



SENATE REGULAR MEETING

Tuesday, June 4, 2024 4:00 – 6:00 pm
Capilano University – Library Room 322

AGENDA

Land Acknowledgement

Capilano University is named after Chief Joe Capilano, an important leader of the Skwxwú7mesh (Squamish) Nation of the Coast Salish Peoples. We respectfully acknowledge that our campuses are located on the territories of the Lílwat, xʷməθkʷəy̓əm (Musqueam), shíshálh (Sechelt), Skwxwú7mesh (Squamish) and Səlílwataʔ/Selilwitulh (Tseil-Waututh) Nations.

1. **Welcome**
2. **Approval of the Agenda - Decision** Senate Members
3. **Approval of Minutes - Decision** Senate Members
Schedule 3
4. **Correspondence Received**
5. **Business Arising**
 - 5.1 Self-Evaluation Committee - *Information* Christina Neigel
Schedule 5.1
 - 5.2 Senate Subcommittee Vacancies – *Information* Kyle Vuorinen
Schedule 5.2
6. **New Business**
 - 6.1 Graduates – *Decision* Kyle Vuorinen
 - 6.2 Senate Orientation – *Information* Paul Dangerfield
7. **Committee Reports**
 - 7.1 Academic Planning and Program Review Committee – *Information* Sue Dritmanis
 - 7.2 Bylaw, Policy and Procedure Committee – *Decision* Corey Muench
7.2.1 President Search Process Schedule 7.2.1
 - 7.3 Curriculum Committee – *Decision* Deb Jamison
7.3.1 Resolution Memo Schedule 7.3.1
[May 17 Agenda Package](#) / [May 17 Draft Minutes](#)



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- | | |
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| 7.4 Teaching and Learning Committee – <i>Information</i> | Diana Twiss |
| 7.5 Budget Advisory Committee – <i>Information</i> | Michael Thoma |
| 8. Other Reports | |
| 8.1 Chair of Senate – <i>Information</i> | Paul Dangerfield |
| 8.2 Vice Chair of Senate – <i>Information</i> | Sue Dritmanis |
| 8.3 VP Academic and Provost – <i>Information</i> | Laureen Styles |
| 8.4 Board Report – <i>Information</i> | Patricia Heintzman |
| 8.5 Elder Report - <i>Information</i> | Elder Latash |
| 9. Discussion Items | |
| 10. Other Business | |
| 11. Information Items | |



SENATE MEETING

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MINUTES

Present: Paul Dangerfield (Chair), John Brouwer, Jai Djwa, Sue Dritmanis, Brian Ganter, Victor Gelano, Denise Gingrich, Kyle Guay, Patricia Heintzman, Deb Jamison, Tracy Penny Light, Brad Martin, Priya McMurtrie, Cory Muench, Alaa Al-Musalli, Lesley Nelson, Ramin Shadmehr, Amanjot Singh, Sarang Deep Singh, Laureen Styles, Natasha Mrkic-Subotic, Michael Thoma, Diana Twiss, Emily Walmsley, Stephen Williams, Recorder: Mary Jukich

Regrets: Deanna Baxter, Thomas Flower, Laura Kinderman, Alysha Monk, Christina Neigel, Kyle Vuorinen

Guests: Elder Latash, Elder Delhia, Aurelea Mahood, Jordon Lovig

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1. Welcome

The Chair called the meeting to order at 4:00 pm.

Elder Latash and Elder Delhia were introduced and welcomed to Senate.

Alaa Al-Musalli, new non-voting faculty from the Faculty of Business and Professional Studies, was introduced and welcomed to Senate.

Jordon Lovig, Associate Registrar, attended on behalf of Kyle Vuorinen.

2. Approval of the Agenda

Paul Dangerfield moved and Laureen Styles seconded:
 To adopt the agenda.

CARRIED

3. Approval of the Minutes

A typographical error was noted on the minutes.

Paul Dangerfield moved and Kyle Guay seconded:
 To adopt the amended April 2, 2024 minutes.

CARRIED



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4. Correspondence Received

No correspondence was received.

5. Business Arising

5.1 Self-Evaluation Committee

Presented by: Sue Dritmanis

For this year, the Senate subcommittees were surveyed. The subcommittee members have completed the surveys and work is underway in processing the results. A report will be brought to the June meeting.

6. New Business

6.1 Graduates

Presented by: Jordon Lovig

Jordon Lovig, Associate Registrar, submitted a list of 1,021 graduates, verified by the Registrar's Office, who have met the graduation requirements of their programs.

Sue Dritmanis moved and Deb Jamison seconded:

24/09 Senate approve the students from the five Faculties for their respective credentials for graduation.

CARRIED

6.2 Subcommittee List

Presented by: Jordon Lovig

The Senate subcommittee list was presented to Senate for information. It was noted that there were approximately 20 vacancies across the various subcommittees and accordingly, Senators were encouraged to volunteer for the vacant positions.

During the discussion, it was suggested that moving forward, and to ensure an inclusive process, there be a change of practice wherein the Register puts out a general university-wide call out to faculty and staff to fill the vacancies. In this regard, the Senate Vice Chair will follow up with the Registrar.



