue to offer virtual appointments for students as they have been well received and are a popular option. Virtual advising, along with our recently implemented online booking system for appointments, have significantly increased choices for students in terms of the type of service they prefer and increased access to advising services.

## RECRUITMENT & ADMISSIONS

- » Student recruitment & transition has been feverishly presenting to prospective students and high school counsellors this fall with an aim of increasing our applications for Fall 2022. In the first three months of our recruitment cycle, applications are up 20 per cent compared to the previous year. This year, a conversion style event, *Connect with CapU*, will bring recruitment, admissions and financial aid together to do a final push for applicants still hesitant on completing their applications to CapU. Additionally, the recruitment team continues to be in classrooms virtually with the support of employees throughout the campus community.
- » The admissions team is working hard to ensure both in-house and cohort-based applicants receive offers at a time when they can make an informed decision, not later in the cycle, as was common in previous years. To date, we have seen a significant increase in the number of Fall 2022 offers out to students year over year—a credit to the hard work by our partners in the academic units.

## UNIVERSITY RELATIONS

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

### UNIVERSITY RELATIONS

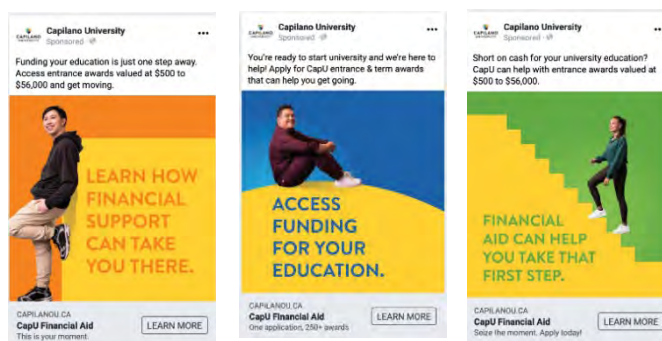
- » The University relations portfolio is pleased to have Alisha Moolla serve as the new director, Marketing & Digital Experience (MDX). Alisha first joined the MDX team as manager, creative in the spring of 2020, bringing over 13 years of experience and specialization in post-secondary recruitment, marketing and creative development. As director, MDX, her exceptional marketing expertise and strategic foresight will continue to shape not only the MDX team, but the University's marketing strategy and digital experience approach.
- » The portfolio would like to extend its sincere gratitude and thanks to both Victoria Miles, director, communications, and Julie Vanderyagt, manager, university events and ceremonies, for their tremendous contributions to university relations and the University, as a whole. Each will begin a new adventure in March 2022 and will be dearly missed by both our internal and external CapU communities. Recruitment is underway for both positions.

## COMMUNICATIONS & GOVERNMENT RELATIONS

- » The rise of the COVID-19 omicron variant impacted University planning and communications over the winter months. In preparing for the Spring 2022 academic term, CapU communications was engaged to prepare announcements and supporting messaging regarding the delay to begin the term, and shift to online learning and service delivery where practical and possible. Resuming the original schedule planned for in-person learning on January 31, 2022 also required significant communication and careful attention to our context and messaging.
- » The announcement by the Ministry of Advanced Education and Skills Training of \$9.46 million in funding for the Centre for Childhood Studies at Capilano University's main campus marked a noteworthy collaboration between both the MAEST and CapU communications teams. Capilano University prepared its own announcement about the Centre and its funding model, with emphasis on the generous donors contributing to the \$18.6 million capital project. Together, the two announcements generated significant coverage in both traditional and online media.
- » As announced in November of 2021, the University's current director of communications will be departing from her position at the end of February, 2022. A recruitment plan is underway and we can look forward to welcoming a new director for the department in a few months' time.

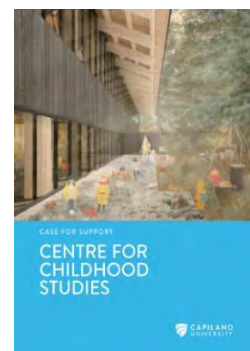
## MARKETING & DIGITAL EXPERIENCE

- » CapU's *Empower* brand campaign has brought positive results since launching in October 2021. We have generate over nine million ad impressions to date, and have seen a year-over-year increase of 70 per cent in program profile page views and 395 per cent increase in conversions on our website. The campaign will be in market until March 31, 2022.
- » Several other digital campaigns are in the planning stages, including promotion of CapU's entrance awards, a campaign directed at international students and one to raise awareness of offerings at kálax-ay Sunshine Coast campus. We are also developing collateral to support CapU's two new bachelor's degrees, the BA with a Major in Psychology and the B.Sc. General.
- » We continue to work on content and information architecture improvements to capilano.ca. Three major projects in production are: developing marketing-focused content for program pages, building a dedicated space for information on work-integrated learning and creating a new structure for the student services section of the website.
- » The unit is pleased to announce Steph Townsend as the new visual media specialist. Steph earned her Bachelor of Motion Picture Arts degree from CapU and returns to the University with a wealth of production and freelance photography and videography experience. Her role will work collaboratively with employees across the University and external partners to highlight our exceptional community and experience through visual media.
- » Recruitment is currently underway for a manager, creative and manager, marketing to support the team.



## DEVELOPMENT & ALUMNI RELATIONS

- » The capital campaign in support of the new Centre for Childhood Studies (CCS) began 2022 in a strong position, having received several significant gifts in late December 2021 from foundations, individuals and companies throughout the Lower Mainland. The campaign has now reached 92 per cent of its \$5-million fundraising goal, with 68 per cent of gifts coming from donors new to the University. On January 13, 2022, the Minister of Advanced Education and Skills Training Anne Kang and Minister of State for Child Care Katrina Chen issued a press release that announced \$6.5 million in funding towards construction of the centre. This announcement marked the campaign's transition to the "public" stage. For more information, please go to: [CCS Capital Campaign](#) or connect with [Kari Wharton](#), campaign director.



- » Focused work on the revision and creation of policies, processes and procedures that support the naming and renaming of CapU's tangible and intangible assets has moved into the review and approval stage. The purpose of this work is to ensure that, moving forward, the University has a set of current and transparent policies, processes and procedures to inform its work in this area.



## DEVELOPMENT

- » **We Believe Breakfast** took place on November 30. The event was a great success with 126 attendees for this in-person event. The speakers were inspiring and the video presentation moving. During the event, 88 gifts were secured with \$53,753.80 raised (goal was \$30K). Funds raised will support female-identified students at CapU through the Paul & Catherine Dangerfield Women's Bursary.



- » **Chancellor's Dinner** hosted by Chancellor Yuri Fulmer was to be staged on January 27. This event has now been postponed until the spring and a new date will be sent out shortly. The fundraising focus for the event is the *Take A Seat* campaign (seat naming). A live auction is planned along with opera performances to take place on the stage of the BlueShore at CapU.
- » **A major gift of \$10K** has been secured to support the CapU Student Bursary from Martin Chan, an alumnus based in Singapore. Martin, a proud alumnus, was featured in the North Shore News year-end foundation report to the community. *"CapU gave me a chance to build a solid foundation. I could say a thousand thank you's, but actions speak louder than words. Although now living overseas, donating is my way of giving back and it's important to me to ensure CapU students are supported in achieving their academic goals."*
- » **Gift in Kind—Art:** Two generous gifts of art have been bestowed to the University in November and December 2021. Retired faculty member, Christian Steckler donated a stunning Indigenous sculpture valued at \$30K. We will be working with facilities to find a secure and appropriate location on campus to display this beautiful piece of Inuit art. Also, seven paintings donated by Vancouver artist Pnina Granirer valued at \$28K have been received and

installed on campus. Three are displayed in the area between the Bookstore and room BR126, three more are located in the library (third floor) and one is displayed in the Learning Commons.

- » **2021 CapU Foundation Community Report** was historically published as an end-of-year report to inform the North Shore community of CapU activities over the past year. In December 2021, the Capilano University Foundation brought back the important community recognition and stewardship piece. As part of the current *Integrated Plan* for the University, the foundation, with collaboration from MDX, has developed a new-look centre-spread-style report that features annual foundation information and statistics, current fundraising priorities and highlights some of our most influential donors. The first new-look report was published in the North Shore News' year-in-review issue on December 29, 2021 and will be shared directly to donors in early 2022.
- » **The Capilano Students' Union (CSU)** donated \$81,785 to the foundation, as student leaders from previous years identified disproportionate financial barriers for Black students, T2SNB (trans, Two-Spirit and non-binary) students and disabled students. This will play a large role in addressing support for a great number of students.
- » **2020–2021 Donor Fund Summary Report** is another ever-important piece of the reporting puzzle for Capilano University Foundation's Scholarship, Bursary and Award (SBA) donors and is the annual fund summary report. The report includes detailed information for each fund such as, number of students assisted, amount of money awarded, donations made to the fund and current financial details and balances. The latest versions of the fund summary reports were given a refresh and distributed to over 300 donors before the end of 2021.



**YOUR ENDOWMENT FUND**  
 HOW CAPILANO UNIVERSITY'S ENDOWMENT WORKS  
 Endowments are held by the Capilano University Foundation with oversight from the University Board of Governors under the direction of the Foundation Management Committee. They provide a steady stream of income to support various programs and the operations of the Foundation's endowment. The Capilano University Foundation Endowment is over \$21 million. The high endowment is composed of individual endowments that have been established by donors. The endowment account generated each year for the endowment is used to support education, research and other non-profit activities.

**2020-2021 YEAR-END**  
 (Reviewed as of March 31, 2021)

Prepared for: **DONOR MAILING**

Category	Amount (\$)
Operating endowment balance	\$100
Excess disbursements	\$100
Donations to individual endowments (2020-2021)	\$100
<b>Endowment balance</b>	<b>\$300</b>

**DISBURSEMENTS**

Operating endowment balance	\$100
Annual disbursement balance	\$100
Excess disbursements	\$100
Asset disbursements to related programs	\$100
<b>Disbursement balance</b>	<b>\$300</b>

**2020-2021 YEAR-END**  
 (Reviewed as of March 31, 2021)

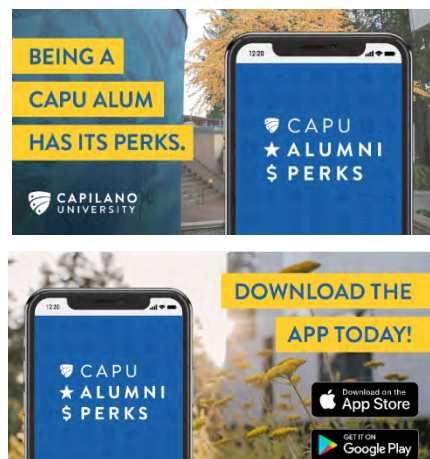
Prepared for: **DONOR MAILING**

Category	Amount (\$)
Operating endowment balance	\$100
Excess disbursements	\$100
Donations to individual endowments (2020-2021)	\$100
<b>Endowment balance</b>	<b>\$300</b>



## ALUMNI RELATIONS

- » **The Alumni Perks App** was developed in response to alumni surveys requesting more benefits or discounts to be made available to CapU grads. The Capilano University Alumni Association (CUAA) launched the new CapU Alumni Perks app this January. It is available for download from the Apple App Store and from Google Play and offers our alumni exclusive discounts and specials offers at a variety of businesses and service providers. Perk Partners include Bell Mobility, Deep Cove Brewers and Distillers, Modo, Fresh Prep and many more. There is also a special feature category for alumni-owned businesses. New Perks Partners are continually being added and discounted Whitecaps tickets will be offered to alumni this spring.
- » **Alumni Awards** December marked the deadline for nominations for the 2022 Alumni Awards of Excellence. Each year, five extraordinary alumni are awarded an Alumni Award of Excellence based on one of the five, brand essence award categories. The awards selection committee has met to determine the recipients for this year's awards broadcast. Look out for the award recipient announcement in March.



## UNIVERSITY EVENTS

- » It has been an interesting time for the university events department as the COVID-19 climate shifted from allowing us to have in-person events, back to moving things virtually or postponing. This timeframe included a lot of planning and work being done by the team, only to have the events postponed or cancelled.
- » The unit was pleased to announce Kate Phifer joined university events full time as our new events specialist. Kate is an alumnus of CapU, so it is great to have her back at the University.
- » **Explore CapU on November 20:** Once again, university events supported the virtual Explore CapU event and once again it was tremendously successful with a 1 per cent increase in attendance to 476 prospective students/high school counsellors and parents in attendance. The university events team was instrumental in setting up and managing 31 total sessions/presentations and 41 virtual booths. We look forward to supporting the recruitment team with Experience CapU in March.
- » **We Believe on November 30:** University events was thrilled to host an in-person event on November 30 at the Fairmont Pacific. *We Believe*—an hour-long breakfast fundraising event—was co-hosted by Catherine Dangerfield and CSU President Maia Lomelino. This breakfast featured Dee Daniels as the keynote speaker and Julia Sors as the student recipient who gave an emotional address, which received a standing ovation. Her address followed her testimonial [video](#). The event raised almost \$54,000 towards the Paul and Catherine Dangerfield award.



- » **Announcement in support of the Centre for Childhood Studies on January 13:** December 2 was supposed to see an announcement from the Ministry of Advanced Education and Skills Training, however, given the timing of the floods, it was postponed until January 13. However, it was postponed again due to the rise in the COVID-19 Omicron variant. Finally, the announcement was made on Thursday, January 13.
- » **President's Perspective on January 13:** This event was originally planned to be in person and livestreamed, however, the COVID-19 climate shifted it to an online event, streamed through Microsoft Teams. The event featured President Paul Dangerfield and reflected on *Envisioning 2030* from its launch until now, exploring how far we have come in achieving our goals. The university events team was essential in setting up and running the event in the background.
- » **Chancellor's Dinner on January 27—postponed:** Much work had been put into the planning of this year's *Chancellor's Dinner* which was to feature the performing arts and hosted at the BlueShore Financial Centre for the Performing Arts. Melody Courage, Indigenous opera singer, and Sergio Augusto, both CapU alumni were booked to perform, as well as jazz studies students performing at the reception and theatre students assisting with the event in costumes created by our costuming department. Due to the Omicron variant and restrictions placed by the Public Health Officer, we have postponed this event until the spring.



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM 7.1: Integrated Plan 2021/22 to 2023/24 Year 2</b>	
<b>PURPOSE:</b>	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>MEETING DATE: February 22, 2022</b>	
<b>PRESENTER: Board Chair Duncan Brown and Strategic Planning Lead Jorge Ocegüera</b>	

### PURPOSE

The purpose of this report is to provide an overview of the development process and key highlights of the Integrated Plan 2021/22 to 2023/24 Year 2.

### BACKGROUND

All levels and forms of planning at Capilano University have been significantly affected by the Covid19 pandemic. In response to this challenging environment, and keeping in mind that the scope of our Integrated Plan is three years, the planning team approached this year's process with a focus on implementation and refinement. On the budget side, the strategy was to start with a roll-over, identifying non-negotiable, base and strategic spends with the goal of establishing the foundation for a long-range multi-year plan.

Similar to previous years, collaboration has also been encouraged by identifying key dependencies and synergies among Faculties and service units. Ongoing support was provided throughout the process, assisting budget owners on a case-by-case basis. In an effort to avoid significant workload additions, two simple and distinct planning stages were designed and implemented.

The first stage was closely linked to implementation and accountability. It asked Faculties and service units to review their existing plans and to provide updates on the progress made on initiatives that align with this year's Mandate Letter and if applicable, Budget Letter. This stage also requested updates on initiatives that have been delayed or that have not progressed according to established targets, with a rationale and anticipated next steps. Finally, the template prepared by the planning team offered some space to list key achievement highlights from the last six months.

The second stage required budget owners to review their existing plans with a three-year lens and to refine content, adding details based on completed/ in progress University plans. Using the mid-year reflection highlights and current context, Faculties and service units were asked to update risk details and service outcomes if applicable.

In order to maintain a close alignment between the Integrated Plan, Envisioning 2030, Illuminating 2030 and the priorities established in this year's Mandate Letter, the planning team created and distributed the matrix below that illustrates how each item outlined in the Mandate Letter is supported by multiple goals in Envisioning 2030. The Integrated Plan's template comes directly from Envisioning 2030, the same as Illuminating 2030. Therefore, the desired alignment has been achieved.



## 2021/22 MANDATE LETTER – 5 PRINCIPLES & E2030 GOALS

MANDATE LETTER	ALIGNMENT TO SELECT E2030 STRATEGIC THEMES AND GOALS	
Putting people first	DISTINCT UNIVERSITY EXPERIENCE	GOAL 3 - Fulfil Capilano University's health and wellness commitments as outlined in the Okanagan Charter
Lasting and meaningful reconciliation	DISTINCT UNIVERSITY EXPERIENCE	GOAL 4 - Indigenize and decolonize education and campuses, including First Nations language, culture and knowledge.
Equity and anti-racism	COMMUNITY	GOAL 3 - Instil a culture of equity, diversity and inclusion in all of our operations and outreach.
A better future through fighting climate change	COMMUNITY	GOAL 2 - Imagine and develop sustainable actions to minimize our ecological footprint.
A strong, sustainable economy that works for everyone	COMMUNITY DISTINCT UNIVERSITY EXPERIENCE	GOAL 1 - Identify and implement novel approaches to build closer connections and engagement with the communities we serve. GOAL 2 - Provide learners with imaginative, unique and life-enhancing learning experiences that give them the opportunity to actualize their passion and potential.



### RECOMMENDED MOTION

The following motion is proposed for the Board of Governors:

**MOTION:** *THAT the Board of Governors accept the Integrated Plan 2021/22 to 2023/24 Year 2 as information*



## BOARD OF GOVERNORS REPORT

<b>AGENDA ITEM: 7.2 FISCAL 2022/23 OPERATING AND CAPITAL BUDGET</b>	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
<b>PRESENTER:</b> Patricia Heintzman, Finance Committee Chair Debbie Carter, VP Finance and Administration Tally Bains, Director Financial Services	

### PURPOSE

To provide the proposed Fiscal 2022/23 Operating and Capital Budget for approval to the Board of Governors as per section 27(2) of the University Act: *"The board is to receive from the president and analyze and adopt with or without modifications the budgets for operating and capital expenditure for the university"*.