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7. Committee Reports

7.1 Academic Planning and Program Review Committee

Presented by: Sue Dritmanis

7.1.1 Concept Paper - Bachelor of Creative Industries

The proposed credential in Creative Industries is a four-year, full-time baccalaureate degree program centered on leadership and management skills across a spectrum of creative and cultural industries including Music, Arts & Entertainment Management, Acting for Stage and Screen, Technical Theatre, and Costuming, among others. The program will allow students to continue developing an artistic practice if desired, plus provide skills for them to manage their own arts-based business, and equip them with diverse, foundational, and ethical practices of arts administration to use in the private, public, and non-profit sectors. The degree is designed to attract high school graduates (with or without an existing artistic practice); post-secondary graduates with diplomas in theatre, music, dance, arts management, costuming, and/or other creative arts; and Capilano University applicants who were not accepted into cohort programs such as Acting for Stage and Screen, Music, Musical Theatre, Technical Theatre, Jazz, etc. The Bachelor of Creative Industries degree will be housed in the Faculty of Fine & Applied Arts.

The Concept Paper Evaluation Rubric was provided for reference.

Sue Dritmanis moved and Laureen Styles seconded:

24/10 That Senate approves the Concept Paper for the Bachelor of Creative Industries. **CARRIED**

7.2 Bylaw, Policy and Procedure Committee

Presented by: Corey Muench

The committee met on April 9 and reviewed the following new graduate policies from Creative Activity, Research and Scholarship (CARS)

- Graduate Studies Faculty Qualifications
- Graduate Studies Final Project/Capstone/Thesis Policy
- Graduate Supervision Policy



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Due to the number of suggestions and feedback from the committee, the three policies were sent back to CARS for further consideration and revision.

The committee did not meet on April 23 as there were no agenda items.

The committee met on May 14 and reviewed the Presidential Search Process and it is anticipated that the document will be brought to the June Senate meeting.

7.3 Curriculum Committee

Presented by: Deb Jamison

7.3.1 Resolution Memorandum

The resolutions brought forward from the April 19, 2024 Senate Curriculum Committee meeting were presented to Senate for approval.

Deb Jamison moved and Emily Walmsley seconded:

24/11 Senate approve Resolutions 24/24 to 24/37.

CARRIED

7.3.2 Committee Membership

Deb Jamison moved and Stephen Williams seconded:

24/12 That the following members be endorsed to serve on the Senate Curriculum Committee for a two-year term ending July 31, 2026:
 Danielle Wilson – Business, International Programs, Projects and Partnerships
 Chloe Miller – Student Services
 Laura Padilla – Student
 Julia Black – Education, Health and Human Development

CARRIED

7.4 Teaching and Learning Committee

Presented by: Diana Twiss

The committee met on April 16. The committee chair reported that the Director, Academic Planning and Quality Assurance, and Director of Teaching and Learning



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are leading a project and will be working with the Teaching and Learning committee to develop new student learning outcomes. The Teaching and Learning committee will be part of the process to look at the new approaches/ways of describing institutional outcomes and ensuring alignment with the current Cap Core framework.

In addition, at the committee meeting Chris Jacques, Director, Digital Technology Services, provided a presentation on the digital transformation roadmap and the initial key steps. The proposal is to set up a working group of the committee members to work through the steps, and with a timeline of approximately three one-hour sessions between now and June.

7.5 Budget Advisory Committee

Presented by: Michael Thoma

The next committee meeting is scheduled for June 11, 2024.

8. Other Reports

8.1 Senate Chair

Paul Dangerfield provided the Chair's report, including the following highlights:

- For the year ahead, four priorities have been identified for integrated planning with an overarching emphasis on making sure that additional academic supports are provided for both students and faculty. The priorities are as follows:
 - Digital roadmap
 - Implementing the People Plan
 - Developing a strategic enrolment management framework and plan
 - Squamish campus.

On April 15, the People Plan was launched, and five pillars were identified to work towards:

- Trust in the University
- Create a positive work environment



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- Have a close look at how to create meaningful work for all employees
- How to create growth opportunities for employees
- How to create great leadership at the University

There are a series of reflection questions for each pillar as well as action items that the University will work towards in the year ahead. Senators were encouraged to review the People Plan.

- Last year, the strategic enrolment management was launched, and the work led by Aurelea Mahood, Associate Vice-President Academic & Vice-Provost and Joyce Ip, Associate Vice-President, Strategy, Analytics and Transformation. The work involves developing a framework to review the entire student enrollment pathway/journey from when students begin at the University through to alumni. Part of the Senate's role will be in terms of quality assurance around new programming, program review and policies.

8.2 Vice Chair

The Vice Chair reported that she continues to attend all Senate subcommittee meetings.

The Vice Chair also attended the Truth and Reconciliation Week planning session on May 10 hosted by Community Engagement Facilitator Riley Bizzotto from the Office of Indigenous Education and Affairs. A notable change in the Truth and Reconciliation week activities this coming September will be that faculty, staff and students are invited to organize events on campus to raise awareness of the impact of residential schools and draw attention to TRC calls to action, UNDRIP, and the university's new Indigenous framework, Chénchenstway, a starting point for the university's work towards reconciliation at CapU campuses and learning locations.

Senators were encouraged to attend future planning sessions for Truth and Reconciliation week.

The National Day for Truth and Reconciliation is Monday, September 30.



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8.3 VP Academic and Provost

Laureen Styles reported that on April 19, the University received the Minister's official approval for the BA in Writing and Literature for implementation in 2025. Everyone involved was acknowledged for their work.