This package was provided to the following committees and stakeholders for information and discussion:

- Senate Budget Advisory Committee – January 27, 2022 meeting
- Joint Planning Committee - executives of Capilano Faculty Association and Capilano Student Union on February 4, 2022 meeting and executives of MoveUp on February 9, 2022 meeting
- Senior Leadership Council – February 9, 2022 meeting
- Finance Committee – February 10, 2022 meeting

The Senate Budget Advisory Committee (SBAC) passed the following motion at their January 27, 2022 meeting: *THAT the Senate Budget Advisory Committee completed its mandate for the 2022/23 university budget.*

At the February 10, 2022 meeting, the Finance Committee endorsed the two motions that are being brought forward for the Board of Governors approval.

### MOTION

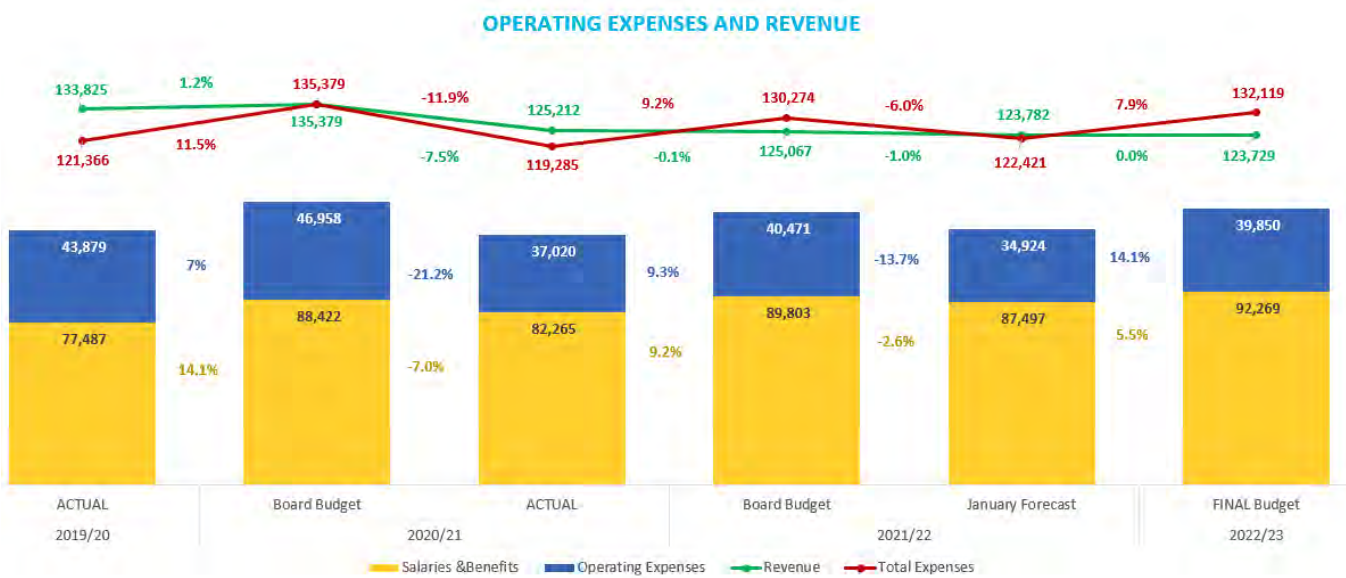
*THAT the Board of Governors approve the 2022/23 operating and capital budget.*

*THAT the Board of Governors approve a 2 percent increase in tuition and mandatory fees for domestic and international tuition for the 2022/23 academic year. The 2% increase will not be applied to the 2D, 3D and VFX programs.*

**BACKGROUND**

The university uses a conservative approach to budgeting to ensure the financial health and sustainability of the organization. The quarterly forecasting process enables adjustments to be made to plans as we navigate the significant uncertainty of the pandemic and the corresponding impacts to the economic environment. The graph below provides a visual of the financial impacts since the start of the budget and highlights the budgeting and forecasting approach. The university achieved a surplus in Fiscal 2020/21 of \$5.4 million (or 4.7% of revenues) and is forecasting a surplus of \$1.4 million for Fiscal 2021/22.

A deficit budget of \$8.3 million is proposed for Fiscal 2022/23 with a goal of returning to a balanced budget for Fiscal 2023/24. To achieve this balanced position, the Integrated Plan includes addressing the international enrollment decline and establishing a pandemic recovery committee that will focus on opportunities for new revenue streams and investments.



## 2022/23 BUDGET: OPERATING AND CAPITAL HIGH LEVEL SUMMARY

### Operating Budget Overview

The Fiscal 2022/23 operating budget is a deficit of \$8.4 million where expenses of \$132.1 million exceed revenues of \$123.7 million. The Fiscal 2021/22 deficit budget of \$5.2 million was used as the starting point to develop the budget. Adjustments to the budget are grouped and explained in this document under the following categories: enrollment, staffing, ancillary operations, restricted fund, other and capital (operating impact).

	Fiscal 2022/23 Budget							Fiscal 2021/22 Budget	Change
	Category 1 Enrollment	Category 2: Staffing	Category 3: Ancillary Operations	Category 4: Restricted Fund	Category 5: Other	Category 6: Capital Operating Impact	TOTAL		
<b>Revenue:</b>									
Province of British Columbia	-	-	275,410	1,449,836	45,007,156	-	46,732,402	45,478,221	1,254,181
Tuition fees - Domestic	25,033,382	-	296,523	-	-	-	25,329,905	24,285,683	1,044,222
Tuition fees - International	35,813,944	-	-	-	-	-	35,813,944	41,238,092	(5,424,148)
Project and other revenue	-	-	3,002,508	2,064,731	1,329,084	-	6,396,323	5,498,652	897,671
<i>Consumables</i>	546,005	-	-	446,732	-	-	992,737	-	992,737
Amortization of deferred capital contributions	-	-	-	-	-	2,977,638	2,977,638	3,484,474	(506,836)
Sales of goods	-	-	1,254,130	-	-	-	1,254,130	1,324,318	(70,188)
Parking, childcare and theatre	-	-	1,439,997	21,000	-	-	1,460,997	1,025,852	435,145
Donations and gifts in-kind	-	-	-	-	314,247	-	314,247	419,348	(105,101)
Investment income	-	-	-	-	2,456,548	-	2,456,548	2,312,304	144,244
<b>TOTAL Revenue</b>	<b>61,393,331</b>	<b>-</b>	<b>6,268,568</b>	<b>3,982,299</b>	<b>49,107,035</b>	<b>2,977,638</b>	<b>123,728,871</b>	<b>125,066,944</b>	<b>(1,338,073)</b>
<b>Expenses:</b>									
<b>Salaries and benefits:</b>									
Faculty - Teaching	28,043,962	-	-	711,498	-	-	28,755,460	29,637,182	(881,722)
Faculty - Non-Teaching	-	10,046,212	192,109	261,131	-	-	10,499,452	10,292,824	206,628
Administrative	-	9,478,254	392,922	172,962	-	-	10,044,138	9,081,293	962,845
Exempt	-	2,564,008	62,375	-	-	-	2,626,383	2,333,613	292,770
Staff	-	20,259,090	1,505,325	250,428	-	-	22,014,843	20,843,523	1,171,320
Benefits	6,741,901	10,721,180	527,419	338,215	-	-	18,328,715	17,614,417	714,298
<b>TOTAL Salaries and benefits</b>	<b>34,785,863</b>	<b>53,068,744</b>	<b>2,680,150</b>	<b>1,734,234</b>	<b>-</b>	<b>-</b>	<b>92,268,991</b>	<b>89,802,852</b>	<b>2,466,139</b>
<b>Other Expenses:</b>									
Other operating expenses	2,768,611	-	4,722,979	2,184,686	22,678,320	-	32,354,596	31,966,934	387,662
Amortization of capital assets	-	-	-	-	-	7,495,722	7,495,722	8,504,134	(1,008,412)
<b>TOTAL Other Expenses</b>	<b>2,768,611</b>	<b>-</b>	<b>4,722,979</b>	<b>2,184,686</b>	<b>22,678,320</b>	<b>7,495,722</b>	<b>39,850,318</b>	<b>40,471,068</b>	<b>(620,750)</b>
<b>TOTAL Operating Expenses</b>	<b>37,554,474</b>	<b>53,068,744</b>	<b>7,403,129</b>	<b>3,918,920</b>	<b>22,678,320</b>	<b>7,495,722</b>	<b>132,119,309</b>	<b>130,273,920</b>	<b>1,845,389</b>
<b>Operating Surplus/(deficit)</b>	<b>23,838,857</b>	<b>(53,068,744)</b>	<b>(1,134,561)</b>	<b>63,379</b>	<b>26,428,715</b>	<b>(4,518,084)</b>	<b>(8,390,438)</b>	<b>(5,206,976)</b>	<b>(3,183,462)</b>
Fiscal 2021/22 Budget	26,446,589	(49,492,803)	(2,505,512)	52,927	25,311,483	(5,019,660)	(5,206,976)		
Change	(2,607,732)	(3,575,941)	1,370,951	10,452	1,117,232	501,576	(3,183,462)		

### Capital Budget Overview

The capital budget for Fiscal 2022/23 is \$48.8 million, the increase of \$14.9 million from Fiscal 2021/22 is related to the Campus Master Plan.

	2022/23 Budget	2021/22 Budget	Change Increase / (Decrease)
Hardware	2,602,370	2,602,370	-
Software	567,000	567,000	-
Furniture & Equipment	582,670	633,031	(50,361)
Deferred Maintenance	-	800,000	(800,000)
Buildings	31,887,956	29,325,737	2,562,219
Infrastructure	13,146,336	-	13,146,336
<b>Total</b>	<b>48,786,332</b>	<b>33,928,138</b>	<b>14,858,194</b>

## 2022/23 BUDGET PROCESS

The Integrated Planning process includes development of the operational plan and the budget as the plans determine budget requirements.

### Budget Assumptions and Timelines

The table below provides the budget assumptions that were used in developing the budget. These assumptions were shared with stakeholders at the start of the process.

Category	Fiscal 2022/23 Budget
1. Enrollment: Units	<ul style="list-style-type: none"> <li>Enrollment - Finance draft based on maintaining Fiscal 2021/22 enrollment levels</li> <li>Finance (collaborating with Joyce) will do a calculation to determine if enrollment needs to be adjusted for International students exited system</li> </ul> Meeting to review International enrollment with Chris, Joyce, Finance Friday November 19, 2021 Enrollment workbooks issued to Deans on November 9, 2021. Feedback by end of day Wednesday November 24, 2021. <b>Budget Final: Central adjustment for international tuition \$3 million increase</b>
2. Enrollment: Tuition Revenue	Finance will apply a 2% fee increase for Domestic and International. Exemption of 2% increase provided to 3 programs (2D, 3D and VFX) for the Fiscal 2021/22 budget. Review of average rate calculation
3. Enrollment: Faculty Teaching	<ul style="list-style-type: none"> <li>Units: derived from enrollment workbooks.</li> <li>Rate - similar to Fiscal 2021/22 Budget: use step 2 rate effective April 1, 2021 (sections: \$11,822; lab hours \$53.17; PMI \$63.78)</li> </ul>
4. Admin, Exempt, MoveUP FTE's and Faculty Non-Teaching units	Units equal to Fiscal 2021/22 Budget level plus adjustments approved through Staffing requests during the year (see item 5).
5. Contingency and Staffing Requests	Finance will add to budget items on the contingency list and approved staffing requests that were made during this fiscal year. These were unbudgeted items that were approved by Executive and are not one-time.
6. Ancillary operations	Budgets developed with input from Budget holders
7. PS3280 Asset Retirement Obligations	New accounting standard with implementation date of April 1, 2022. Finance will include asset amortization and accretion expense in the budget. Budget version 1 will be an estimated amount. Consultant is currently engaged to update calculations - final report expected mid December. Adjustment will be made for final budget. <b>Budget Final: Final report not received in time to make adjustments to budget; will manage as variance in Quarter 1 forecast.</b>
8. Campus Master Plan	Finance and Facilities worked together to develop multi-year plan. Ryan and Tally presented at Campus master plan steering committee meeting on November 22, 2022 with recommendations for process changes.
9. Digital Transformation	Placeholder will be put in the budget for operating and capital. Details need to be developed once CIO is on board.
10. Mandate Letter	Finance will scan budget to determine what is included in the budget to address key items in the mandate letter. Sustainability, Climate Action, TRC, EDI
11. Operating expenses	Discretionary budgets removed in the Fiscal 2020/21 Revised budget will not be added back.
12. Reallocations/Realignment	Budget owners are encouraged to Reallocations/Realignments within their portfolio's. Due to workload volume, Finance will process these requests after completing F22/23 Budget

### Stakeholder Meetings

The table below provides a summary of the key meetings held with stakeholders to discuss the Integrated Planning process and budget development.

*Stakeholder Meetings		SLC	SBAC	Joint Planning	CapU Community
1	Integrated Planning Kick-Off (Timelines, Process, Theme)	09/08	10/21	09/24	10/26
2	Fiscal 2021/22 Mid Year Reflection	11/03			
3	Fiscal 2021/22 Quarter 3 Forecast and Fiscal 2022/23 Budget version 2 presentation	12/01	12/16	12/10	
4	Fiscal 2022/23 Budget - Final Briefing Package issued		01/26		
5	Fiscal 2021/22 January Forecast and Fiscal 2022/23 Budget Final presentation	02/09	01/27	02/04	

## CATEGORY 1: ENROLLMENT

The Enrollment category consists of budgets that are derived from course registrations (enrollment units used by Finance). This includes tuition revenue, consumables, faculty teaching costs and international agent commission fees. The table below provides a summary of the budget and year over year changes.

### Statement of Operations - Enrollment category

	Fiscal 2022/23 Budget	Fiscal 2021/22 Budget	Change
<b>Revenue:</b>			
Tuition fees - Domestic	25,033,382	24,136,733	896,649
Tuition fees - International	35,813,944	41,238,092	(5,424,148)
Project and other revenue	-	-	-
<i>Consumables</i>	546,005	596,213	(50,208)
<b>TOTAL Revenue</b>	<b>61,393,331</b>	<b>65,971,038</b>	<b>(4,577,707)</b>
<b>Expenses:</b>			
<b>Salaries and benefits:</b>			
Faculty - Teaching	28,043,962	29,195,390	(1,151,428)
Benefits	6,741,901	7,024,001	(282,100)
<b>TOTAL Salaries and benefits</b>	<b>34,785,863</b>	<b>36,219,391</b>	<b>(1,433,528)</b>
<b>Other Expenses:</b>			
Other operating expenses	2,768,611	3,305,058	(536,447)
<b>TOTAL Other Expenses</b>	<b>2,768,611</b>	<b>3,305,058</b>	<b>(536,447)</b>
<b>TOTAL Operating Expenses</b>	<b>37,554,474</b>	<b>39,524,449</b>	<b>(1,969,975)</b>
<b>Operating Surplus/(deficit)</b>	<b>23,838,857</b>	<b>26,446,589</b>	<b>(2,607,732)</b>

### Enrollment Units (Course registrations)

The Fiscal 2021/22 enrollment budget was developed based on maintaining Fiscal 2020/21 enrollment levels. The actual enrollments achieved during the fiscal year have been lower than budgeted as the number of international students that graduated and exited the system was higher than new students that entered the system.

For Fiscal 2022/23 the enrollment budget was developed using the same principal of maintaining the current year Fiscal 2021/22 enrollment levels as the first step followed by a review by the Deans to adjust for program specific planning insights.

A key focus in the integrated plan is to address the decline in international students and to recover from the pandemic. With this goal in mind, an increase of \$3 million was added to international tuition revenue budget as a target to achieve during the fiscal year.

### Enrollment Tuition Revenue – Fee Increase and exemptions

The Fiscal 2022/23 Budget includes:

- 2% increase in tuition and mandatory fees for domestic and international tuition (contributing to a \$1 million increase in revenue) and
- an exemption of 2% increase to 3 programs 2D, 3D and VFX (contributing to a \$79K decrease in revenue). This exemption was also included in the Fiscal 2021/22 budget.

The tables below provide a summary of the enrollment numbers and total tuition revenue budget. Please see *Attachment 1* for Enrollment information by Faculty.