8.4 Board Report

Presented by: Patricia Heintzman

The Board met on April 30 and some of the key highlights of the meeting were as follows:

- David Ayriss will become the new chair in July, and RJ Wallia will be the new Vice Chair. The board also created a new temporary Vice Chair position to chair the search for the new president.

The board approved revisions to the following:

- B. 511 Discrimination, Bullying and Harassment Policy
- B 212 Honoraria and Gifts Policy

The board also approved the following new policies:

- Conflict of Interest Policy (B 517) and rescinded B.311 Employee Student Relationship Policy
- Capital Assets Policy B. 218

Governors approved a new policy for strategy and development. B111, and rescinded policy B.101 Values, Vision, Goals and Strategic Direction

8.5 Elder Report

Elder Latash reflected on Chief Joe Capilano and taking it upon himself to speak on human rights of the Squamish People.

Elder Delhia also reflected on her experience at CapU and the importance of an university education.



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9. Discussion Items

No discussion items were presented.

10. Other Business

No other business was presented.

11. Information Items

The following information items were noted:

The second annual TedX event was held on April 30 and the theme was brave and brilliant.

The meeting was adjourned at 5:22 pm.

Next Meeting: Tuesday, June 4, 2024

**SENATE SELF
EVALUATION
SUB-COMMITTEE
REPORT 2023/24**

SUB-COMMITTEE MANDATE

To design and administer measures by means of a survey or other instruments as deemed appropriate to collect information concerning the performance of Senate's duties as mandated by the University Act regarding its efficiency, procedures and outcomes.

To communicate this information to Senate and identify and make recommendations as appropriate.

2023/24 Context

Last year this sub-committee initiated a revision of Senate assessment that involved a re-thinking of how Senate operations and performance is reviewed. This was largely informed by the need to consider the evolving nature of Senate work as well as expectations to consider matters of inclusion, power, and resourcing. There was also discussion around the tremendous work that is done at the Senate sub-committee level and how historical assessments did not incorporate this domain of work. Recognizing the importance of sub-committee work, the Self-Evaluation sub-committee endeavored to address this gap by surveying Senate sub-committees in 2023/24 and, perhaps, alternating assessments year-to-year. Given there may be other ways to check in with Senators and sub-committees, this process is likely to evolve.

Similar to 2023/24, the goal of this year's work is to bring forward specific recommendations that attend to information revealed in the assessment process. It is important to note that sub-committee memberships are a mix of non-Senators and Senators with many sub-committees constituted by a majority of non-Senators. The Self-Evaluation sub-committee seeks to understand sub-committee dynamics and effectiveness. Informed by the ongoing discussion around orienting new Senators and members of Senate sub-committees, this high-level report is primarily focused on how we can prepare new Senators and sub-committees for their work during the 2024/25 academic year. It is the Self-Evaluation sub-committee's aspiration to provide a more fulsome report for the fall that addresses other feedback for further consideration and action.

Process: Each Senate sub-committee member received a link to a Survey Monkey survey. Those who were members of multiple sub-committees were asked to complete a survey for each sub-committee in which they served. Surveys were available April 2 to April 12th, 2024 and members of sub-committees were emailed directly with a link to their respective committee survey(s). Questions were the same for all surveys.

Summary of Results

Response rates: rates varied between 52% to 86%, depending on sub-committee.

Response Rates

Teaching and Learning Sub-committee:	12/14 Members 86%
Budget Advisory Sub-committee:	7/11 Members 64%
Curriculum Sub-committee:	11/21 Members 52%
Academic Planning and Program Review Sub-committee:	11/17 Members 65%
Bylaw Sub-committee:	5/8 Members 63%
Tributes Sub-committee:	6/8 Members 75%

Work Alignments

Respondents across all sub-committees resoundingly reported that their committee work aligns with their respective Sub-committee mandates.

Time Served

Given the scope of and nature of work performed by both the *Academic Planning and Program Review* and *Curriculum* sub-committees, it is encouraging to see that member experience is fairly evenly split between 2 years or less, 3-5 years, and more than 5 years. However, the other four sub-committees are populated with members whose service is 2 years or less (ranging between 66% to 75%).

Orientation

It is worth noting that responses varied widely within sub-committees on whether some kind of orientation had taken place. Most sub-committee responses had a significant mix of “yes”, “no” and “I don’t know” with only the Bylaw, Policy, and Procedure sub-committee having a definitive response (80% “no” to having had an orientation). It is possible that the nature of what is understood as an orientation may be unclear and/or members joining mid-term may not be experience an orientation.

Representation

The Self-Evaluation sub-committee was interested in better understanding representation on subcommittees. More work is needed to analyze results. It is also evident that some refinement of questions is needed, with particular attention to how diversity is defined. However, while most participants indicate that diverse perspectives are sought during committee work, only 52% of all respondents agree that there is adequate representation from different constituencies with 17% indicating that representation is not adequate and 28.3% responding with “don’t know”.

Effectiveness

Respondents strongly indicate that meeting frequency and sub-committee resource support is adequate. Given that *effectiveness* encompasses a range of variables, more analysis is needed to develop a more sophisticated understanding of respondent roles, experience, and identity in relation to questions around meeting frequency, workloads, etc.

Comment Themes:

Members offered many positive comments relating to their experiences serving on Senate sub-committees, including how this work aided their overall understanding of university activities and program design. Other respondents commented on the various levels of participation in sub-committee meetings, highlighting concerns around student representation and the sometimes uneven levels of commitment in performing Senate-related work. There was some mention of the importance of committed colleagues and chairs who ensured success in completed sub-committee work. Other comments offered specific feedback on operational matters relating to their committee that offer opportunities with follow-up for those particular groups.

Preliminary Recommendations

These are initial recommendations, and further analysis of results is required to offer a more fulsome and insightful report.

1. Provide orientations to Senate sub-committees to familiarize members to mandates, operational processes (including document management), and address questions.
2. Develop an orientation for Senate sub-committee *chairs* that includes discussion around the scope of sub-committee responsibilities, resources/supports available, documentation management processes (deadlines, templates, reports, etc.), and timelines.
3. Self-evaluation committee in conjunction with the Chair, Vice Chair and sub-committee chairs, explore the possibility of developing regular committee check-ins to provide ongoing feedback on sub-committee operations and address emergent issues that could include membership, resource needs, engagement, leadership, etc.
4. All members of Senate to continue to encourage their colleagues to participate in self-evaluation assessments to enable the Self-Evaluation sub-committee opportunities to refine its tools and provide meaningful feedback to Senate.

Respectfully submitted by:
Christina Neigel, Chair
Sue Dritmanis
Alysha Monk
Kyle Guay

Special thanks to Jackie Selnes for her administrative support in bringing some of the survey data into meaningful collections.



CAPILANO
UNIVERSITY
SENATE SUBCOMMITTEES
August 2024 – June 2025

Academic Planning and Program Review Committee

Membership: Senators and non-Senators – Quorum = 8

Meetings: 2nd Tuesday of the Month - 4:00 - 6:00 pm

(Voting)	
Chair of Senate	Paul Dangerfield
Vice-Chair of Senate	Deb Jamison
VP Academic & Provost	Laureen Styles
Dean	Brad Martin
Faculty	Brian Ganter
Faculty	Alaa Al-Musalli (Chair)
Faculty	Jane Ince
Faculty	Lauren Moffatt
Faculty	Stephen Williams
Faculty	Jennifer Nesselroad
Faculty	John Brouwer
Faculty*	
Staff	Carley Dyer
Staff	Vacant
Student	Priya McMurtrie
Student	Panveer Grewal
(Non-Voting) Resource Members	
Administrator	Francisco Silva
Administrator	Claire Carolan
Administrator	Vacant

*One additional faculty member will be added if the Vice-Chair of Senate is not a faculty member.



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SENATE SUBCOMMITTEES
August 2024 – June 2025

Budget Advisory Committee

Membership: Senators – Quorum = 4

Meetings: Schedule is determined at first meeting

(Voting)	
Vice-Chair of Senate	Deb Jamison
Administrator	Laura Kinderman
Administrator	Tracy Penny Light
Faculty	Michael Thoma
Faculty	Denise Gingrich
Faculty	Victor Gelano
Faculty*	
Staff	Vacant
Student	Vacant
Ex-Officio Member (Non-Voting)	
President	Paul Dangerfield
VP Finance and Administration	Tally Bains
	Toran Savjord
Director, Financial Operations	Holly Hunter
Director, Financial Planning and Analysis	Narisha Jessani

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CAPILANO
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SENATE SUBCOMMITTEES
August 2024 – June 2025

By-law, Policy and Procedure Committee

Membership: Senators and non-Senators – Quorum = 4

Meetings: 2nd and 4th Tuesday of the month – 1:00 – 2:30 pm.

(Voting)	
Chair of Senate	Paul Dangerfield
Vice-Chair of Senate	Deb Jamison
Administrator	Christina Neigel
Faculty	Corey Muench
Faculty	Susan Gardner
Faculty	Vacant
Faculty*	
Staff	Trula Fontaine
Student	Vacant
(Non-Voting) Resource Members	
Administrator	Jordan Lovig
Director, Risk Management	Jacquetta Goy

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SENATE SUBCOMMITTEES
August 2024 – June 2025

Teaching and Learning Committee

Membership: Senators and non-Senators – Quorum = 6

Meetings: 3rd Tuesday of the month – 1:00 – 3:00 pm

(Voting)	
Chair of Senate	Paul Dangerfield
Vice-Chair of Senate	Deb Jamison
Administrator	Natasha Mrkic-Subotic
Faculty	Diana Twiss
Faculty	Lily Yen
Faculty	Vacant
Faculty	Christine Jackson
Faculty	Lydia Watson/Blake Rowsell
Faculty*	
Librarian	Krystyna Nowak
Staff	Brendan Carrigan
Student	Panveer Grewal
(Non-Voting)	
Administrator, Centre for Teaching Excellence (CTE)	Brit Paris
Administrator, Information Technology (IT)	Chris Jacques
Administrator, Creative Activity, Research and Scholarship (CARS)	Dawn Whitworth
Executive Member, Capilano Student Union	
Administrator, Indigenous Education and Affairs	Miranda Huron

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SENATE SUBCOMMITTEES
August 2024 – June 2025

Vice-Chair Nominating Committee

Membership: Senators – Quorum = 3

Meetings: One or two meetings between March and April

Administrator	Brad Martin
Faculty	Vacant
Faculty	Vacant
Staff	Vacant
Student	Vacant

Self-Evaluation Committee

Membership: Senators – Quorum = 4

Meetings: TBD

Administrator	Christina Neigel
Faculty	Vacant
Faculty	Vacant
Faculty	Diana Twiss
Staff	Vacant
Student	Vacant