	Budget 2021/22		Budget 2022/23 Step 1		Budget 2022/23 Final		Budget 2022/23 vs. Budget 2021/22	
	Enrollment	\$	Enrollment	\$	Enrollment	\$	Enrollment	\$
<b>TOTAL</b>	<b>62,995</b>	<b>64,164,832</b>	<b>57,413</b>	<b>55,874,562</b>	<b>58,405</b>	<b>56,773,891</b>	<b>(4,590)</b>	<b>(7,390,941)</b>
Domestic	42,146	23,838,701	41,578	24,113,512	42,308	24,464,986	162	626,285
International	20,849	40,326,130	15,835	31,761,050	16,097	32,308,905	(4,752)	(8,017,225)
Student Consumables (Project and recoveries line)				985,466		(992,736)		
Continuing Studies				296,523		296,523		
Service and Technology Fee				1,480,356		1,503,203		
Student Success Fee				554,478		562,968		
International central adjustment						3,000,000		
<b>22/23 Budget</b>				<b>57,220,453</b>		<b>61,143,849</b>		
Tuition Domestic						25,329,905		
Tuition International						35,813,944		
<b>Total</b>						<b>61,143,849</b>		

### Enrollment: Revenue

Maintain Fiscal 2021/22 Enrollment levels 57,413 units → **Decrease 5,582 units & \$10 million in revenue**

Fiscal 2021/22	Actuals/Forecast	Notes	Units
Summer 2021/20	Actuals		9,048
Fall 2021/20	Actuals	Fall actuals were 8% lower than Fiscal 2021/22 budget for domestic and 19% lower than budget for international	25,553
Spring 2022/20	Forecast	The Fall decline was applied to the forecast for Spring 2022/20 Spring 2022/20 forecasted units will be used for Spring 2022/21 1/4 term (April) and for Spring 2023/20	22,768
Enrollment changes*			44
			57,413

2% increase in Domestic and International fees → **\$1 million increase in revenue**

Exemption on FAA programs → **\$79K decrease in revenue**

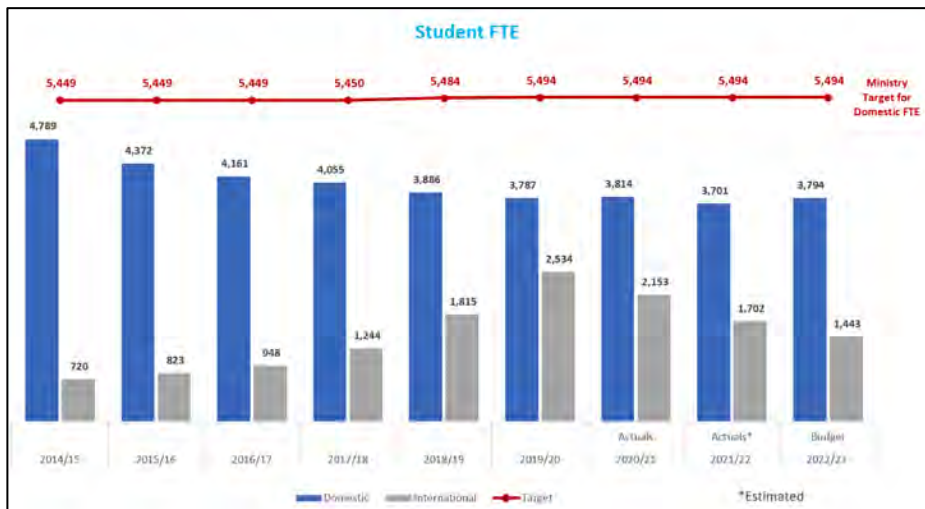
Dean's review → **Increase 992 units & \$899K revenue**

Average rate:

- Fiscal 2021/22 Budget: Fall term (2020/20) average rate
- Fiscal 2022/23 Budget: Average rate for each term used → **\$709K increase in revenue**

International enrollment → **\$ 3 million increase in revenue**

The graph below shows the Student FTE compared to Ministry target for domestic FTE.



## Salaries: Faculty Teaching

Faculty teaching sections are directly linked to enrollment units. The teaching units (sections, lab, private music instructions) are derived from using the budgeted enrollment units and applying the Fiscal 2021/22 average by term enrollment course registrations per teaching cost units. The table below provides a summary of the units and faculty teaching costs. Please see *Attachment 2* for Faculty budget breakdown.

	2021/22 - Budget		2022/23 - Budget		CHANGE	
	Units	\$	Units	\$	Units	\$
<b>Section</b>	2,364.58	28,111,931	2,289.66	27,227,362	(74.92)	(884,569)
<b>Lab Hours</b>	9,086.45	485,128	8,748.00	467,131	(338.45)	(17,997)
<b>PMI</b>	8,060.87	514,123	8,355.00	532,882	294.13	18,759
<b>Total</b>		<b>29,111,182</b>		<b>28,227,375</b>		<b>(883,807)</b>
Central illness				528,085		
<b>Total Budget</b>				<b>28,755,460</b>		

### Units Fiscal 2022/23 Budget:

The decrease in budget for enrollment course registrations of 4,590 corresponds to a decrease in teaching units for sections and lab hours which is offset by a small increase in private music instruction.

### Rate Fiscal 2022/23 Budget:

Step 2 rate effective April 1, 2021 (sections: \$11,822; lab hours \$53.17; PMI \$63.78). This rate was also used in the 21/22 Budget.

### Operating expenses: International agent commission fees

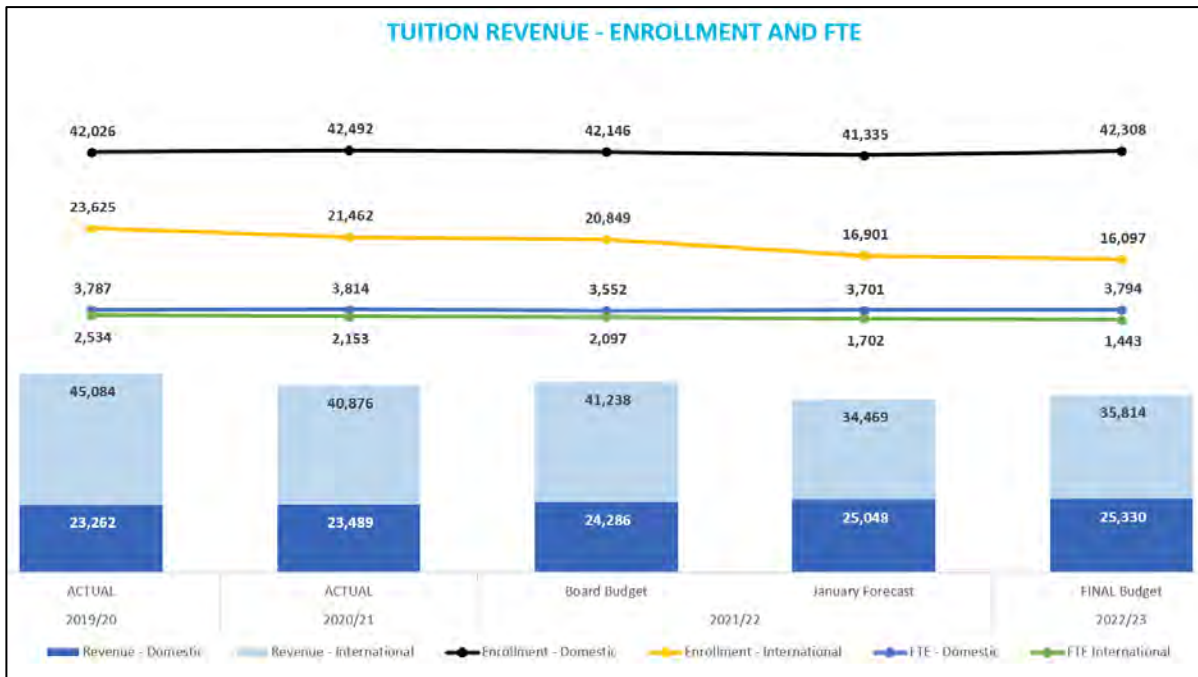
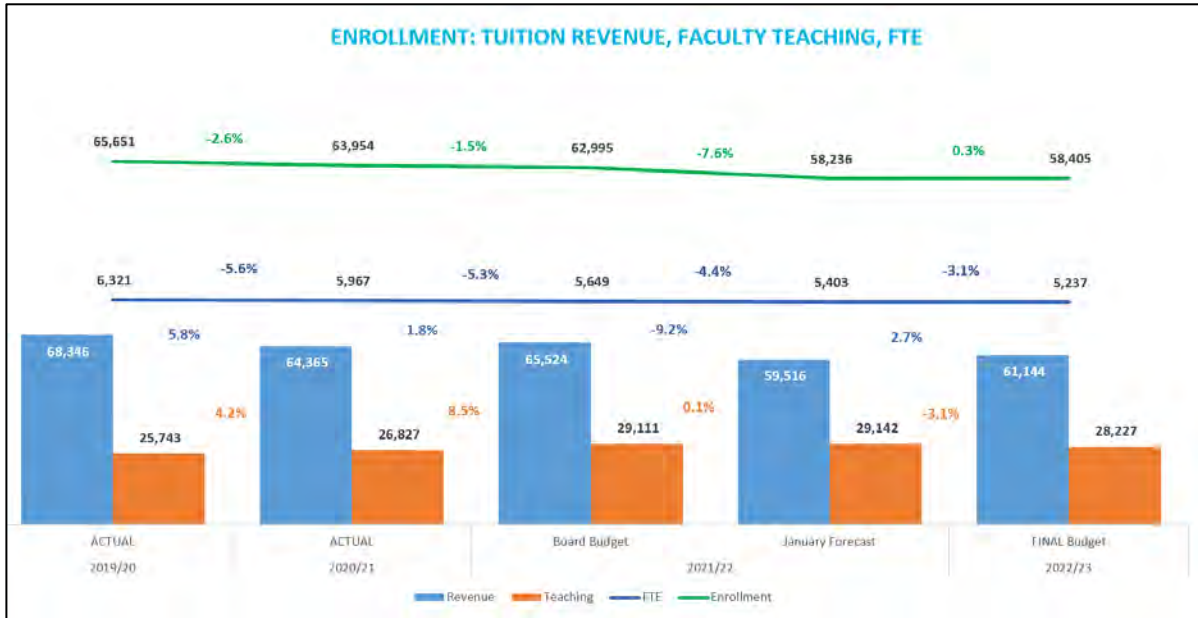
The budget for commission fees is calculated using budgeted international enrollment units, commission percentage and historical data average percentage. The budget for Fiscal 2022/23 is \$2.8 million which is a decline of \$.5 million from the Fiscal 2021/22 budget.

	Budget 2022/23				TOTAL
	Spring (1/4)	Summer	Fall	Spring (3/4)	
Agency	121,114	303,281	691,524	429,666	1,545,586
Direct students from India in terms 1 & 2	19,836	49,672	113,260	70,372	253,142
Direct students from India in terms 3 & 4	1,767	4,426	10,091	6,270	22,553
Indirect students from India in terms 1 & 2	29,984	75,082	171,197	106,370	382,632
Indirect students from India in terms 3 & 4	44,250	110,807	252,657	156,984	564,698
<b>Total Budget</b>	<b>216,952</b>	<b>543,268</b>	<b>1,238,729</b>	<b>769,662</b>	<b>2,768,611</b>



### Enrollment Planning: Putting it all together

The two graphs below provide the visual of the enrollment category. The FTE calculation for the budget is based on historical estimates on average credits taken per student.



**CATEGORY 2: STAFFING**

The staffing category includes salaries for faculty non-teaching and employees that are in the administration, exempt and staff (MoveUP) employee groups plus the related benefits. Staffing costs are split into three categories – staffing, ancillary operations, and restricted funds; the table below shows the change by category.

	Staffing Category			Ancillary Operations			Restricted Funds			Total		
	Fiscal 2022/23 Budget	Fiscal 2021/22 Budget	Change	Fiscal 2022/23 Budget	Fiscal 2021/22 Budget	Change	Fiscal 2022/23 Budget	Fiscal 2021/22 Budget	Change	Fiscal 2022/23 Budget	Fiscal 2021/22 Budget	Change
<b>Salaries and benefits:</b>												
Faculty - Non-Teaching	10,046,212	9,421,116	625,096	192,109	198,018	(5,909)	261,131	673,690	(412,559)	10,499,452	10,292,824	206,628
Administrative	9,478,254	8,688,371	789,883	392,922	392,922	-	172,962	-	172,962	10,044,138	9,081,293	962,845
Exempt	2,564,008	2,271,238	292,770	62,375	62,375	-	-	-	-	2,626,383	2,333,613	292,770
Staff	20,259,090	19,326,650	932,440	1,505,325	1,455,092	50,233	250,428	61,781	188,647	22,014,843	20,843,523	1,171,320
Benefits	10,721,180	9,785,428	935,752	527,419	516,560	10,859	338,215	288,428	49,787	11,586,814	10,590,416	996,398
<b>TOTAL Salaries and benefits</b>	<b>53,068,744</b>	<b>49,492,803</b>	<b>3,575,941</b>	<b>2,680,150</b>	<b>2,624,967</b>	<b>55,183</b>	<b>1,734,234</b>	<b>1,465,691</b>	<b>268,543</b>	<b>57,483,128</b>	<b>53,583,461</b>	<b>3,899,667</b>

The table below provides a summary of the faculty non-teaching budget. Please see *Attachment 3* for Faculty budget breakdown.

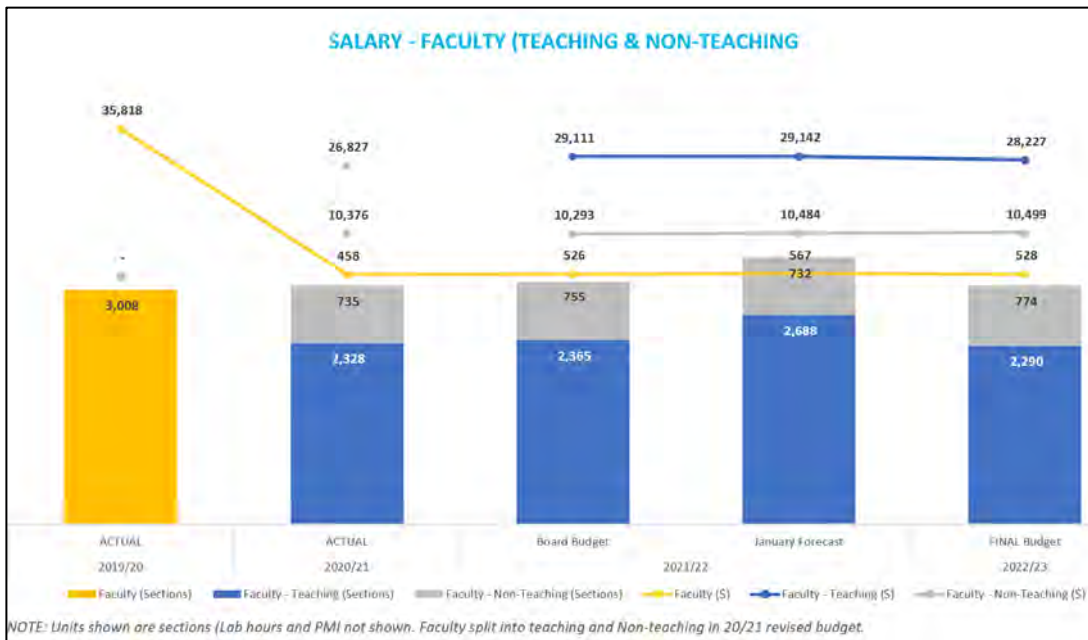
	2021/22 - Budget		2022/23 - Final Budget		Change Budget 21/22 x Budget 22/23	
	YEAR	YEAR	YEAR	YEAR	YEAR	
	Units	\$	Units	\$	Units	\$
<b>Section</b>	754.83	8,923,580	774.03	9,150,647	19.21	227,067
<b>Lab Hours</b>	23,049.75	1,225,558	24,914.38	1,324,698	1,864.63	99,140
<b>PMI</b>	2,253.00	143,696	378.01	24,109	(1,874.99)	(119,587)
<b>Total</b>	<b>26,057.58</b>	<b>10,292,834</b>	<b>26,066.42</b>	<b>10,499,454</b>	<b>8.84</b>	<b>206,620</b>

Some of the changes in the units includes increase for IDEA 2<sup>nd</sup> cohort, correction in units for Faculty Fine Arts based on Deans’ review, increase in units for new degree for Faculty Arts and Science, CTE transfer from teaching to non-teaching and Student services conversion of budget from operating expenses to non-teaching.

**Rate Fiscal 2022/23 Budget:**

Step 2 rate effective April 1, 2021 (sections: \$11,822; lab hours \$53.17; PMI \$63.78). This rate was also used in the 21/22 Budget.

The graph below provides a visual of the FTE and salary dollars for teaching and non-teaching for Fiscal 2019/20 actuals, Fiscal 2020/21 Board budget (developed pre-pandemic), 2020/21 quarter 1 and 3 forecasts and Fiscal 2020/21 Budget.



### Salaries - Administration, Exempt, MoveUp

The table below shows the changes in the Administration, Exempt and Move-Up staff employee groups and explains the change in budget due to unit change and due to rate change.

	FTE (unit)				Salaries (\$)			
	Administrative	Exempt	Staff	Total	Administrative	Exempt	Staff	Total
<b>2021/22 Budget</b>	77.71	36.00	342.31	456.03	9,081,293	2,333,613	20,843,523	32,258,435
<b>Fiscal 2021/22 Changes:</b>								
Annualize Fiscal 2021/22 Salary increases				-	228,615	97,273		325,888
Other corrections	-	1.00	6.44	7.44	2	80,000	584,684	664,686
	-	1.00	6.44	7.44	228,617	177,273	584,684	990,574
<b>Additions approved in Fiscal 2021/22</b>								
New positions added 2021/22	0.58	0.75	1.50	2.83	63,404	54,000	67,852	185,256
Other adjustments				-	109,015	9,999	69,977	188,991
Restricted Fund				-	172,962		188,647	361,609
Fiscal 2022/23 Budget version 3 changes	1.00		0.41	1.41	199,200		19,175	218,375
	1.58	0.75	1.91	4.24	544,581	63,999	345,651	954,231
<b>Fiscal 2022/23 Wages Increase:</b>								
Step increase 2022/23				-			240,985	240,985
2022/23 fiscal year 2% increases				-	189,647	51,498		241,144
	-	-	-	-	189,647	51,498	240,985	482,129
<b>Fiscal 2022/23 Budget changes</b>	<b>1.58</b>	<b>1.75</b>	<b>8.35</b>	<b>11.68</b>	<b>962,845</b>	<b>292,770</b>	<b>1,171,320</b>	<b>2,426,934</b>
<b>Total 2022/23 Budget</b>	<b>79.29</b>	<b>37.75</b>	<b>350.66</b>	<b>467.71</b>	<b>10,044,138</b>	<b>2,626,383</b>	<b>22,014,843</b>	<b>34,685,370</b>
<b>Fiscal 2022/23 Budget changes:</b>								
Change due to unit	1.58	1.75	8.35	11.68	482,140	134,000	576,700	1,192,840
Change due to rate	-	-	-	-	480,705	158,770	594,620	1,234,094
	<b>1.58</b>	<b>1.75</b>	<b>8.35</b>	<b>11.68</b>	<b>962,845</b>	<b>292,770</b>	<b>1,171,320</b>	<b>2,426,934</b>

### CATEGORY 3: ANCILLARY OPERATIONS

Ancillary operations have been significantly impacted with the campus closures and reduced activity on campus. The Fiscal 2022/23 Budget for ancillary operations was developed in partnership between Finance and each budget owner. The tables below provide the financial statement view and the net surplus or deficit budget for each ancillary operation. The Fiscal 2022/23 budget is a net deficit budget of \$1.1 million which is an improvement of \$1.4 million from the Fiscal 2021/22 budget.