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Tributes Committee

Membership: Senators – Quorum = 4

Meetings: Schedule is determined at first meeting

(Voting)	
Chair of Senate	Paul Dangerfield
Vice-Chair of Senate	Deb Jamison
Administrator	Laura Kinderman
Faculty	Corey Muench
Faculty	Vacant
Faculty	Vacant
Faculty*	
Staff	Vacant
Student	Vacant
Ex-Officio Member (Non-voting)	
Vice President, University Relations	Kari Wharton (Acting)
Director, Philanthropy Alumni Relations	Cary Gaymond

Naming Opportunities Committee

Membership: Senators – Quorum = 4

Meetings: As and When

(Voting)	
Chair of Senate	Paul Dangerfield
Vice-Chair of Senate	Deb Jamison
Administrator	Ramin Shadmehr
Faculty	Corey Muench
Faculty	Vacant
Faculty	Vacant
Faculty*	
Staff	Vacant
Student	Vacant
Ex-Officio Member (Non-Voting)	
Executive Director, Advancement	Vacant

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CAPILANO
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SENATE SUBCOMMITTEES
August 2024 – June 2025

Curriculum Committee (Senators and non-Senators)

Quorum = 10 including Chair

DAC Recommends to Senate (2 Year Term)	
(Voting)	
Humanities	Cass Picken
Social Sciences	Sarah Yercich
Science, Technology, Engineering and Mathematics	Urmila Jangra
Motion Picture Arts	David Geary
Design	Dominique Walker
Performing Arts	Daniel Hersog
Business, International Programs, Projects and Partnerships	Danielle Wilson
Business, Legal Studies, Communications	Deb Jamison
Tourism and Outdoor Recreation Management	Mohna Baichoo
Education, Health and Human Development	Julia Black
Global Stewardship, Public Administration & Kinesiology	Caroline Soo
Access and Academic Preparation	Maggie Reagh
Library	Bethany Paul
Student Services	Chloe Miller
Students (1 Year Term)	Alisha Samnani
	Amisha Maini
	Laura Padilla
Administrators (VP)	Laureen Styles
Dean	Tracy Penny Light
Dean	Ramin Shadmehr
Dean	Natasha Mrkic-Subotic
Registrar	Kyle Vuorinen
One Academic Advisor	Shahnaz Darayan
Director of Continuing Studies	Vacant
Chair or Vice-Chair of Senate	Paul Dangerfield / Deb Jamison
(Non-voting)	
Chair	Deb Jamison

*One additional faculty member will be added if the Vice-Chair of Senate is not a faculty member.

SENATE REPORT

AGENDA ITEM: President and Vice-Chancellor Appointment	
PURPOSE:	<input checked="" type="checkbox"/> Approval <input type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: June 4, 2024	
PRESENTERS: Corey Muench; Chair, Senate Bylaw, Policy, and Procedure Committee (SBPPC) Melissa Nichol; Strategic Director, People, Culture & Diversity	

The proponent has submitted the following with edits by the SBPPC Chair:

PURPOSE

To seek the Senate’s approval of the proposed President and Vice-Chancellor Search Process and to provide background information on the development of the currently proposed process.

BACKGROUND

Under Section 27(2)(f) of the *University Act* the Board has the power, “with the approval of the senate, to establish procedures for the recommendation and selection of candidates for president...”

The procedures are intended to provide guidance without being overly prescriptive, allowing for some flexibility while still adhering to principles of due process.

APPROVALS & CONSULTATIONS

- Executive and HR Committee of the Board of Governors
- Capilano Faculty Association (CFA) and Move Up
- Public Sector Employers’ Association (PSEC)
- Senate Bylaw, Policy, and Procedure Committee (SBPPC)

HIGHLIGHTS OF THE PROPOSAL BROUGHT TO SENATE BYLAW, POLICY & PROCEDURE COMMITTEE (Changes from 2015 process)

- Removal of the responsibility of the Committee to “make regular reports to the Board and the campus community throughout the process”. Since 2015, the University Communications team has been established as a distinct unit. This specialized team creates fulsome communications strategies to communicate issues and announcements and is responsible for, among other things, announcements of executive appointments. The communications team will provide strategic leadership for communications to the CapU community about the search, with input from the Committee.
- Change to the key partner meetings to better support confidentiality of candidates. Candidates will meet with the Executive, the Senate, and with small groups of individuals named by the Alumni Association, the CFA, MoveUP and the CSU.

- Removal of “Final Approval” by PSEC. Upon consultation with PSEC, they have advised that they no longer approve the candidate; rather they approve the executive contracts. The power to appoint a candidate rests with the Board. PSEC did, however, advise (and now included in the procedure) “that the Board Chair consult with PSEC to ensure alignment with “public policy, key priorities and objectives”
- Addition of guidance where a Committee member withdraws and its impact on the process, and a mechanism for decisions around replacement by the Chair.
- Addition of reference and definition of “quorum” for the purposes of the Committee.
- Addition of expectations around “Confidentiality and Freedom of Information”
- Addition of expectations around “Conflict of Interest”
- Addition of involvement of search committee in reviewing and amending interview questions
- A note by SBPPC on draft version of document to look more closely at how key partners in the University Community can be involved in the consultation processes when considering re-appointment of the president. Because of ambiguity around the re-appointment process, it was suggested that language around re-appointment be removed from the current draft proposal

DOCUMENTS FOR SENATE REVIEW

President Search Process 2015 (reference only)

President Search Process 2024 (for Senate Approval, both marked and unmarked versions)

RECOMMENDATION

That the Senate approve the proposed 2024 **President and Vice-Chancellor Search Process**.