#### Statement of Operations – Ancillary operations category

	Fiscal 2022/23 Budget	Fiscal 2021/22 Budget	Change
<b>Revenue:</b>			
Province of British Columbia	275,410	217,351	58,059
Tuition fees - Domestic	296,523	148,950	147,573
Project and other revenue	3,002,508	1,311,063	1,691,445
Sales of goods	1,254,130	1,324,318	(70,188)
Parking, childcare and theatre	1,439,997	1,025,852	414,145
<b>TOTAL Revenue</b>	<b>6,268,568</b>	<b>4,027,534</b>	<b>2,241,034</b>
<b>Expenses:</b>			
<b>Salaries and benefits:</b>			
Faculty - Non-Teaching	192,109	198,018	(5,909)
Administrative	392,922	392,922	-
Exempt	62,375	62,375	-
Staff	1,505,325	1,455,092	50,233
Benefits	527,419	516,560	10,859
<b>TOTAL Salaries and benefits</b>	<b>2,680,150</b>	<b>2,624,967</b>	<b>55,183</b>
<b>Other Expenses:</b>			
Other operating expenses	4,722,979	3,908,079	814,900
<b>TOTAL Other Expenses</b>	<b>4,722,979</b>	<b>3,908,079</b>	<b>814,900</b>
<b>TOTAL Operating Expenses</b>	<b>7,403,129</b>	<b>6,533,046</b>	<b>870,083</b>
<b>Operating Surplus/(deficit)</b>	<b>(1,134,561)</b>	<b>(2,505,512)</b>	<b>1,370,951</b>

#### Ancillary operation view

	2022/23 Budget	2021/22 Budget	Change	2020/21 Actual	2019/20 Actual
<b>Ancillary Operation:</b>					
Children's Centre	(242,406)	(426,756)	184,350	(480,736)	(268,679)
Performing Arts Theatre	15,187	15,188	(1)	(6,122)	(16,560)
Bookstore	(147,840)	(124,784)	(23,056)	(42,371)	172,706
Parking	193,432	(30,082)	223,514	(46,459)	712,218
Food Services	(172,181)	(71,181)	(101,000)	(96,604)	272,756
Facility and Land Rental	49,500	55,482	(5,982)	186,397	227,036
Student Housing	(232,041)	(1,194,215)	962,174	(1,238,684)	(163,249)
Continuing Studies	(598,212)	(729,164)	130,952	(638,595)	(479,434)
<b>Operating Surplus/(deficit)</b>	<b>(1,134,561)</b>	<b>(2,505,512)</b>	<b>1,370,951</b>	<b>(2,363,173)</b>	<b>456,794</b>

## CATEGORY 4: RESTRICTED FUNDS

Restricted Funds represent contracts and funding agreements between the university and a third party where funding is restricted to meet requirements set out in the agreement. The budgeted revenues and expenses are equal where the contract or agreement does not require a contribution from the university. In most cases, any unspent funds must be returned at the end of the agreement. Capilano University uses the deferred revenue method of recognizing contributions i.e. contributions received are recorded as deferred contributions (on the balance sheet) and revenue is recognized equal to the expenses incurred during the fiscal year. Clean-up of this fund is ongoing to address historical items that are not restricted by third party (should be in operating fund).

### Statement of Operations – Restricted Funds category

	Fiscal 2022/23 Budget	Fiscal 2021/22 Budget	Change
<b>Revenue:</b>			
Province of British Columbia	1,449,836	1,378,514	71,322
Project and other revenue	2,064,731	1,666,663	398,068
<i>Consumables</i>	446,732	487,810	(41,078)
Parking, childcare and theatre	21,000	-	21,000
<b>TOTAL Revenue</b>	<b>3,982,299</b>	<b>3,532,987</b>	<b>449,312</b>
<b>Expenses:</b>			
<b>Salaries and benefits:</b>			
Faculty - Teaching	711,498	441,792	269,706
Faculty - Non-Teaching	261,131	673,690	(412,559)
Administrative	172,962	-	172,962
Exempt	-	-	-
Staff	250,428	61,781	188,647
Benefits	338,215	288,428	49,787
<b>TOTAL Salaries and benefits</b>	<b>1,734,234</b>	<b>1,465,691</b>	<b>268,543</b>
<b>Other Expenses:</b>			
Other operating expenses	2,184,686	2,014,369	170,317
<b>TOTAL Other Expenses</b>	<b>2,184,686</b>	<b>2,014,369</b>	<b>170,317</b>
<b>TOTAL Operating Expenses</b>	<b>3,918,920</b>	<b>3,480,060</b>	<b>438,860</b>
<b>Operating Surplus/(deficit)</b>	<b>63,379</b>	<b>52,927</b>	<b>10,452</b>

### Restricted Funds – by Fund grouping

Name / Category	FUND	2022/23 Budget	2021/22 Budget	Change
Uncategorized	20	(24,501)	(23,572)	929
External Grants	21	-	-	-
Field Schools & Consumables	22	(128,512)	-	128,512
Unfied Grants (internal)	23	82,159	-	(82,159)
Ministry Targeted Funds	24	1	-	(1)
Restricted Funds - Contracts	25	50,000	72,542	22,542
Restricted Funds - CALP	26	(42,526)	(101,897)	(59,371)
<b>TOTAL</b>		<b>(63,379)</b>	<b>(52,927)</b>	<b>(10,452)</b>

**CATEGORY 5: OTHER**

The other category includes provincial operating grant, central revenue items, Capilano University Foundation consolidated results, investment income and majority of the operating expenses. The table below provides the budget and year over year changes in this category. The most significant change is the funding increases related to the collective agreement increases; this increase has been reported as a variance in the Fiscal 2021/22 financial statements.

	Fiscal 2022/23 Budget	Fiscal 2021/22 Budget	Change
<b>Revenue:</b>			
Province of British Columbia	45,007,156	43,882,356	1,124,800
Project and other revenue	1,329,084	1,436,903	(107,819)
Donations and gifts in-kind	314,247	419,348	(105,101)
Investment income	2,456,548	2,312,304	144,244
<b>TOTAL Revenue</b>	<b>49,107,035</b>	<b>48,050,911</b>	<b>1,056,124</b>
<b>Other Expenses:</b>			
Other operating expenses	22,678,320	22,739,428	(61,108)
<b>TOTAL Other Expenses</b>	<b>22,678,320</b>	<b>22,739,428</b>	<b>(61,108)</b>
<b>TOTAL Operating Expenses</b>	<b>22,678,320</b>	<b>22,739,428</b>	<b>(61,108)</b>
<b>Operating Surplus/(deficit)</b>	<b>26,428,715</b>	<b>25,311,483</b>	<b>1,117,232</b>

**CATEGORY 6: CAPITAL OPERATING IMPACT**

The table below provides the operating impact of capital. The capital asset purchases net amount represents capital asset purchases that were funded from the accumulated surplus. The asset retirement obligations are a new accounting standard that will be implemented as of April 1, 2022. These figures represent preliminary estimates; the final calculation is still in progress and will be addressed as a variance to budget (if applicable).

	2022/23 Budget	2021/22 Budget	Change Increase / (Decrease)
<b>Capital Asset Purchases:</b>			
Amortization of deferred capital contributions	2,977,638	3,484,474	(506,836)
Amortization of tangible capital assets	(7,433,015)	(8,504,134)	1,071,119
<b>Net surplus (deficit)</b>	<b>(4,455,377)</b>	<b>(5,019,660)</b>	564,283
<b>Asset Retirement Obligations:</b>			
Accretion Expense	(24,668)		(24,668)
Amortization of ARO	(38,039)		(38,039)
<b>Net surplus (deficit)</b>	<b>(62,707)</b>	-	(62,707)
<b>Total Net surplus (deficit)</b>	<b>(4,518,084)</b>	<b>(5,019,660)</b>	<b>501,576</b>

### CAPITAL BUDGET

The table below provides a summary of the capital budget for Fiscal 2022/23 with an increase of \$14.9 million; the change in the budget is related to the campus master plan projects. The budget for Digital Transformation was unchanged; details will be developed once the CIO position is filled.

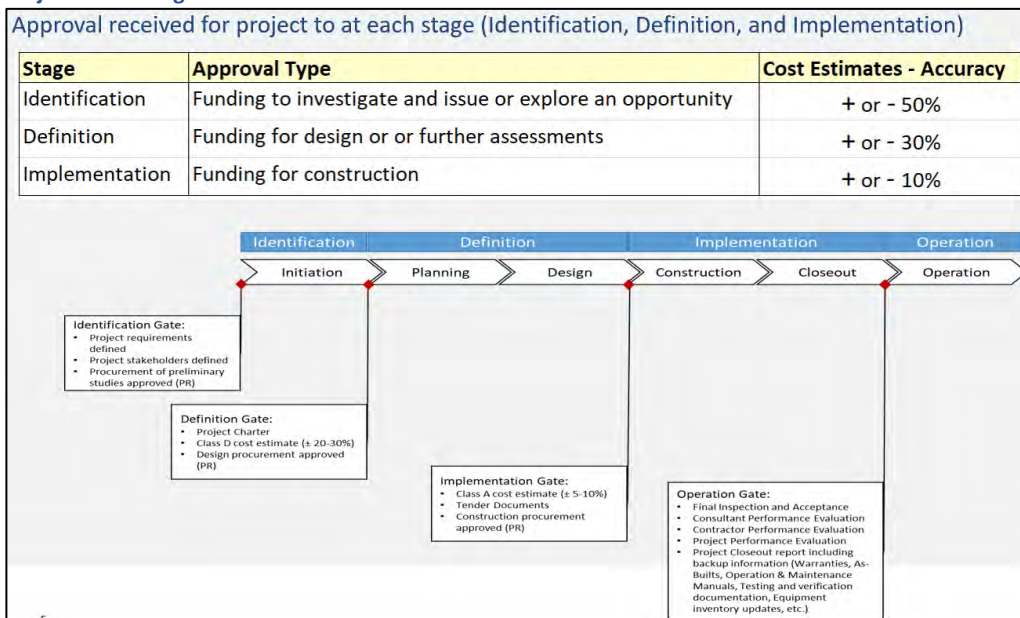
	2022/23 Budget	2021/22 Budget	Change Increase / (Decrease)
Hardware	2,602,370	2,602,370	-
Software	567,000	567,000	-
Furniture & Equipment	582,670	633,031	(50,361)
Deferred Maintenance	-	800,000	(800,000)
Buildings	31,887,956	29,325,737	2,562,219
Infrastructure	13,146,336	-	13,146,336
<b>Total</b>	<b>48,786,332</b>	<b>33,928,138</b>	<b>14,858,194</b>

### Campus Master Plan Budget

Finance and Facilities teams worked together to start the process of developing a multi-year capital budget for the campus master plan. The two teams also provided recommendations to the Campus Master Plan Steering committee to address current process challenges such as planning and funding constraints and project approval processes including when a separate board motion is required to obtain project approval. As per policy B.215 Spending and Signing Authority policy, expenditures are authorized if they are included in the board approved operating and capital budget. The team recommended a project approval gate process (see Diagram below) and a capital gate contingency to address projects moving between these gates.

The Fiscal 2022/23 budget includes a capital gate contingency of \$5 million. The Bosa roof repair will be an example of a project that will be funded from this capital gate contingency with the Campus Master Plan Steering Committee providing the approval for the project moving between the gates.

### Project Gates Stages





The table below provides the Campus Master Plan budget which includes capital budget of \$45 million which is an increase of \$14.9 million from Fiscal 2021/22. This increase represents the two major capital projects: Centre for Childhood Studies and Student Housing, deferred maintenance projects that focuses on the underground infrastructure and the capital gate contingency of \$5 million.

**Campus Master Plan**

Description		2021/22 Budget	Major Construction Projects	Other Projects	Total 2022/23 Draft Budget	Change	Comment
<b>Capital - CMP:</b>							
Carbon Neutral Capital Program	CNCP	50,361	-	-	-	(50,361)	
Deferred Maintenance	Deferred Maintenance- Capital Portion	800,000	-	-	-	(800,000)	
Facilities Central - Capital	Condition and Life-Cycle Assessment - Water M	500,000	-	-	-	(500,000)	
Facilities Central - Capital	Main Electrical Incomer & Distribution Improve	3,000,000	-	-	-	(3,000,000)	
Facilities Central - Capital	Skw'chays House	424,000	-	-	-	(424,000)	
17230-Capital Planning	Library Envelope	3,846,008	-	-	-	(3,846,008)	
Childcare BC New Spaces Fund	Children's Centre	1,555,729	4,417,453	-	4,417,453	2,861,724	
Student Housing Building	Student Housing	20,000,000	27,470,503	-	27,470,503	7,470,503	
Water Infrastructure Upgrades	Deferred Maintenance - Major Infrastructure	-	-	1,021,632	1,021,632	1,021,632	
BC Hydro Line	Deferred Maintenance - Major Infrastructure	-	-	3,988,000	3,988,000	3,988,000	
Electrical Infrastructure Upgrades	Deferred Maintenance - Major Infrastructure	-	-	3,136,704	3,136,704	3,136,704	
Capital Gate Contingency	CAPU Capital Gate Contingency	-	-	5,000,000	5,000,000	5,000,000	New process
<b>TOTAL CAPITAL</b>		<b>30,176,098</b>	<b>31,887,956</b>	<b>13,146,336</b>	<b>45,034,292</b>	<b>14,858,194</b>	
<b>Operating - CMP:</b>							
Routine Capital	Building Maintenance	280,000	-	280,000	280,000	-	Placeholder
CMP - Operating	Building Renovations	590,000	-	-	-	(590,000)	
Centre for Sport and Wellness Wash	CMP - Operating Projects	-	-	-	-	-	\$1.8 million - Forecast Priorities List
Blueshore Theatre Refresh	CMP - Operating Projects	-	-	669,525	669,525	669,525	
Bosa Roof	CMP - Operating Projects	-	-	-	-	-	\$1.5 million moved to capital; will be funded from \$5 mill contingency
<b>Operating - Other:</b>							
Campus Planning	Consulting Fees	100,000	-	100,000	100,000	-	
Campus Planning	Building Maintenance	100,000	-	100,000	100,000	-	
Campus Planning	Wayfinding	5,000	-	5,000	5,000	-	
<b>TOTAL OPERATING</b>		<b>1,075,000</b>	<b>-</b>	<b>1,154,525</b>	<b>1,154,525</b>	<b>79,525</b>	
<b>TOTAL CAPITAL AND OPERATING</b>		<b>31,251,098</b>	<b>31,887,956</b>	<b>14,300,861</b>	<b>46,188,817</b>	<b>14,937,719</b>	

Description		2021/22 Budget	Major Construction Projects	Other Projects	Total 2022/23 Draft Budget	Change	Comment
<b>Capital - Other:</b>							
University Furnishings	Class and office furnishings	300,000	-	300,000	300,000	-	
Facilities ICAP	Other classroom equipment	150,000	-	150,000	150,000	-	
<b>Total Other</b>		<b>450,000</b>	<b>-</b>	<b>450,000</b>	<b>450,000</b>	<b>-</b>	

The capital additions include external funding plus university's contributions from savings (accumulated surplus) as follows:

- Major Projects - \$8 million
- Other Projects - \$5.9 million plus \$5 million capital contingency

**Major Projects**

PROJECT SUMMARY	ESTIMATED COMPLETION	Funding Source						TOTAL FUNDING	CONSTRUCTION LOAN BORROWING
		Externally Funded		Internally Funded		TOTAL FUNDING			
		MINISTRY GRANT	FOUNDATION CAPITAL	MINISTRY LOAN	CAPU Capital		CAPU Operating		
Children's Centre	September 1, 2024	9,460,000	5,000,000	-	4,140,000	-	18,600,000	-	
Student Housing	September 1, 2024	12,533,955	-	29,000,000	16,678,362	-	58,212,318	29,208,012	
Contingency	March 31, 2022	-	-	-	8,000,000	-	8,000,000	-	
<b>Total Projects in Flight</b>		<b>21,993,955</b>	<b>5,000,000</b>	<b>29,000,000</b>	<b>28,818,362</b>	<b>-</b>	<b>84,812,318</b>	<b>29,208,012</b>	

ESTIMATED CASH FLOW	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	TOTAL
Children's Centre	428,051	683,536	4,417,453	9,640,382	3,430,578	-	-	-	-	18,600,000
Student Housing	-	6,844,842	27,470,503	22,639,203	1,257,769	-	-	-	-	58,212,318
Contingency	-	8,000,000	-	-	-	-	-	-	-	8,000,000
<b>TOTAL</b>	<b>428,051</b>	<b>15,528,378</b>	<b>31,887,956</b>	<b>32,279,585</b>	<b>4,688,348</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>84,812,318</b>

CASH FLOW BY FUNDING TYPE	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	TOTAL
Externally Funded	-	15,528,378	10,106,566	8,709,011	650,000	-	-	-	-	34,993,955
Ministry Loan	-	-	-	-	29,000,000	-	-	-	-	29,000,000
Internally Funded	428,051	-	8,049,212	8,094,740	4,246,360	-	-	-	-	20,818,362
Construction Loan: Short Term Borrowing	-	-	13,732,178	15,475,834	(29,208,012)	-	-	-	-	-
<b>TOTAL</b>	<b>428,051</b>	<b>15,528,378</b>	<b>31,887,956</b>	<b>32,279,585</b>	<b>4,688,348</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>84,812,318</b>

Other Projects

PROJECT SUMMARY		PROJECT PHASE		AEST FUNDING				FISCAL 2022/23			
				Base Routine	Minor Routine	Carbon Neutral	Total	Externally Funded	Internally Funded		
		AEST - BASE ROUTINE CAPITAL	AEST - MINOR ROUTINE CAPITAL	AEST - CARBON NEUTRAL	AEST Total	Foundation Capital Campaign	CAPU Capital	CAPU Capital Gate Contingency	CAPU Operating		
		2,846,008	280,000	100,722	3,226,730						
		280,000		280,000		5,000,000			5,280,000		
UNASSIGNED											
PARTNERSHIPS											
Capilano CSU Building	Identification	-	-	-	-	-	-	-	-	-	
BUILDINGS											
Squamish - Placeholder	Identification										
DEFERRED MAINTENANCE - MAJOR INFRASTRUCTURE											
BC Hydro Energy Optimization Program											
Water Infrastructure Upgrades		111,490			111,490		910,142			1,021,632	
BC Hydro Line	Implementation						3,988,000			3,988,000	
Electrical Infrastructure Upgrades	Implementation	2,034,506		100,000	2,134,506		1,002,198			3,136,704	
BIG MOVES AND RENOVATIONS											
Centre for Sport and Wellness washrooms/showers and cha	Identification										
CSU HVAC - Maple	Definition										
Blueshore Theatre Refresh	Definition					400,000			269,525	669,525	
Bosa Roof	Identification										
Library	Operation										
OTHER UNANTICIPATED REPAIRS											
Blueshore Drapes and Flying system	Implementation										
Fall protection (BOSA, Library, Cedar, Arbutus, Birch, Childcare)	Implementation										
Laser scan + GIS + BIM Pilot	Implementation										
Secheit CCTV	Implementation										
PLACEHOLDERS											
Fall protection Program	Identification										
Alder Building (Placeholder)	Identification										
Skw'chays House - Feasibility and Business Case (Placeholder)	Identification										
Centre for Visual and Performing Arts (Placeholder)	Identification										
Creative Tech Community - CTC (Willow) (Placeholder)	Identification										
Centre for Sport and Wellness Expansion (Placeholder)	Identification										
Secheit Campus Redevelopment (Placeholder)	Identification										
<b>TOTAL</b>		<b>2,145,996</b>	<b>280,000</b>	<b>100,000</b>	<b>2,525,996</b>	<b>400,000</b>	<b>5,900,340</b>	<b>5,000,000</b>	<b>269,525</b>	<b>14,095,861</b>	
AEST FUNDING BALANCE		700,012	-	722	700,734						
		75%									

\* AEST Routine Capital - can only plan 70% in first year and 50% for the following year in case of funding restrictions

ATTACHMENTS

1. Enrollment Planning and Tuition Revenue
2. Faculty Teaching
3. Faculty Non-Teaching

**Capilano University  
Fiscal 2022/23 Budget  
Enrollment and Tuition Revenue**

**Attachment 1**

	Budget 2021/22		Budget 2022/23 Step 1		Budget 2022/23 Final										Budget 2022/23 vs. Budget 2021/22	
	Enrollment	\$	Enrollment	\$	Spring 202210	Summer 202220	Fall 202230	Spring 202310	Enrollment	Spring 202210	Summer 202220	Fall 202230	Spring 202310	\$	CHANGE	
					Enrollment	\$	Enrollment	\$								
<b>TOTAL</b>	62,995	64,164,832	57,413	55,874,562	5,713	8,950	25,955	17,787	58,405	5,299,983	8,761,962	26,046,538	16,665,408	56,773,891	(4,590)	(7,390,941)
Domestic	42,146	23,838,701	41,578	24,113,512	4,344	5,281	19,080	13,603	42,308	2,539,783	1,789,081	12,107,450	8,028,672	24,464,986	162	626,285
International	20,849	40,326,130	15,835	31,761,050	1,369	3,669	6,875	4,184	16,097	2,760,200	6,972,881	13,939,088	8,636,736	32,308,905	(4,752)	(8,017,225)
<b>Faculty of Arts and Sciences</b>	18,401	19,880,268	14,423	12,458,831	1,386	2,675	6,472	4,748	15,281	1,055,425	3,011,096	5,392,208	3,520,929	12,979,658	(3,120)	(6,900,610)
Domestic	9,380	3,918,147	9,656	3,966,135	1,021	1,155	4,640	3,623	10,439	414,540	343,794	2,085,019	1,503,631	4,346,984	1,060	428,837
International	9,022	15,962,121	4,767	8,492,696	365	1,520	1,832	1,125	4,842	640,885	2,667,302	3,307,189	2,017,298	8,632,674	(4,180)	(7,329,447)
<b>Business and Professional Studies Faculty</b>	17,703	18,656,052	16,153	16,799,070	1,537	3,065	7,068	4,659	16,329	1,524,694	3,506,708	7,331,187	4,851,254	17,213,843	(1,374)	(1,442,209)
Domestic	10,859	4,991,754	10,093	4,779,871	1,018	1,610	4,400	3,038	10,066	478,082	743,335	2,061,277	1,457,380	4,740,074	(793)	(251,680)
International	6,844	13,664,298	6,060	12,019,199	519	1,455	2,668	1,621	6,263	1,046,612	2,763,373	5,269,910	3,393,874	12,473,769	(581)	(1,190,529)
<b>Education, Health and Human Development Faculty</b>	8,429	4,818,058	8,268	4,536,384	745	2,021	3,280	2,222	8,268	419,550	736,917	2,115,270	1,264,647	4,536,384	(161)	(281,674)
Domestic	7,142	2,134,420	7,068	2,035,090	629	1,838	2,720	1,881	7,068	203,028	325,875	886,602	619,585	2,035,090	(74)	(99,330)
International	1,288	2,683,638	1,200	2,501,294	116	183	560	341	1,200	216,522	411,042	1,228,668	645,062	2,501,294	(88)	(182,344)
<b>Fine and Applied Arts Faculty</b>	11,673	13,501,374	12,429	15,057,225	1,410	488	6,317	4,282	12,497	1,608,696	423,683	8,080,451	4,923,712	15,036,542	824	1,535,168
Domestic	10,409	10,335,742	11,010	11,401,047	1,260	421	5,569	3,835	11,085	1,232,991	242,003	6,133,012	3,789,304	11,397,310	676	1,061,568
International	1,264	3,165,631	1,419	3,656,178	150	67	748	447	1,412	375,705	181,680	1,947,439	1,134,408	3,639,232	148	473,601
<b>Global and Community Studies Faculty</b>	6,788	7,160,131	6,139	7,021,195	635	700	2,818	1,876	6,029	691,618	1,081,701	3,127,422	2,104,866	7,005,607	(759)	(154,524)
Domestic	4,357	2,309,688	3,751	1,931,369	416	257	1,751	1,226	3,650	211,142	134,074	941,540	658,772	1,945,528	(707)	(364,160)
International	2,431	4,850,443	2,388	5,089,826	219	443	1,067	650	2,379	480,476	947,627	2,185,882	1,446,094	5,060,079	(52)	209,636

# Capilano University

Fiscal Year 2022/23 Budget

Faculty Teaching

## Attachment 2

### 1. Summary

	2021/22 - Budget		2022/23 - Budget		CHANGE	
	Units	\$	Units	\$	Units	\$
<b>Section</b>	2,364.58	28,111,931	2,289.66	27,227,362	(74.92)	(884,569)
<b>Lab Hours</b>	9,086.45	485,128	8,748.00	467,131	(338.45)	(17,997)
<b>PMI</b>	8,060.87	514,123	8,355.00	532,882	294.13	18,759
<b>Total</b>		<b>29,111,182</b>		<b>28,227,375</b>		<b>(883,807)</b>
Central illness				528,085		
<b>Total Budget</b>				<b>28,755,460</b>		

### SECTIONS

	2021/22 - Budget		2022/23 - Budget		CHANGE	
	YEAR	YEAR	YEAR	YEAR	YEAR	YEAR
	Units	\$	Units	\$	Units	\$
Faculty of Arts and Sciences	612.79	7,244,449	486.01	5,745,610	(126.78)	(1,498,839)
Business and Professional Studies Faculty	566.80	6,700,681	565.21	6,681,873	(1.59)	(18,808)
Education, Health and Human Development Faculty	339.26	4,010,675	402.61	4,759,609	63.35	748,934
Fine and Applied Arts Faculty	541.87	6,405,974	584.11	6,905,348	42.24	499,374
Global and Community Studies Faculty	270.29	3,195,372	238.01	2,813,754	(32.28)	(381,618)
Others	33.58	554,780	13.72	321,167	(19.86)	(233,613)
2.7 Sechelt	0.81	9,606	2.75	32,511	1.94	22,905
4.4.1 Central CapU	0.50	5,000	-	5,000	(0.50)	-
4.5.1 Central HR	0.43	150,600	0.99	150,600	0.56	-
5.3 CIE	1.46	30,450	-	-	(1.46)	(30,450)
2.1.4 Indigenous Student Services	3.83	45,307	9.98	117,996	6.15	72,689
5.2 AVPSS	9.55	112,843	-	-	(9.55)	(112,843)
2.1 Academic program VP	2.00	23,644	-	-	(2.00)	(23,644)
2.1.1 CTE	10.00	118,220	-	-	(10.00)	(118,220)
2.1.3 Academic Initiatives and Planning	5.00	59,110	-	15,060	(5.00)	(44,050)
<b>TOTAL</b>	<b>2,364.58</b>	<b>28,111,931</b>	<b>2,289.66</b>	<b>27,227,362</b>	<b>(74.92)</b>	<b>(884,569)</b>

### LAB HOURS

	2021/22 - Budget		2022/23 - Budget		CHANGE	
	Units	\$	Units	\$	Units	\$
Faculty of Arts and Sciences	8,577.97	456,092	8,300.02	441,312	(277.95)	(14,780)
Business and Professional Studies Faculty	238.25	12,668	167.00	8,879	(71.25)	(3,789)
Fine and Applied Arts Faculty	118.50	6,301	280.98	14,940	162.48	8,639
Global and Community Studies Faculty	151.73	8,067	-	-	(151.73)	(8,067)
Others	-	2,000	-	2,000	-	-
4.5.1 Central HR	-	2,000	-	2,000	-	-
<b>TOTAL</b>	<b>9,086.45</b>	<b>485,128</b>	<b>8,748.00</b>	<b>467,131</b>	<b>(338.45)</b>	<b>(17,997)</b>

### PMI

	2021/22 - Budget		2022/23 - Budget		CHANGE	
	Units	\$	Units	\$	Units	\$
Fine and Applied Arts Faculty	8,060.87	514,123	8,355.00	532,881.91	294.13	18,758.91
<b>TOTAL</b>	<b>8,060.87</b>	<b>514,123</b>	<b>8,355.00</b>	<b>532,881.91</b>	<b>294.13</b>	<b>18,758.91</b>

# Capilano University

Fiscal Year 2022/23 Budget  
Faculty Non-Teaching

## Attachment 3

### 1. Summary Statement

	2021/22 - Budget		2022/23 - Final Budget		Change Budget 21/22 x Budget 22/23	
	Units	\$	Units	\$	Units	\$
Section	754.83	8,923,580	774.03	9,150,647	19.21	227,067
Lab Hours	23,049.75	1,225,558	24,914.38	1,324,698	1,864.63	99,140
PMI	2,253.00	143,696	378.01	24,109	(1,874.99)	(119,587)
<b>Total</b>	<b>26,057.58</b>	<b>10,292,834</b>	<b>26,066.42</b>	<b>10,499,454</b>	<b>8.84</b>	<b>206,620</b>

### 2. Section (Units and \$)

	2021/22 - Budget		2022/23 - Final Budget		Change Budget 21/22 x Budget 22/23	
	Units	\$	Units	\$	Units	\$
1.1 President	6.00	70,902	7.00	82,724	1.00	11,822
2.1 Academic program VP	5.00	59,124	5.00	59,124	-	-
2.1.1 CTE	47.00	555,633	55.09	651,309	8.09	95,676
2.1.2 CARS	6.00	70,932	5.62	66,431	(0.38)	(4,501)
2.1.3 Academic Initiatives and Plann	64.57	763,350	37.15	439,210	(27.42)	(324,140)
2.1.4 Indigenous Student Services	18.52	218,884	18.00	212,819	(0.51)	(6,065)
2.2 FAS	92.71	1,096,070	102.71	1,214,297	10.00	118,227
2.3 BPS	61.20	723,475	65.62	775,734	4.42	52,259
2.4 EHHD	135.98	1,607,603	124.01	1,466,028	(11.98)	(141,575)
2.5 Fine and Applied Art Faculty	88.17	1,042,394	94.32	1,115,098	6.15	72,704
2.5.1 Performing Arts Theatre	0.25	2,955	0.25	2,956	-	1
2.6 GCS	55.32	654,046	54.07	639,269	(1.25)	(14,777)
2.7 Sechelt	12.00	141,864	11.87	140,386	(0.13)	(1,478)
2.8 Library	63.00	744,787	64.00	756,609	1.00	11,822
4.5 HR	3.75	44,333	3.75	44,333	-	-
4.5.1 Central HR	0.00	-	23.94	283,000	23.94	283,000
5.1 SPVP	8.00	94,576	8.00	94,576	-	-
5.2 AVPSS	66.35	784,390	73.12	864,392	6.77	80,002
5.3 CIE	4.50	53,199	4.50	53,199	-	-
5.4 CS	16.50	195,063	16.00	189,153	(0.50)	(5,910)
<b>TOTAL</b>	<b>754.83</b>	<b>8,923,580</b>	<b>774.03</b>	<b>9,150,647</b>	<b>19.21</b>	<b>227,067</b>

# Capilano University

Fiscal Year 2022/23 Budget  
Faculty Non-Teaching

## Attachment 3 (cont'd)

### 3. Lab Hours (Units and \$)

	2021/22 - Budget		2022/23 - Final Budget		Change Budget 21/22 x Budget 22/23	
	Units	\$	Units	\$	Units	\$
2.2 FAS	4,245.70	225,745.00	4,245.70	225,742.00	-	(3.00)
2.3 BPS	1,144.88	60,873.00	1,144.88	60,873.00	-	-
2.5 Fine and Applied Art Faculty	17,659.18	938,940.00	19,523.81	1,038,083.00	1,864.63	99,143.00
<b>TOTAL</b>	<b>23,049.75</b>	<b>1,225,558.00</b>	<b>24,914.38</b>	<b>1,324,698.00</b>	<b>1,864.63</b>	<b>99,140.00</b>

### 4. PMI (Units and \$)

	2021/22 - Budget		2022/23 - Final Budget		Change Budget 21/22 x Budget 22/23	
	Units	\$	Units	\$	Units	\$
2.5 Fine and Applied Art Faculty	2,253.00	143,696.00	378.01	24,109.00	(1,874.99)	(119,587.00)
<b>TOTAL</b>	<b>2,253.00</b>	<b>143,696.00</b>	<b>378.01</b>	<b>24,109.00</b>	<b>(1,874.99)</b>	<b>(119,587.00)</b>

# **INTEGRATED PLANNING:**

## **Fiscal 2021/22 January Forecast & Fiscal 2022/23 BUDGET UPDATE**

# Fiscal 2021/22 January Forecast



# Fiscal 2021/22 Budget \$5.21 million deficit

Ministry approval received in February 2021 to incur a deficit for Fiscal 2021/22 \$5.14 million

### Budget Development:

Conservative approach is used to develop the budget to ensure financial health and sustainability of the university

	Enrollment	Staffing	Ancillary Operations	Restricted Funds	Capital Operating Impact	Other	Fiscal 2021/21 Budget
<b>Revenue:</b>							
Province of British Columbia	-	-	217,351	1,378,514	-	43,882,356	45,478,221
Tuition fees - Domestic	24,136,733	-	148,950	-	-	-	24,285,683
Tuition fees - International	41,238,092	-	-	-	-	-	41,238,092
Project and other revenue	-	-	1,311,063	1,666,663	-	1,436,903	4,414,629
Consumables	596,213	-	-	487,810	-	-	1,084,023
Amortization of deferred capital contributions	-	-	-	-	3,484,474	-	3,484,474
Sales of goods	-	-	1,324,318	-	-	-	1,324,318
Parking, childcare and theatre	-	-	1,025,852	-	-	-	1,025,852
Donations and gifts in-kind	-	-	-	-	-	419,348	419,348
Investment income	-	-	-	-	-	2,312,304	2,312,304
<b>TOTAL Revenue</b>	<b>65,971,038</b>	<b>-</b>	<b>4,027,534</b>	<b>3,532,987</b>	<b>3,484,474</b>	<b>48,050,911</b>	<b>125,066,944</b>
<b>Expenses:</b>							
<b>Salaries and benefits:</b>							
Faculty - Unallocated	526,000	-	-	-	-	-	526,000
Faculty - Teaching	28,669,390	-	-	441,792	-	-	29,111,182
Faculty - Non-Teaching	-	9,421,116	198,018	673,690	-	-	10,292,824
Staff	-	19,326,650	1,455,092	61,781	-	-	20,843,523
Exempt	-	2,271,238	62,375	-	-	-	2,333,613
Administrative	-	8,688,371	392,922	-	-	-	9,081,293
Benefits	7,024,001	9,785,428	516,560	288,428	-	-	17,614,417
<b>TOTAL Salaries and benefits</b>	<b>36,219,391</b>	<b>49,492,803</b>	<b>2,624,967</b>	<b>1,465,691</b>	<b>-</b>	<b>-</b>	<b>89,802,852</b>
<b>Other Expenses:</b>							
Other operating expenses	3,305,058	-	3,908,079	2,014,369	-	22,739,428	31,966,934
Amortization of capital assets	-	-	-	-	8,504,134	-	8,504,134
<b>TOTAL Other Expenses</b>	<b>3,305,058</b>	<b>-</b>	<b>3,908,079</b>	<b>2,014,369</b>	<b>8,504,134</b>	<b>22,739,428</b>	<b>40,471,068</b>
<b>TOTAL Operating Expenses</b>	<b>3,305,058</b>	<b>-</b>	<b>3,908,079</b>	<b>2,014,369</b>	<b>8,504,134</b>	<b>22,739,428</b>	<b>40,471,068</b>
<b>Operating Surplus/(deficit)</b>	<b>26,446,589</b>	<b>(49,492,803)</b>	<b>(2,505,512)</b>	<b>52,927</b>	<b>(5,019,660)</b>	<b>25,311,483</b>	<b>(5,206,976)</b>



## Forecasting:

Forecasting process enables adjustments to be made to plans as we navigate the significant uncertainty of the pandemic and the corresponding impacts to the economic environment.

## Forecast Development

All public sector organizations are required to submit a forecast to the Ministry 3 times per year - Quarter 1, Quarter 2 and Quarter 3

Forecast reporting is for the current fiscal year (ie. Fiscal 2021/22) plus 3 future fiscal years (Fiscal 2022/23 to Fiscal 2024/25)

Quarter 3 Forecast is used by the Ministry to form their budget for the next fiscal year

Forecasts are developed based on the actual YTD data that is available compared to budget and any other current relevant information/factors

Fiscal 2021/22													
Months:	April	May	June	July	August	September	October	November	December	January	February	March	
Terms	Spring 2021 1 month	Summer 2021				Fall 2021			Spring 2022 - 3 months				
Q1 Data available:	Actuals		Forecast										
Q2 Data available:	Actuals				Forecast								
					Fall term - Actuals enrollment used after add/drop date Sept 22, 2021; Spring term is forecasted								
Q3 Data available:	Actuals							Forecast					
							Spring term - enrollment is forecasted using available Actuals registration data						
<----- Integrated Planning Process Fiscal 2022/23 ----->													
Quarter	● Ministry Forecast Due												
Q1 - April to June.	July 9, 2021												
Q2 - July to Sept.	October 4, 2021												
Q3 - Oct to Dec.	December 10, 2021												

	Year to Date - Dec 2021		Forecast vs Budget				Forecasts				2021 Actuals March 31
	2022 Actuals	Actuals YTD % of January Forecast	January Forecast	2022 Board Budget	Variance \$ fav/(unfav)	Variance % fav/(unfav)	Q1 Forecast	Q2 Forecast	Q3 Forecast	January Forecast	
Revenue	88,744,323	71.7%	123,781,635	125,066,944	(1,285,309)	-1.0%	127,034,339	121,240,527	123,373,278	123,781,635	125,212,084
Salaries and benefits	61,047,566	69.8%	87,497,146	89,802,852	2,305,706	2.6%	87,586,816	87,758,134	89,650,723	87,497,146	82,264,865
Operating Expenses	23,649,954	67.7%	34,923,886	40,471,068	5,547,182	13.7%	39,241,338	38,566,627	38,106,312	34,923,886	37,020,042
<b>Operating surplus/(deficit)</b>	<b>4,046,803</b>		<b>1,360,603</b>	<b>(5,206,976)</b>	<b>6,567,579</b>		<b>206,185</b>	<b>(5,084,234)</b>	<b>(4,383,757)</b>	<b>1,360,603</b>	<b>5,927,177</b>
Net restricted endowment contributions	842,584		842,584	-	842,584		526,957	538,122	700,949	842,584	1,774,858
<b>Surplus/(Deficit)</b>	<b>4,889,387</b>		<b>2,203,187</b>	<b>(5,206,976)</b>	<b>7,410,163</b>		<b>733,142</b>	<b>(4,546,112)</b>	<b>(3,682,808)</b>	<b>2,203,187</b>	<b>7,702,035</b>



# FISCAL 2021/22 Enrollment Forecasting

	Q1 Forecast: \$.2 million surplus	Q2 Forecast: \$5.1 million deficit	Q3 Forecast: \$4.4 million deficit
Revenue - Tuition	Revenue Variance - \$1.2 million unfavourable	Revenue Variance - \$6.6 million unfavourable	Revenue Variance - \$6.5 million unfavourable
	Spring ¼ (April) 202110: Actuals	Spring ¼ (April): Actuals	Spring ¼ (April): Actuals
	Spring ¼ (April) 202110: Actuals	Spring ¼ (April): Actuals	Spring ¼ (April): Actuals
	Summer 202120: May Actuals + Forecast (June – Aug) based on May actuals	Summer 202120: Actuals	Summer 202120: Actuals
	Fall 202130: Forecast equal to Budget	Fall 202130 – Actuals (at Sept 22)	Fall 202130 – Actuals (at Sept 22)
	Spring ¾: Forecast equal to Budget	Spring ¾: – Forecast Fall decline (Budget vs Actuals) Domestic 8%; International 19%	Spring ¾: – Forecast Fall decline (Budget vs Actuals) Domestic 8%; International 19%

## Quarter 3 Forecast

**International students exited system**

	Variances - Budget x Scenario 1									
	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Enrollment	\$	Enrollment	\$	Enrollment	\$	Enrollment	\$	Units	\$
Domestic	444	827,419	1,019	421,540	(1,388)	(182,263)	(927)	(519,335)	(853)	547,360
International	(70)	227,267	(1,288)	(2,338,978)	(1,550)	(2,826,705)	(1,093)	(2,127,514)	(4,000)	(7,065,931)
<b>TOTAL</b>	<b>374</b>	<b>1,054,686</b>	<b>(269)</b>	<b>(1,917,439)</b>	<b>(2,938)</b>	<b>(3,008,969)</b>	<b>(2,020)</b>	<b>(2,646,850)</b>	<b>(4,853)</b>	<b>(6,518,571)</b>

**Actuals**

**Forecast**



# Fiscal 2021/22 January Forecast \$1.4 million surplus

Sch 7.2

<b>Quarter 3 Forecast</b>	<b>(4,383,757)</b>
<b>Adjustments:</b>	
1. Tuition revenue - Spring term	408,357
2. Salaries	2,153,577
3. Operating expenses	3,182,426
<b>Total adjustments</b>	<b>5,744,360</b>
<b>January Forecast</b>	<b>1,360,603</b>

	Enrollment	Staffing	Ancillary Operations	Restricted Funds	Capital Operating Impact	Other	Fiscal 2021/22 January Forecast	Fiscal 2021/21 Budget	Variance favourable/(unfavourable)
<b>Revenue:</b>									
Province of British Columbia	-	-	321,170	1,907,955	-	45,234,771	47,463,896	45,478,221	1,985,675
Tuition fees - Domestic	24,790,659	-	257,061	-	-	-	25,047,720	24,285,683	762,037
Tuition fees - International	34,468,697	-	-	-	-	-	34,468,697	41,238,092	(6,769,395)
Project and other revenue	-	-	2,941,246	2,096,392	-	1,806,262	6,843,901	4,414,629	2,429,272
Consumables	538,698	-	-	440,911	-	33,593	1,013,202	1,084,023	(70,821)
Amortization of deferred capital contributions	-	-	-	-	3,083,181	-	3,083,181	3,484,474	(401,293)
Sales of goods	-	-	1,416,678	-	-	-	1,416,678	1,324,318	92,360
Parking, childcare and theatre	-	-	1,422,318	2,881	-	902	1,426,101	1,025,852	400,249
Donations and gifts in-kind	-	-	-	-	-	300,268	300,268	419,348	(119,080)
Investment income	-	-	-	-	-	2,717,992	2,717,992	2,312,304	405,688
<b>TOTAL Revenue</b>	<b>59,798,054</b>	<b>-</b>	<b>6,358,473</b>	<b>4,448,139</b>	<b>3,083,181</b>	<b>50,093,787</b>	<b>123,781,635</b>	<b>125,066,944</b>	<b>(1,285,309)</b>
<b>Expenses:</b>									
<b>Salaries and benefits:</b>									
Faculty - Unallocated	526,000	-	1,420	39,476	-	-	566,896	526,000	(40,896)
Faculty - Teaching	28,202,583	-	-	939,065	-	-	29,141,648	29,111,182	(30,466)
Faculty - Non-Teaching	-	9,785,491	175,442	523,463	-	-	10,484,396	10,292,824	(191,572)
Staff	-	17,511,696	1,558,120	313,000	-	-	19,382,816	20,843,523	1,460,707
Exempt	-	2,209,330	65,388	-	-	-	2,274,718	2,333,613	58,895
Administrative	-	7,373,835	392,783	142,707	-	-	7,909,324	9,081,293	1,171,969
Benefits	6,909,633	9,835,656	542,180	449,879	-	-	17,737,347	17,614,417	(122,930)
<b>TOTAL Salaries and benefits</b>	<b>35,638,216</b>	<b>46,716,008</b>	<b>2,735,333</b>	<b>2,407,589</b>	<b>-</b>	<b>-</b>	<b>87,497,146</b>	<b>89,802,852</b>	<b>2,305,706</b>
<b>Other Expenses:</b>									
Other operating expenses	2,286,691	-	4,260,860	1,972,842	-	18,776,754	27,297,147	31,966,934	4,669,787
Amortization of capital assets	-	-	-	-	7,626,740	-	7,626,740	8,504,134	877,394
<b>TOTAL Other Expenses</b>	<b>2,286,691</b>	<b>-</b>	<b>4,260,860</b>	<b>1,972,842</b>	<b>7,626,740</b>	<b>18,776,754</b>	<b>34,923,887</b>	<b>40,471,068</b>	<b>5,547,181</b>
<b>TOTAL Operating Expenses</b>	<b>2,286,691</b>	<b>-</b>	<b>4,260,860</b>	<b>1,972,842</b>	<b>7,626,740</b>	<b>18,776,754</b>	<b>34,923,887</b>	<b>40,471,068</b>	<b>5,547,181</b>
<b>Operating Surplus/(deficit)</b>	<b>21,873,147</b>	<b>(46,716,008)</b>	<b>(637,719)</b>	<b>67,708</b>	<b>(4,543,559)</b>	<b>31,317,033</b>	<b>1,360,603</b>	<b>(5,206,976)</b>	<b>6,567,578</b>
<b>Budget</b>	<b>26,446,589</b>	<b>(49,492,803)</b>	<b>(2,505,512)</b>	<b>52,927</b>	<b>(5,019,660)</b>	<b>25,311,483</b>	<b>(5,206,976)</b>		
<b>Variance favourable/(unfavourable)</b>	<b>(4,573,442)</b>	<b>2,776,796</b>	<b>1,867,793</b>	<b>14,781</b>	<b>476,101</b>	<b>6,005,550</b>	<b>6,567,579</b>		



# January Forecast Adjustments

## 1. Spring Term

	Enrollment			\$		
	Quarter 3 Forecast <sup>1</sup>	January Forecast <sup>2</sup>	Change	Quarter 3 Forecast <sup>1</sup>	January Forecast <sup>2</sup>	Change
Domestic	12,322	12,364	42	7,456,609	7,671,287	214,678
International	4,658	4,710	52	9,426,454	9,722,990	296,536
<b>Total</b>	<b>16,980</b>	<b>17,074</b>	<b>94</b>	<b>16,883,063</b>	<b>17,394,276</b>	<b>511,214</b>
Student Consumables				365,327	262,471	(102,856)
<b>Total with Student Consumables</b>				<b>17,248,390</b>	<b>17,656,748</b>	<b>408,357</b>

<sup>1</sup> **Quarter 3 Forecast:** The forecast was based on actuals for April, Summer term and Fall term. Spring term enrollment forecast was calculated applying the Fall term enrollment decline to Spring term budget; decline was domestic 8% and international 19%.

<sup>2</sup> **January Forecast:** Spring term is updated for enrollment information as of January 11, 2022 (Note: stable enrollment is January 22, 2022 thus figures above will change)

## 2. Salaries and 3. Operating Expenses

	Spring		Summer			Fall				TOTAL	TOTAL	Forecast Review			Finance Estimate			
	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	YTD	January FORECAST	Forecast minus YTD	Monthly spend (over 3 months)	Pattern reasonable/unreasonable	Monthly spend (over 3 months)	Forecast	Difference	
<b>Salaries (+)</b>	6,751,948	3,321,706	3,407,804	3,370,015	3,674,610	7,177,541	7,130,115	6,817,332	6,810,621	48,461,693	71,913,375							
<b>- Faculty</b>	4,361,141	915,288	997,817	999,697	1,312,618	4,663,543	4,610,499	4,321,242	4,286,213	26,468,059	40,192,940							
<i>Faculty - Unallocated</i>	32,482	43,632	7,491	(30,753)	(6,004)	(38,912)	55,767	(62,986)	1,663	2,381	566,896							
<i>Teaching</i>	2,936,521	770,646	847,829	848,397	1,101,020	3,128,729	3,250,728	3,148,223	3,083,503	19,115,595	29,141,648							
<i>Non-Teaching</i>	1,392,138	101,010	142,497	182,053	217,602	1,573,726	1,304,004	1,236,006	1,201,047	7,350,083	10,484,396	3,134,313	1,044,771	reasonable				
<b>- Administrative</b>	670,400	668,291	639,754	631,773	631,331	621,104	688,958	655,499	675,554	5,882,663	8,611,748	2,729,085	909,695	not reasonable	2,026,661	7,909,324	702,424	
<b>- Exempt</b>	186,837	187,997	195,516	192,720	181,744	182,989	203,132	181,451	190,583	1,702,969	2,752,226	1,049,257	349,752	not reasonable	571,749	2,274,718	477,508	
<b>- Staff</b>	1,533,570	1,550,131	1,574,718	1,545,825	1,548,917	1,709,905	1,627,526	1,659,139	1,658,271	14,408,002	20,356,461	5,948,459	1,982,820	not reasonable	4,974,814	19,382,816	973,645	
<b>Benefits (+)</b>	1,907,212	1,660,414	1,040,555	1,375,912	1,204,543	1,650,268	1,271,135	1,290,030	1,185,803	12,585,873	17,737,347						2,153,577	
<b>- Benefits</b>	1,907,212	1,660,414	1,040,555	1,375,912	1,204,543	1,650,268	1,271,135	1,290,030	1,185,803	12,585,873	17,737,347	5,151,475	1,717,158	reasonable				
<b>Operating Expenses (+)</b>	3,449,730	2,611,509	2,456,514	2,079,642	977,932	2,471,704	3,168,809	3,664,102	2,770,013	23,649,955	38,106,312							
<b>- Amortization of tangible capital assets</b>	596,581	597,665	620,278	624,689	626,123	629,346	635,217	640,177	638,187	5,608,263	7,626,740	2,018,477	672,826	reasonable				
<b>- Building and Grounds maintenance</b>	240,495	236,824	259,870	531,529	292,414	394,851	462,386	547,367	198,316	3,164,052	4,839,025	1,674,973	558,324	reasonable				
<b>- Cost of goods sold</b>	17,887	41,474	43,290	17,442	97,779	319,502	103,791	16,317	39,791	1,046,933	349,660	349,660	116,553	reasonable				
<b>- Other operating expenses</b>	2,591,347	1,728,117	1,457,959	903,504	(38,384)	1,121,373	1,572,800	1,935,342	1,872,465	13,144,524	21,944,345	8,799,821	2,933,274	not reasonable	5,617,396	18,761,920	3,182,425	
<b>- Student support activities</b>	3,420	7,430	75,116	2,478	-	6,632	394,614	524,900	21,254	1,035,844	2,649,269	1,613,425	537,808	reasonable				
<b>Operating Surplus/(deficit)</b>	274,369	(734,153)	(324,741)	593,355	1,038,796	1,754,768	(142,315)	(31,448)	1,618,173	4,046,804	(3,975,400)						5,336,003	
																		1,360,603

# Fiscal 2022/23 Budget

# Budget Assumptions

Category	Fiscal 2022/23 Budget
1. Enrollment: Units	<ul style="list-style-type: none"> <li>Enrollment - Finance draft based on maintaining Fiscal 2021/22 enrollment levels</li> <li>Finance (collaborating with Joyce) will do a calculation to determine if enrollment needs to be adjusted for International students exited system</li> </ul> <p>Meeting to review International enrollment with Chris, Joyce, Finance Friday November 19, 2021</p> <p>Enrollment workbooks issued to Deans on November 9, 2021. Feedback by end of day Wednesday November 24, 2021.</p> <p><b>Budget Final: Central adjustment for international tuition \$3 million increase</b></p>
2. Enrollment: Tuition Revenue	<p>Finance will apply a 2% fee increase for Domestic and International.</p> <p>Exemption of 2% increase provided to 3 programs (2D, 3D and VFX) for the Fiscal 2021/22 budget.</p> <p>Review of average rate calculation</p>
3. Enrollment: Faculty Teaching	<ul style="list-style-type: none"> <li>Units: derived from enrollment workbooks.</li> <li>Rate - similar to Fiscal 2021/22 Budget: use step 2 rate effective April 1, 2021 (sections: \$11,822; lab hours \$53.17; PMI \$63.78)</li> </ul>
4. Admin, Exempt, MoveUP FTE's and Faculty Non-Teaching units	<p>Units equal to Fiscal 2021/22 Budget level plus adjustments approved through Staffing requests during the year (see item 5).</p>
5. Contingency and Staffing Requests	<p>Finance will add to budget items on the contingency list and approved staffing requests that were made during this fiscal year. These were unbudgeted items that were approved by Executive and are not one-time.</p>
6. Ancillary operations	<p>Budgets developed with input from Budget holders</p>
7. PS3280 Asset Retirement Obligations	<p>New accounting standard with implementation date of April 1, 2022. Finance will include asset amortization and accretion expense in the budget. Budget version 1 will be an estimated amount. Consultant is currently engaged to update calculations - final report expected mid December. Adjustment will be made for final budget.</p> <p><b>Budget Final: Final report not received in time to make adjustments to budget; will manage as variance in Quarter 1 forecast.</b></p>
8. Campus Master Plan	<p>Finance and Facilities worked together to develop multi-year plan. Ryan and Tally presented at Campus master plan steering committee meeting on November 22, 2022 with recommendations for process changes.</p>
9. Digital Transformation	<p>Placeholder will be put in the budget for operating and capital. Details need to be developed once CIO is on board.</p>
10. Mandate Letter	<p>Finance will scan budget to determine what is included in the budget to address key items in the mandate letter. Sustainability, Climate Action, TRC, EDI</p>
11. Operating expenses	<p>Discretionary budgets removed in the Fiscal 2020/21 Revised budget will not be added back.</p>
12. Reallocations/Realignment	<p>Budget owners are encouraged to Reallocations/Realignments within their portfolio's. Due to workload volume, Finance will process these requests after completing F22/23 Budget.</p>



# Fiscal 2022/23 Budget – Deficit \$8.4 million

	Fiscal 2022/23 Budget							Fiscal 2021/22 Budget	Change
	Category 1 Enrollment	Category 2: Staffing	Category 3: Ancillary Operations	Category 4: Restricted Fund	Category 5: Other	Category 6: Capital Operating Impact	TOTAL		
<b>Revenue:</b>									
Province of British Columbia	-	-	275,410	1,449,836	45,007,156	-	46,732,402	45,478,221	1,254,181
Tuition fees - Domestic	25,033,382	-	296,523	-	-	-	25,329,905	24,285,683	1,044,222
Tuition fees - International	35,813,944	-	-	-	-	-	35,813,944	41,238,092	(5,424,148)
Project and other revenue	-	-	3,002,508	2,064,731	1,329,084	-	6,396,323	5,498,652	897,671
<i>Consumables</i>	546,005	-	-	446,732	-	-	992,737	-	992,737
Amortization of deferred capital contributions	-	-	-	-	-	2,977,638	2,977,638	3,484,474	(506,836)
Sales of goods	-	-	1,254,130	-	-	-	1,254,130	1,324,318	(70,188)
Parking, childcare and theatre	-	-	1,439,997	21,000	-	-	1,460,997	1,025,852	435,145
Donations and gifts in-kind	-	-	-	-	314,247	-	314,247	419,348	(105,101)
Investment income	-	-	-	-	2,456,548	-	2,456,548	2,312,304	144,244
<b>TOTAL Revenue</b>	<b>61,393,331</b>	<b>-</b>	<b>6,268,568</b>	<b>3,982,299</b>	<b>49,107,035</b>	<b>2,977,638</b>	<b>123,728,871</b>	<b>125,066,944</b>	<b>(1,338,073)</b>
<b>Expenses:</b>									
<b>Salaries and benefits:</b>									
Faculty - Teaching	28,043,962	-	-	711,498	-	-	28,755,460	29,637,182	(881,722)
Faculty - Non-Teaching	-	10,046,212	192,109	261,131	-	-	10,499,452	10,292,824	206,628
Administrative	-	9,478,254	392,922	172,962	-	-	10,044,138	9,081,293	962,845
Exempt	-	2,564,008	62,375	-	-	-	2,626,383	2,333,613	292,770
Staff	-	20,259,090	1,505,325	250,428	-	-	22,014,843	20,843,523	1,171,320
Benefits	6,741,901	10,721,180	527,419	338,215	-	-	18,328,715	17,614,417	714,298
<b>TOTAL Salaries and benefits</b>	<b>34,785,863</b>	<b>53,068,744</b>	<b>2,680,150</b>	<b>1,734,234</b>	<b>-</b>	<b>-</b>	<b>92,268,991</b>	<b>89,802,852</b>	<b>2,466,139</b>
<b>Other Expenses:</b>									
Other operating expenses	2,768,611	-	4,722,979	2,184,686	22,678,320	-	32,354,596	31,966,934	387,662
Amortization of capital assets	-	-	-	-	-	7,495,722	7,495,722	8,504,134	(1,008,412)
<b>TOTAL Other Expenses</b>	<b>2,768,611</b>	<b>-</b>	<b>4,722,979</b>	<b>2,184,686</b>	<b>22,678,320</b>	<b>7,495,722</b>	<b>39,850,318</b>	<b>40,471,068</b>	<b>(620,750)</b>
<b>TOTAL Operating Expenses</b>	<b>37,554,474</b>	<b>53,068,744</b>	<b>7,403,129</b>	<b>3,918,920</b>	<b>22,678,320</b>	<b>7,495,722</b>	<b>132,119,309</b>	<b>130,273,920</b>	<b>1,845,389</b>
<b>Operating Surplus/(deficit)</b>	<b>23,838,857</b>	<b>(53,068,744)</b>	<b>(1,134,561)</b>	<b>63,379</b>	<b>26,428,715</b>	<b>(4,518,084)</b>	<b>(8,390,438)</b>	<b>(5,206,976)</b>	<b>(3,183,462)</b>
Fiscal 2021/22 Budget	26,446,589	(49,492,803)	(2,505,512)	52,927	25,311,483	(5,019,660)	(5,206,976)		
Change	(2,607,732)	(3,575,941)	1,370,951	10,452	1,117,232	501,576	(3,183,462)		





# Fiscal 2022/23 Budget – changes from version 2

## Operating Budget

	2022/23 Budget						TOTAL
	Enrollment	Staffing	Ancillary Operations	Restricted Fund	Capital Operating Impact	Other	
Budget Draft Final - Operating Surplus/(deficit)	23,838,857	(53,068,744)	(1,134,561)	63,379	(4,518,084)	26,428,715	(8,390,438)
Budget version 2 - Operating Surplus/(deficit)	20,580,052	(52,770,868)	(1,134,561)	75,528	(4,518,084)	26,720,161	(11,047,772)
Change	3,258,805	(297,876)	-	(12,149)	-	(291,446)	2,657,334

### Enrollment:

- **Revenue:** increased for (1) International enrollment \$3 million and (2) BPS enrollment update \$.4 million plus decrease for Bachelor Performing Arts adjustment (per Dean not running next year) \$22K
- **Teaching:** CTE transfer from teaching to non-teaching \$118K, Bachelor Performing Arts adjustment (per Dean not running next year) \$129K
- **Operating expenses:** increase in international agent commission budget \$464K; budget calculated based on enrollment data (version 2 had a \$1 million reduction)

**Staffing:** adjustments made based on approved staffing requests made by Executive (not picked up in v2) and CTE transfers from teaching to non-teaching (as noted above) \$118K

**Other:** Library collections growth to support new degrees \$132K; increase in GCS operation expenses \$110K



# Enrollment: Revenue

	Budget 2021/22		Budget 2022/23 Step 1		Budget 2022/23 Final		Budget 2022/23 vs. Budget 2021/22	
	Enrollment	\$	Enrollment	\$	Enrollment	\$	CHANGE Enrollment	CHANGE \$
<b>TOTAL</b>	<b>62,995</b>	<b>64,164,832</b>	<b>57,413</b>	<b>55,874,562</b>	<b>58,405</b>	<b>56,773,891</b>	<b>(4,590)</b>	<b>(7,390,941)</b>
Domestic	42,146	23,838,701	41,578	24,113,512	42,308	24,464,986	162	626,285
International	20,849	40,326,130	15,835	31,761,050	16,097	32,308,905	(4,752)	(8,017,225)

## Enrollment: Revenue

Maintain Fiscal 2021/22 Enrollment levels 57,413 units → **Decrease 5,582 units & \$10 million in revenue**

Fiscal 2021/22	Actuals/Forecast	Notes	Units
Summer202120	Actuals		9,048
Fall202120	Actuals	Fall actuals were 8% lower than Fiscal 2021/22 budget for domestic and 19% lower than budget for international	25,553
Spring 202210	Forecast	The Fall decline was applied to the forecast for Spring 202210 Spring 202210 forecasted units will be used for Spring 202210 1/4 term (April) and for Spring 202310	22,768
Enrollment changes*			44
			57,413

2% increase in Domestic and International fees → **\$1 million increase in revenue**

Exemption on FAA programs → **\$79K decrease in revenue**

Dean's review → **Increase 992 units & \$899K revenue**

- Average rate:
- Fiscal 2021/22 Budget: Fall term (202020) average rate
  - Fiscal 2022/23 Budget: Average rate for each term used → **\$709K increase in revenue**

International enrollment → **\$ 3 million increase in revenue**

# Enrollment: Revenue - Budget vs Q3

	Fiscal 2022/23 Budget									
	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Enrollment	\$	Enrollment	\$	Enrollment	\$	Enrollment	\$	Units	\$
Domestic	206	158,638	1,019	153,261	(1,545)	(10,930)	(248)	(26,159)	(568)	274,811
International	(524)	(902,397)	(1,288)	(2,274,188)	(1,547)	(2,553,028)	(1,655)	(2,835,468)	(5,014)	(8,565,080)
<b>TOTAL</b>	<b>(317)</b>	<b>(743,759)</b>	<b>(269)</b>	<b>(2,120,927)</b>	<b>(3,092)</b>	<b>(2,563,957)</b>	<b>(1,904)</b>	<b>(2,861,627)</b>	<b>(5,582)</b>	<b>(8,290,270)</b>

	Fiscal 2021/22 Q3 Forecast									
	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Enrollment	\$	Enrollment	\$	Enrollment	\$	Enrollment	\$	Units	\$
Domestic	444	827,419	1,019	421,540	(1,388)	(182,263)	(927)	(519,335)	(853)	547,360
International	(70)	227,267	(1,288)	(2,338,978)	(1,550)	(2,826,705)	(1,093)	(2,127,514)	(4,000)	(7,065,931)
<b>TOTAL</b>	<b>374</b>	<b>1,054,686</b>	<b>(269)</b>	<b>(1,917,439)</b>	<b>(2,938)</b>	<b>(3,008,969)</b>	<b>(2,020)</b>	<b>(2,646,850)</b>	<b>(4,853)</b>	<b>(6,518,571)</b>

	CHANGE									
	SPRING (1/4)		SUMMER		FALL		SPRING (3/4)		YEAR	
	Enrollment	\$	Enrollment	\$	Enrollment	\$	Enrollment	\$	Units	\$
Domestic	(237)	(668,780)	-	(268,279)	(157)	171,334	679	493,176	285	(272,549)
International	(454)	(1,129,664)	-	64,790	3	273,678	(563)	(707,954)	(1,014)	(1,499,149)
<b>TOTAL</b>	<b>(691)</b>	<b>(1,798,444)</b>	<b>-</b>	<b>(203,488)</b>	<b>(154)</b>	<b>445,011</b>	<b>116</b>	<b>(214,777)</b>	<b>(729)</b>	<b>(1,771,698)</b>



# Enrollment: Teaching costs

	2021/22 - Budget		2022/23 - Budget		CHANGE	
	Units	\$	Units	\$	Units	\$
<b>Section</b>	2,364.58	28,111,931	2,289.66	27,227,362	(74.92)	(884,569)
<b>Lab Hours</b>	9,086.45	485,128	8,748.00	467,131	(338.45)	(17,997)
<b>PMI</b>	8,060.87	514,123	8,355.00	532,882	294.13	18,759
<b>Total</b>		<b>29,111,182</b>		<b>28,227,375</b>		<b>(883,807)</b>
Central illness				528,085		
<b>Total Budget</b>				<b>28,755,460</b>		

## Enrollment : Teaching cost

### Units:

Faculty teaching units are derived from enrollment course registrations (used Fiscal 2021/22 average by term enrollment course registrations per teaching cost units)

- Decrease in enrollment 4,590 course registrations → corresponding decrease in teaching units for sections and lab hours; offset by increase in PMI
- Includes transfer from teaching to non-teaching for CTE

**Rate:** Step 2 rate effective April 1, 2021 (sections: \$11,822; lab hours \$53.17; PMI \$63.78). This rate was also used in the 21/22 Budget



# Staffing: Faculty Non-Teaching

	2021/22 - Budget		2022/23 - Final Budget		Change Budget 21/22 x Budget 22/23	
	YEAR	YEAR	YEAR	YEAR	YEAR	
	Units	\$	Units	\$	Units	\$
Section	754.83	8,923,580	774.03	9,150,647	19.21	227,067
Lab Hours	23,049.75	1,225,558	24,914.38	1,324,698	1,864.63	99,140
PMI	2,253.00	143,696	378.01	24,109	(1,874.99)	(119,587)
<b>Total</b>	<b>26,057.58</b>	<b>10,292,834</b>	<b>26,066.42</b>	<b>10,499,454</b>	<b>8.84</b>	<b>206,620</b>

## Faculty Non-Teaching

**Units:** includes increase for IDEA 2<sup>nd</sup> cohort, correction in units for Faculty Fine Arts based on Deans' review, increase in units for new degree for Faculty Arts and Science, CTE transfer from teaching to non-teaching and Student services conversion of budget from operating expenses to non-teaching.

**Rate:** Step 2 rate effective April 1, 2021 (sections: \$11,822; lab hours \$53.17; PMI \$63.78). This rate was also used in the 21/22 Budget



# Staffing: Admin, Exempt, Staff

	FTE (unit)				Salaries (\$)			
	Administrative	Exempt	Staff	Total	Administrative	Exempt	Staff	Total
<b>2021/22 Budget</b>	<b>77.71</b>	<b>36.00</b>	<b>342.31</b>	<b>456.03</b>	<b>9,081,293</b>	<b>2,333,613</b>	<b>20,843,523</b>	<b>32,258,435</b>
<b>Fiscal 2021/22 Changes:</b>								
Annualize Fiscal 2021/22 Salary increases				-	228,615	97,273		325,888
Other corrections	-	1.00	6.44	7.44	2	80,000	584,684	664,686
	-	1.00	6.44	7.44	228,617	177,273	584,684	990,574
Additions approved in Fiscal 2021/22								
New positions added 2021/22	0.58	0.75	1.50	2.83	63,404	54,000	67,852	185,256
Other adjustments				-	109,015	9,999	69,977	188,991
Restricted Fund				-	172,962		188,647	361,609
Fiscal 2022/23 Budget version 3 changes	1.00		0.41	1.41	199,200		19,175	218,375
	1.58	0.75	1.91	4.24	544,581	63,999	345,651	954,231
<b>Fiscal 2022/23 Wages Increase:</b>								
Step increase 2022/23				-			240,985	240,985
2022/23 fiscal year 2% increases				-	189,647	51,498		241,144
	-	-	-	-	189,647	51,498	240,985	482,129
<b>Fiscal 2022/23 Budget changes</b>	<b>1.58</b>	<b>1.75</b>	<b>8.35</b>	<b>11.68</b>	<b>962,845</b>	<b>292,770</b>	<b>1,171,320</b>	<b>2,426,934</b>
<b>Total 2022/23 Budget</b>	<b>79.29</b>	<b>37.75</b>	<b>350.66</b>	<b>467.71</b>	<b>10,044,138</b>	<b>2,626,383</b>	<b>22,014,843</b>	<b>34,685,370</b>
<b>Fiscal 2022/23 Budget changes:</b>								
Change due to unit	1.58	1.75	8.35	11.68	482,140	134,000	576,700	1,192,840
Change due to rate	-	-	-	-	480,705	158,770	594,620	1,234,094
	<b>1.58</b>	<b>1.75</b>	<b>8.35</b>	<b>11.68</b>	<b>962,845</b>	<b>292,770</b>	<b>1,171,320</b>	<b>2,426,934</b>



# Ancillary Operations

	2022/23 Budget	2021/22 Budget	Change	2020/21 Actual	2019/20 Actual
<b>Ancillary Operation:</b>					
Children's Centre	(242,406)	(426,756)	184,350	(480,736)	(268,679)
Performing Arts Theatre	15,187	15,188	(1)	(6,122)	(16,560)
Bookstore	(147,840)	(124,784)	(23,056)	(42,371)	172,706
Parking	193,432	(30,082)	223,514	(46,459)	712,218
Food Services	(172,181)	(71,181)	(101,000)	(96,604)	272,756
Facility and Land Rental	49,500	55,482	(5,982)	186,397	227,036
Student Housing	(232,041)	(1,194,215)	962,174	(1,238,684)	(163,249)
Continuing Studies	(598,212)	(729,164)	130,952	(638,595)	(479,434)
<b>Operating Surplus/(deficit)</b>	<b>(1,134,561)</b>	<b>(2,505,512)</b>	<b>1,370,951</b>	<b>(2,363,173)</b>	<b>456,794</b>

# Restricted Funds

Name / Category	FUND	2022/23 Budget	2021/22 Budget	Change
Uncategorized	20	(24,501)	(23,572)	929
External Grants	21	-	-	-
Field Schools & Consumables	22	(128,512)	-	128,512
Unified Grants (internal)	23	82,159	-	(82,159)
Ministry Targeted Funds	24	1	-	(1)
Restricted Funds - Contracts	25	50,000	72,542	22,542
Restricted Funds - CALP	26	(42,526)	(101,897)	(59,371)
<b>TOTAL</b>		<b>(63,379)</b>	<b>(52,927)</b>	<b>(10,452)</b>

# Other

	Fiscal 2022/23 Budget	Fiscal 2021/22 Budget	Change
<b>Revenue:</b>			
Province of British Columbia	45,007,156	43,882,356	1,124,800
Project and other revenue	1,329,084	1,436,903	(107,819)
Donations and gifts in-kind	314,247	419,348	(105,101)
Investment income	2,456,548	2,312,304	144,244
<b>TOTAL Revenue</b>	<b>49,107,035</b>	<b>48,050,911</b>	<b>1,056,124</b>
<b>Other Expenses:</b>			
Other operating expenses	22,678,320	22,739,428	(61,108)
<b>TOTAL Other Expenses</b>	<b>22,678,320</b>	<b>22,739,428</b>	<b>(61,108)</b>
<b>TOTAL Operating Expenses</b>	<b>22,678,320</b>	<b>22,739,428</b>	<b>(61,108)</b>
<b>Operating Surplus/(deficit)</b>	<b>26,428,715</b>	<b>25,311,483</b>	<b>1,117,232</b>