PRESIDENT SEARCH PROCESS

CAPILANO UNIVERSITY

Step 1: Establish the President Search Committee (PSC):

- The Board of Governors (Board) establishes the PSC.
- The PSC will include representatives from the following stakeholder groups: students (2), faculty (2), administration (2), and staff (2).
- The Board Chair will be the Chair of the PSC.
- An HR person will serve as a resource to the PSC to coordinate the process, resources, communications with the executive search firm, and any other necessary work.
- The PSC will make regular reports to the Board and the campus community throughout the process.

Step 2: Hire Executive Search Firm:

- The University's Purchasing department will facilitate the RFP process to hire an executive search firm.
- The executive search firm will conduct the search and will be a resource to the PSC.

Step 3: Stakeholder Input

- The PSC will solicit input from the University campus community on the desired attributes and experience of the President and provide feedback to the Board.
- The Board will confirm the key competencies, knowledge, skills, abilities and attributes required of the President. The Board may use the services of HR and/or the executive search firm for this purpose.

Step 4: Job Posting & Search Period:

- After consultation with the PSC, the executive search firm will post the vacancy on the recommended websites and publications.
- The executive search firm will identify and solicit candidates.

Step 5: Long-list

- Detailed candidate profiles for eligible candidates will be presented by the executive search firm to the PSC.
- The PSC will develop a long-list of approximately 10 candidates.

Step 6: Candidate Presentation:

- The executive search firm will present the candidates to the PSC.
- The PSC will shortlist candidates for interviews. The number of shortlisted candidates is determined by the PSC.

Step 7: PSC Interviews:

- The PSC will interview the candidates and recommend two (2) or three (3) candidates for key stakeholder meetings.

FOR REFERENCE: 2015 President Search Process

Step 8: Key Stakeholder Meetings:

- The final two (2) or three (3) candidates will meet privately with key stakeholders.
- The key stakeholder groups are defined as the Board of Governors, Senate, Capilano Alumni Association, Capilano Faculty Association (CFA), Canadian Office & Professional Employees Union (COPE), and the Capilano Students' Union (CSU).
- All stakeholder group participants in the process are required to sign non-disclosure agreements.
- The candidates will make a short presentation to the stakeholder groups and the key stakeholders will submit written feedback to the PSC for review.

Step 9: Board Decision:

- The two (2) final candidates will meet with the Board *in camera*.
- The Board will determine the successful candidate who may or may not be the candidate recommended by the PSC.

Step 10: Final Approval:

- The final candidate must be approved by PSEC.

Version: 2	Date Approved by Board of Governors: September 22, 2015
	Date Approved by Senate:



+PRESIDENT AND VICE-CHANCELLOR SEARCH PROCEDURE

The position of President and Vice-Chancellor is integral to the long-term success and stability of the University. The selection process must align with the University's values and uphold principles of integrity, confidentiality, and fairness.

APPOINTMENT AUTHORITY

The Board of Governors (the "Board") has the power to appoint the President and Vice-Chancellor (the "President" or the "incumbent") of the University based on the recommendation of the Presidential Search Committee.

REGULAR APPOINTMENT PROCEDURE

The President shall hold office for an initial five (5) year term and is eligible to serve additional terms upon being so appointed by the Board.

The Board Chair should notify the office of the Public Sector Employers' Council Secretariat before engaging in the search process to ensure alignment with public policy, key priorities, and objectives.

DIVERSITY STATEMENT about PSC committee members and members of key partner groups [here](#)

PRESIDENT SEARCH COMMITTEE

- Establishment

A President Search Committee (the "Committee") is an advisory committee to the Board and shall be established to conduct the search process. The Committee shall select and interview candidates and identify a candidate to be recommended to the Board.

The establishment of the Committee shall normally be initiated by the Board no later than one year before the end of the incumbent's term of office. Should the Board or the incumbent seek reappointment of the current President, the procedures in section "Re-appointment Procedure" shall apply.

The Committee dissolves upon the Board appointing the President.

- Committee Membership

The Committee shall be chaired by the Chair of the Board or a designate (the "Chair"), who is a non-voting member and who regularly reports to the Board. The Committee shall be comprised of the following:

- Two (2) students, nominated by the Capilano Student Union (CSU)
- Two (2) faculty, selected according to the provisions of the Collective Agreement between the CFA and the University,
- Two (2) administrators, which may include a member(s) of the Board
- Two (2) support staff, selected according to the provisions of the Collective Agreement between MoveUP and the University

A non-voting representative from the People, Culture & Diversity Department shall serve as a resource to assist with the process, provide recruitment related advice and to liaise with the executive search firm.

Members of the Committee shall sit as individuals and not as delegates of their constituencies. Each member is called on to exercise their own judgment in the University's best interests.

- Withdrawal of Selection Committee Member(s)

~~When a committee member withdraws, best efforts will be made to replace them in the same manner that they were appointed.~~ The Committee shall not cease to function only because of withdrawal by one or more of its members unless the effect of such withdrawal(s) is to reduce its membership to less than half its original size. ~~If a member withdraws, the Chair shall decide, considering the remaining number of committee members and the status of the committee's work to date, whether to appoint a replacement member.~~ Normally, a committee member will not be replaced ~~after interviews have begun~~ with the short-list of candidates. ~~has been determined by the committee.~~

~~Should the Chair decide to replace the withdrawing member, the replacement member shall be appointed or elected in the same manner as the withdrawing member.~~

Committee members are expected to maintain full participation in the entire search process.