# Capital Operating Impact

	2022/23 Budget	2021/22 Budget	Change Increase / (Decrease)
<b>Capital Asset Purchases:</b>			
Amortization of deferred capital contributions	2,977,638	3,484,474	(506,836)
Amortization of tangible capital assets	(7,433,015)	(8,504,134)	1,071,119
<b>Net surplus (deficit)</b>	<b>(4,455,377)</b>	<b>(5,019,660)</b>	564,283
<b>Asset Retirement Obligations:</b>			
Accretion Expense	(24,668)	-	(24,668)
Amortization of ARO	(38,039)	-	(38,039)
<b>Net surplus (deficit)</b>	<b>(62,707)</b>	<b>-</b>	<b>(62,707)</b>
<b>Total Net surplus (deficit)</b>	<b>(4,518,084)</b>	<b>(5,019,660)</b>	<b>501,576</b>



# CAPITAL BUDGET – \$14.8 MILLION INCREASE

**Budget Change \$14.9 million = Campus Master Plan**

	2022/23 Budget	2021/22 Budget	Change Increase / (Decrease)
Hardware	2,602,370	2,602,370	-
Software	567,000	567,000	-
Furniture & Equipment	582,670	633,031	(50,361)
Deferred Maintenance	-	800,000	(800,000)
Buildings	31,887,956	29,325,737	2,562,219
Infrastructure	13,146,336	-	13,146,336
<b>Total</b>	<b>48,786,332</b>	<b>33,928,138</b>	<b>14,858,194</b>

Description		2021/22 Budget	Major Construction Projects	Other Projects	Total 2022/23 Draft Budget	Change	Comment
<b>Capital - CMP:</b>							
Carbon Neutral Capital Program	CNCP	50,361	-	-	-	(50,361)	
Deferred Maintenance	Deferred Maintenance- Capital Portion	800,000	-	-	-	(800,000)	
Facilities Central - Capital	Condition and Life-Cycle Assessment - Water M	500,000	-	-	-	(500,000)	
Facilities Central - Capital	Main Electrical Incomer & Distribution Improve	3,000,000	-	-	-	(3,000,000)	
Facilities Central - Capital	Skw'chays House	424,000	-	-	-	(424,000)	
17230-Capital Planning	Library Envelope	3,846,008	-	-	-	(3,846,008)	
Childcare BC New Spaces Fund	Children's Centre	1,555,729	4,417,453	-	4,417,453	2,861,724	
Student Housing Building	Student Housing	20,000,000	27,470,503	-	27,470,503	7,470,503	
Water Infrastructure Upgrades	Deferred Maintenance - Major Infrastructure	-	-	1,021,632	1,021,632	1,021,632	
BC Hydro Line	Deferred Maintenance - Major Infrastructure	-	-	3,988,000	3,988,000	3,988,000	
Electrical Infrastructure Upgrades	Deferred Maintenance - Major Infrastructure	-	-	3,136,704	3,136,704	3,136,704	
Capital Gate Contingency	CAPU Capital Gate Contingency	-	-	5,000,000	5,000,000	5,000,000	New process
<b>TOTAL CAPITAL</b>		<b>30,176,098</b>	<b>31,887,956</b>	<b>13,146,336</b>	<b>45,034,292</b>	<b>14,858,194</b>	
<b>Operating - CMP:</b>							
Routine Capital	Building Maintenance	280,000	-	280,000	280,000	-	Placeholder
CMP - Operating	Building Renovations	590,000	-	-	-	(590,000)	
Centre for Sport and Wellness Wash	CMP - Operating Projects	-	-	-	-	-	\$1.8 million - Forecast Priorities List
Blueshore Theatre Refresh	CMP - Operating Projects	-	-	669,525	669,525	669,525	
Bosa Roof	CMP - Operating Projects	-	-	-	-	-	\$1.5 million moved to capital; will be funded from \$5 mill contingency
<b>Operating - Other:</b>							
Campus Planning	Consulting Fees	100,000	-	100,000	100,000	-	
Campus Planning	Building Maintenance	100,000	-	100,000	100,000	-	
Campus Planning	Wayfinding	5,000	-	5,000	5,000	-	
<b>TOTAL OPERATING</b>		<b>1,075,000</b>	<b>-</b>	<b>1,154,525</b>	<b>1,154,525</b>	<b>79,525</b>	
<b>TOTAL CAPITAL AND OPERATING</b>		<b>31,251,098</b>	<b>31,887,956</b>	<b>14,300,861</b>	<b>46,188,817</b>	<b>14,937,719</b>	

Description		2021/22 Budget	Major Construction Projects	Other Projects	Total 2022/23 Draft Budget	Change	Comment
<b>Capital - Other:</b>							
University Furnishings	Class and office furnishings	300,000	-	300,000	300,000	-	
Facilities iCAP	Other classroom equipment	150,000	-	150,000	150,000	-	
<b>Total Other</b>		<b>450,000</b>	<b>-</b>	<b>450,000</b>	<b>450,000</b>	<b>-</b>	





# CAPITAL BUDGET – MAJOR PROJECTS

PROJECT SUMMARY	ESTIMATED COMPLETION	Funding Source					TOTAL FUNDING	Construction Loan
		Externally Funded		MINISTRY LOAN	Internally Funded			SHORT TERM BORROWING
		MINISTRY GRANT	FOUNDATION CAPITAL		CAPU Capital	CAPU Operating		
Children's Centre	September 1, 2024	9,460,000	5,000,000	-	4,140,000	-	18,600,000	-
Student Housing	September 1, 2024	12,533,955	-	29,000,000	16,678,362	-	58,212,318	29,208,012
Contingency	March 31, 2022	-	-	-	8,000,000	-	8,000,000	-
<b>Total Projects in Flight</b>		<b>21,993,955</b>	<b>5,000,000</b>	<b>29,000,000</b>	<b>28,818,362</b>		<b>84,812,318</b>	<b>29,208,012</b>

ESTIMATED CASH FLOW	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	TOTAL
Children's Centre	428,051	683,536	4,417,453	9,640,382	3,430,578	-	-	-	-	18,600,000
Student Housing	-	6,844,842	27,470,503	22,639,203	1,257,769	-	-	-	-	58,212,318
Contingency	-	8,000,000	-	-	-	-	-	-	-	8,000,000
<b>TOTAL</b>	<b>428,051</b>	<b>15,528,378</b>	<b>31,887,956</b>	<b>32,279,585</b>	<b>4,688,348</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>84,812,318</b>

CASH FLOW BY FUNDING TYPE	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	TOTAL
Externally Funded	-	15,528,378	10,106,566	8,709,011	650,000	-	-	-	-	34,993,955
Ministry Loan	-	-	-	-	29,000,000	-	-	-	-	29,000,000
Internally Funded	428,051	-	8,049,212	8,094,740	4,246,360	-	-	-	-	20,818,362
Construction Loan: Short Term Borrowing	-	-	13,732,178	15,475,834	(29,208,012)	-	-	-	-	-
<b>TOTAL</b>	<b>428,051</b>	<b>15,528,378</b>	<b>31,887,956</b>	<b>32,279,585</b>	<b>4,688,348</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>84,812,318</b>



CAPILANO UNIVERSITY  
CAMPUS MASTER PLAN  
PROJECTS OTHER

AEST FUNDING			
Base Routine	Minor Routine	Carbon Neutral	Total
2,846,008	280,000	100,722	3,226,730

		FISCAL 2022/23								
PROJECT SUMMARY	PROJECT PHASE	Externally Funded			AEST Total	Foundation Capital Campaign	Internally Funded			TOTAL
		AEST - BASE ROUTINE CAPITAL	AEST - MINOR ROUTINE CAPITAL	AEST - CARBON NEUTRAL			CAPU Capital	CAPU Capital Gate Contingency	CAPU Operating	
<b>UNASSIGNED</b>			280,000		280,000			5,000,000		5,280,000
<b>PARTNERSHIPS</b>										
Capilano CSU Building	Identification	-	-	-	-	-	-	-	-	-
<b>BUILDINGS</b>										
Squamish - Placeholder	Identification				-					-
<b>DEFERRED MAINTENANCE - MAJOR INFRASTRUCTURE</b>										
BC Hydro Energy Optimization Program		-	-	-	-	-	-	-	-	-
Water Infrastructure Upgrades		111,490	-	-	111,490	-	910,142	-	-	1,021,632
BC Hydro Line	Implementation						3,988,000			3,988,000
Electrical Infrastructure Upgrades	Implementation	2,034,506		100,000	2,134,506	-	1,002,198		-	3,136,704
<b>BIG MOVES AND RENOVATIONS</b>										
Centre for Sport and Wellness washrooms/showers and char	Identification				-					-
CSU HVAC - Maple	Definition				-					-
Blueshore Theatre Refresh	Definition				-	400,000			269,525	669,525
Bosa Roof	Identification				-					-
Library	Operation	-	-	-	-	-	-	-	-	-
<b>OTHER UNANTICIPATED REPAIRS</b>										
Blueshore Drapes and Flying system	Implementation		-		-					-
Fall protection (BOSA, Library, Cedar, Arbutus, Birch, Childcare)	Implementation				-					-
Laser scan + GIS + BIM Pilot	Implementation				-					-
Sechelt CCTV	Implementation				-					-
<b>PLACEHOLDERS</b>										
Fall protection Program	Identification				-					-
Alder Building (Placeholder)	Identification				-					-
Skw'chays House - Feasibility and Business Case (Placeholder)	Identification				-					-
Centre for Visual and Performing Arts (Placeholder)	Identification				-					-
Creative Tech Community - CTC (Willow) (Placeholder)	Identification				-					-
Centre for Sport and Wellness Expansion (Placeholder)	Identification				-					-
Sechelt Campus Redevelopment (Placeholder)	Identification				-					-
<b>TOTAL</b>		2,145,996	280,000	100,000	2,525,996	400,000	5,900,340	5,000,000	269,525	14,095,861

<b>AEST FUNDING BALANCE</b>	700,012	-	722	700,734
	75%			

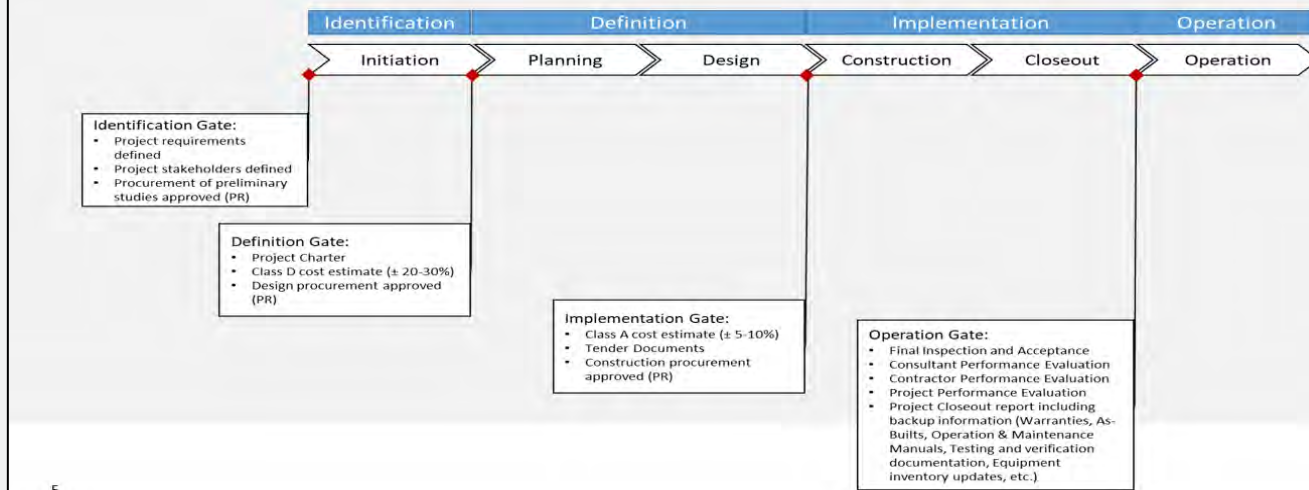
\* AEST Routine Capital - can only plan 70% in first year and 50% for the following year in case of funding restrictions



# CAPITAL GATE CONTINGENCY - \$5 MILLION

Approval received for project to at each stage (Identification, Definition, and Implementation)

Stage	Approval Type	Cost Estimates - Accuracy
Identification	Funding to investigate and issue or explore an opportunity	+ or - 50%
Definition	Funding for design or or further assessments	+ or - 30%
Implementation	Funding for construction	+ or - 10%



- Process Challenges
- Timing
- Movement between gates
- Project approvals
- Compliance with Spending and Signing Authority policy



**BOARD OF GOVERNORS REPORT**

<b>AGENDA ITEMS 8.1 &amp; 8.2: Asset Mixes and Distribution Rate</b>	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE: February 22, 2022</b>	
<b>PRESENTER: Ash Amlani, Chair, Investment Management Committee</b> <b>Debbie Carter, VP Finance &amp; Administration</b> <b>Jennifer Ingham, VP University Relations</b>	

**PURPOSE**

To seek approval of the motions below on changes to the Capilano University and the Foundation asset mixes as well as to the distribution rate, as recommended by Ellement Consulting Group, at the Investment Management Committee meeting on February 3, 2022.

**SUMMARY**
**Asset Mix**

Brad Bondy from Ellement Consulting Group provided an overview of 2021 Asset Mix Review Part 2. The purpose of the presentation was to identify alternate asset mixes that optimize the risk-reward trade-off for the University and Foundation portfolios; and further, to evaluate the alternative asset mixes, including 10 year projections of returns and fund values. Brad provided recommended asset mixes for both portfolios, as shown in the images below:

**University fund 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
<b>Total Fixed Income</b>	<b>50%</b>	<b>65%</b>	<b>60%</b>	<b>55%</b>	<b>50%</b>	<b>45%</b>
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%
<b>Total Equity</b>	<b>50%</b>	<b>25%</b>	<b>30%</b>	<b>35%</b>	<b>40%</b>	<b>45%</b>
Canadian Equity	30%	7.5%	10%	12.5%	15%	17.5%
Global Equity	20%	17.5%	20%	22.5%	25%	27.5%
<b>Real Assets</b>	<b>-</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>
Real Estate	-	5%	5%	5%	5%	5%
Infrastructure	-	5%	5%	5%	5%	5%

**Foundation 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
<b>Total Fixed Income</b>	<b>37%</b>	<b>50%</b>	<b>45%</b>	<b>40%</b>	<b>35%</b>	<b>30%</b>
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%
<b>Total Equity</b>	<b>60%</b>	<b>30%</b>	<b>35%</b>	<b>40%</b>	<b>45%</b>	<b>50%</b>
Canadian Equity	30%	10%	12.5%	15%	17.5%	20%
Global Equity	30%	20%	22.5%	25%	27.5%	30%
<b>Real Assets</b>	<b>3%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>
Real Estate	3%	10%	10%	10%	10%	10%
Infrastructure	-	10%	10%	10%	10%	10%

Ellement Consulting Group

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The Committee was in support of the recommended asset mixes and recommended a motion to the Board of Governors for approval.

**Distribution Rate**

Brad Bondy from Ellement Consulting Group presented to the Committee considerations in establishing a spending policy. He also reviewed key elements in a spending policy including target spending rate and spending formula. Brad provided a comparison of spending formula approaches. He recommended adoption of the hybrid approach formula and spending target rate of 3.5%.

The Committee was in support of the recommended distribution rate and recommended a motion to the Board of Governors for approval.

**RECOMMENDATION**

*THAT the Capilano University Board of Governors approve the Foundation and University asset mixes as recommended by Ellement Consulting Group and that the asset mix be reviewed once every 5 years.*

*THAT the Capilano University Board of Governors approve an annual distribution rate of 3.5% for the 2022/23 fiscal year.*

**BOARD OF GOVERNORS REPORT**

<b>AGENDA ITEM 9.1: Proposed Discontinuance of the Academic Studies Diploma</b>	
<b>PURPOSE:</b>	<input checked="" type="checkbox"/> <b>Approval</b> <input type="checkbox"/> <b>Information</b> <input type="checkbox"/> <b>Discussion</b>
<b>MEETING DATE: February 22, 2022</b>	
<b>PRESENTER: Dr. Laureen Styles, Vice-President, Academic and Provost</b>	

**PURPOSE**

Consideration of approval for the proposed discontinuation the Academic Studies Diploma.

**MOTION**

The following motion is proposed for the Board of Governors:

**Motion:** *THAT the Board of Governors approve the discontinuation of the Academic Studies Diploma based on the advice from Senate.*

**SUMMARY**

As presented at the November 30<sup>th</sup>, 2021 meeting, the Faculty of Arts and Sciences has determined that the discontinuation of the Academic Studies Diploma is an appropriate step after careful review (e.g., student enrolment and projected interest, alignment with the Faculty academic model, relevance and labour market connection). Subsequent to the last Board of Governor's meeting, the motion to seek Senate advice was acted on by Senate Chair, Paul Dangerfield and this was an agenda item at the January 11, 2022 Senate meeting.

Policy re Program Discontinuance:

This recommendation is put forward 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 3 of policy B. 104, the Board may approve discontinuance of any course or program after seeking the advice of the Senate.

Review and approvals to date:

The Faculty of Arts and Sciences (through Faculty Council) has approved the discontinuance and due consultation has occurred including with Institutional Research and the Registrar's Office. Advice was sought from Senate (January 11, 2022 meeting), with the following summary and motion:

**Program Discontinuance – Request from Board for Senate Advice**

*Presented by: Paul Dangerfield*



At the November 30th, 2021 Board of Governors meeting this item was brought forward by the Vice President Academic & Provost for the proposal of the discontinuance of the Academic Studies Diploma, and the Board passed a motion to refer the recommendation to Senate.

Senate was informed that due to insufficient student demand, no clear connection with labour market attachment, gaps in alignment with the Faculty academic model, and indeterminate relevance, the appropriate step is program discontinuance. Currently enrolled students will be able to complete their studies and a teach-out plan is not required.

*Paul Dangerfield moved and Tania Alekson seconded:*

Senate recommends to the Board of Governors the discontinuance of the Academic Studies Diploma.  
**Motion CARRIED.**

#### **RECOMMENDATION**

*THAT the Academic Studies Diploma be discontinued based on the advice from Senate.*