Members that are absent may be determined by the Chair to be no longer eligible to participate in the process.

- Quorum

A simple majority of members shall constitute a quorum, with the proviso that the presence of the Chair shall be required.

- Confidentiality and Freedom of Information

All members of the Committee shall keep confidential all discussions of the Committee. The *Freedom of Information and Protection of Privacy Act* applies to all aspects of the search.

- Conflict of Interest

Committee members are expected to remain free from any real or perceived conflict of interest in their participation in the search process. Members shall provide sufficient information to the Chair of the potential conflict for the Chair to determine whether the member should no longer participate in the search process.

Commented [SG1]: Mightn't it be better to maintain the numbers?

POSITION PROFILE AND CRITERIA

The University will seek input from the University community on the desired attributes of the President and provide feedback to the Board. The Board shall prepare a position profile to serve as a guide for the selection of the next President. The profile shall include a list of desired criteria to guide the Committee’s deliberations.

EXECUTIVE SEARCH FIRM

The University will retain the services of an external executive search firm to assist the committee in searching for and evaluating potential candidates.

The People, Culture & Diversity representative will work with the Vice-President, Finance and Administration to facilitate the request for proposal process (RFP), if required, with the purchasing department.

SEARCH PROCESS

The Committee shall invite applications through any combination of internal or external advertising, calls for nominations or calls for applications, as deemed appropriate, and will encourage a diverse pool of qualified candidates to apply.

The following steps will guide the Search Process:

- The Executive Search Firm will present candidate profiles to the Committee of all eligible candidates. The Committee shall determine a long-list of candidates from the applicants who meet the requirements of the position, normally a maximum of approximately ten candidates
- The Executive Search Firm will present detailed profiles of the long-listed candidates for the Committee’s consideration for a shortlist.
- The Committee will develop a short-list of candidates, the number to be determined by the Committee
- The Executive Search Firm will provide a list of interview questions to the Committee for review and amendment.
- The Committee will interview the shortlisted candidates, normally in-person
- The Committee will determine if second interviews are necessary
- The Committee will recommend candidate(s) to attend meetings with key University groups, as follows:
 - The University Executive
 - The Chairs of the Senate Sub-committees, The Senate and
 - The following key partners will identify two members to attend a private meetings with each of the candidate(s):
 - One meeting of 20-30 individuals selected from each of the following:
 - Capilano Faculty Association
 - MoveUP
 - One meeting with representatives from the board of each of the following:
 - Capilano Alumni Association
 - Capilano Students’ Union.

Commented [CM2]: "the" missing? What is the "proposal process"?

Commented [SD3R2]: RFP = request for proposal -- it's a noun

Commented [SD4R2]: So this an RFP that is issued to solicit interest from executive search firms who would like the opportunity to assist the university with its search

Commented [TF5]: long-list

Commented [CM6]: How will the interview questions be formulated?

Commented [SD7R6]: In my experience, the executive search firm comes up with a list and the committee edits/adds to it. They also pre-interview candidates and provide some details on them to the committee when the committee is deciding whom to interview

Commented [SG8]: I would also like to know how the interview questions are formulated.

Commented [CM9]: The group of subcommittee chairs would not be proportionately representative of the Senate as a whole or of the five Faculties of the University. I recommend the full Senate with NDAs. However, the current President as well as anyone with a potential conflict of interest should be excluded.

Commented [SD10R9]: I agree with this

Commented [SG11]: Is there some reason why candidates are not meeting with the broader Cap U community. I know that this was a request of the CFA.



All participants will be required to sign a non-disclosure agreement. The candidate will make a short presentation, and there will be an opportunity for the groups to ask the candidate questions and will submit written feedback to the Committee.

- During the Search Process, comprehensive reference checks for candidate(s) being considered will be conducted and considered by the Committee. These will normally be conducted by the Executive Search Firm.
- The Committee will make a recommendation to the Board for final candidate(s) to be recommended for hire. A Committee may also recommend that they are not recommending any candidates for hire.

RECOMMENDATION TO THE BOARD OF GOVERNORS

The final candidate(s) being recommended for hire will meet with the Board of Governors, in-camera, after which the Board will reach a decision on the appointment of a candidate, or to not appoint a candidate.

If the Board does not appoint a candidate recommended by the Committee, or if no candidate is recommended for appointment, the procedures described herein shall be reactivated.

The Board shall determine whether the Committee is to be reconstituted.

APPOINTMENT OF THE PRESIDENT AND VICE-CHANCELLOR

The terms and conditions of the contract of employment for the President is negotiated with the Chair of the Board and are consistent with government policy and the Public Sector Employers Act. The contract must meet the approval of the Minister of Finance or the PSEC Secretariat, as appropriate.

The Chair shall take the steps necessary to inform the Senate and the University community of the outcome of the search process.

The Board shall develop a transition plan which may include assistance from the outgoing President and shall establish a transition team who will work with the incoming President to ensure they are appropriately supported in preparing for the role.

RE-APPOINTMENT PROCEDURE

Not more than two (2) years and not less than one (1) year before the end of the President's term of office, the Chair of the Board will consult with the incumbent regarding whether they wish to seek re-appointment.

- Re-appointment for a second term of office

If the incumbent wishes to seek re-appointment, the Executive and Human Resources Committee of the Board shall review the President's overall performance and leadership during the term of office, consulting with individuals and groups they deem necessary.

The Chair of the Board Executive and Human Resources Committee shall, in confidence, report the results of the comprehensive performance assessment to the Executive Committee of the Board.

- Decision Regarding Re-appointment

The Executive Committee shall make a recommendation to the Board regarding re-appointment. Once the Board has made its decision on re-appointment, the Chair of the Board shall take the steps necessary to inform the Senate and the University community. Should the Board decline to re-appoint the incumbent, the regular appointment procedure shall be engaged.

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The Chair shall take the steps necessary to inform the Senate and the University community of the outcome of the search process.

Commented [TF12]: People, Culture and Diversity?

Commented [CM13]: Which groups have historically been consulted? Can the Board Governance and Framework manual (also Terms of Reference of the Executive and Human Resources Committee) consider adding consultation with a wider group of University community constituents during the re-appointment process?

Commented [SG14]: Mightn't it be better for a committee to be struck in the same way as the hiring committee was struck?

Commented [TF15]: People, Culture and Diversity?



INTERIM APPOINTMENT PROCEDURE

Appointment Authority

The Board of Governors has full authority to decide whether to appoint an interim president as per the Acting President Policy (B.514).

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The Board Chair should notify the office of the Public Sector Employers Council (PSEC) Secretariat before engaging in the search process to ensure alignment with public policy, key priorities, and objectives.

DIVERSITY COMMITMENT

It is a goal of the University to instill a culture of equity, diversity and inclusivity. As such, all parties who name individuals to participate in this procedure, whether as committee members or as members of key partner groups, will consider a diversity of backgrounds and views.

PRESIDENT SEARCH COMMITTEE

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Committee members are expected to maintain full participation in the entire search process. Members that are absent may be determined by the Chair to be no longer eligible to participate in the process.

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- The Committee will recommend candidate(s) to attend meetings with key University groups, as follows:
 - The University Executive
 - The Senate and
 - Key partners in private meetings with each candidate, as outlined below:
 - One meeting with individuals selected by each of the following:
 - Capilano Faculty Association (up to 30 members)
 - MoveUP (up to 30 members)
 - One meeting with representatives from the board of each of the following:
 - Capilano Alumni Association
 - Capilano Students' Union.

All participants will be required to sign a non-disclosure agreement. The candidate(s) will make

a short presentation, and there will be an opportunity for the groups to ask the candidate questions. Participants in the private meetings will be invited to provide written feedback of the candidate(s) to the Committee.

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The Board will develop a transition plan which may include assistance from the outgoing President and will establish a transition team who will work with the incoming President to ensure they are appropriately supported in preparing for the role.



**SENATE CURRICULUM COMMITTEE
RESOLUTION MEMO**

DATE: May 21, 2024
TO: Paul Dangerfield, Chair, Senate
FROM: Deb Jamison, Chair, Senate Curriculum Committee

The following motions were carried by the Senate Curriculum Committee at its meeting on May 17, 2024:

- 24/38** The program title changes to the Bachelor of Environment and Society and the Diploma in Environment and Society be recommended to Senate for approval.
- 24/39** The revisions to the Bachelor of Tourism Management and Tourism Management Co-op Education Diploma program profiles be recommended to Senate for approval.
- 24/30** The revisions to the Tourism Marketing Citation program profile be recommended to Senate for approval.
- 24/31** The contact hour revisions to:
- COST 100 – Costume Cutting and Construction I
 - COST 101 – Costume Cutting and Construction II
 - COST 103 – History of Costume II
 - COST 105 – Film Costumer Project
 - COST 200 – Costume Cutting and Construction III
 - TXTL 220 – Textile Arts for Costumers
- and the prerequisite revisions to:
- COST 101 – Costume Cutting and Construction II
 - COST 103 – History of Costume II
 - COST 105 – Film Costumer Project
 - TXTL 220 – Textile Arts for Costumers
- be recommended to Senate for approval.
- 24/32** The new Minor in Women’s and Gender Studies be recommended to Senate for approval.
- 24/33** The two new courses, WGST 330 – Feminism, Race, and Anti-Oppression and WGST 335 – Critical Studies in Masculinity, as well as Cap Core designation under the heading *Self and Society* for WGST 330 – Feminism, Race, and Anti-Oppression, be recommended to Senate for approval.



**CAPILANO
UNIVERSITY**

**SENATE CURRICULUM COMMITTEE
RESOLUTION MEMO**

24/34 The revision to the course note for WGST 204 – Women Write, as well as Cap Core designation under the heading *Culture and Creative Expression*, be recommended to Senate for approval.

24/35 The revisions to:

- North American Business Management Post-Baccalaureate Diploma Program Profile
- Human Resources Concentration Program Profile

- North American Business Management Applied Post-Baccalaureate Diploma Program Profile
- Human Resources Concentration Program Profile

be recommended to Senate for approval.

24/36 The revisions to EDUC 190 – Observing & Recording: Thinking with the E.L.F. and EDUC 244 – Theoretical Perspectives be recommended to Senate for approval.

Deb Jamison, Chair
Senate Curriculum Committee

Paul Dangerfield
Chair, Senate

Date: May 21, 2024

Date:
