



CAPILANO UNIVERSITY

BOARD OF GOVERNORS REPORT

AGENDA ITEM 7: President's Report	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: September 26, 2017	
PRESENTER: Paul Dangerfield	

President's Office

The Summer of 2017 although somewhat quieter than the Fall and Spring semesters was indeed a busy time. It was used to make preparations for the new academic year, working with the new Provincial government and completing numerous renovations and facilities upgrades across the campuses.

The most exciting news was the completion of the student residences at the Dollarton site. The establishment of the 250 beds for 1 September was another example of the outstanding attitude and abilities of the Capilano University community to work together to deliver on one of the highest priorities identified by our students. In addition, Capilano is now working with Woodbridge Northwest to build a further 60 beds as part of their redevelopment of the strata adjacent to the University on Greg Lee Way. Capilano University has been working with Woodbridge for many months and the external public consultations began on September 12 on the North Vancouver Campus and will continue throughout the Fall.

Work is well underway in all areas of the University to deliver on the tasks we have identified in the 2017-18 Operational Plan to support our two key priorities: strengthening capacity, and enabling more students on campus. A few examples include the establishment of task forces for student success, employee and leadership development, internationalizing the University, web site redesign and we have successfully hired the firm DIALOG to lead us through the Campus Master Facilities and Urban plan.

September kicked off with a tremendous new student orientation where over 1,600 new domestic and international students participated in a lively, informative and revamped orientation that saw all departments of the University welcoming and preparing our students to the University.

Finally, September 17-24 saw the entire University community embrace a week of Truth and Reconciliation participating in Sunshine Coast and North Vancouver workshops, ceremonies, seminars, films and a walk in the Vancouver Downtown Eastside.

Academic & Provost

Centre for International Experience:

- The CIE was pleased to have senior management and executives assist in welcoming international students at our largest New International Student Orientation this September.

- Fall 2017, after stable enrollment, is expected to be 23% higher than Fall 2016 numbers. This follows a 19% increase in international enrollment in Summer 2017 over the prior year. While recruitment is a priority, the CIE will be providing more attention to international enrollment management in the coming year.
- The CIE Leadership and Mentorship program got off to a great 2017/18 start accepting approximately 40 mentors from over 70 mentor applications. These mentors were invaluable to the success of our new Student Orientation. Leaders and Mentors are undertaking a two session mentorship training workshop in September 2017.
- The customer relationship management tool CIE has been working on went live in August and implementation planning and training will begin in mid-September.
- The CIE celebrated two high performing agents in June 2017. The first, 3RA Entertainment was acknowledged for being the #1 international student referral agent in 2016/17. The CIE also celebrated FSS who has promoted over 280 students over the 20 years of service.
- Over the summer, our Study Abroad and Partnerships officer has been busy preparing to promote three Field Schools which will take place in Spring 2017 in London, China, and Hungary.
- The CIE undertook an extensive local recruitment campaign visiting local agents, local ESL schools and our EAP pathway partners delivering presentations.
- In July, the CIE team participated in a team building and professional development workshop at the CapU Sechelt campus. Most CIE staff had not been to that campus although we have had a few international students there over the years. Special thanks to the Sechelt team for welcoming us.
- The CIE sent four staff to participate in the BCCIE conference in Kelowna in June 2017. The conference was a highly professional international conference and workshop information was shared during team meetings with all CIE team members.

Faculty of Arts and Sciences:

- FAS is welcoming many new faculty member across all three schools. The competition for positions has been very strong, and we have some absolutely stellar new colleagues.
- ABA-Autism degree and post-baccalaureate enrolment is at a record high; the program is nearly full just one year after doubling its intake.
- Behavioural Sciences and Bachelor of Science degrees are in active development, along with several other curriculum-building projects.
- We have new language practice software in the Language Resource Centre.
- STEM faculty led a summer camp session for high school students on coding and 3D printing.
- STEM is working with IT to address short- and long-term software and hardware needs. The dean and the CIO are very excited about this project.

SE Campus:

- The Affiliation Agreement Signing Ceremony is to be held on September 21st during Truth and Reconciliation week and as part of our campus' 40th anniversary celebrations.
- A consultant has been identified to conduct an environmental scan to enable the campus to make evidence-based decisions regarding current offerings and future program development.
- The Health Care Assistant program launched for in demand career; the last cohort were all hired as soon as they graduated.
- First Nation Language and Culture programs are running in all three participating nations this term.
- Adult Basic Education: We have an increase in enrolment for the fall term. January will see an even bigger increase once the word gets out that tuition is once again free.

- Education Assistant intake started in July.
- Literacy program held a Multicultural Festival on June 16 that attracted hundreds of people and involved the contributions of 67 volunteers and a number of community sponsors. The Festival was so successful that we are looking at holding it as an annual event with our partner, Sunshine Coast Community Services.
- With the increase of immigrants on the Sunshine Coast, we are now holding two classes a week of the English Conversation Circle.
- Working on strategies to address the need for Continuing Studies/Custom Training for the Sunshine Coast.
- Collaboration with School District (SD) 46 to successfully run the Dual Credit English 100 for a second time at Elphinstone Secondary in Gibsons.
- Participation in SD 46 conference with 300 Grade 11 and 12 students.
- Working with Community Futures for training and educational purposes. We had two intakes for Girls Coding and due to its success, will be offering more in the Fall and Spring. Innovation Island will begin training in the Spring.

Faculty of Business and Professional Studies:

- On June 1-2, the Dean attended the National HKCBA (Hong Kong Canadian Business Association) Annual Meeting in Vancouver. This was an opportunity to meet business members of the Vancouver community with ties to the Asian markets. The Dean has been part of this organization since 2013 and was invited to be part of the Canadian delegation to HK in 2014. At this particular meeting, she developed relationships with companies to increase internship opportunities in all the programs under the faculty – business, communication and law. In addition, she attended a panel about the film industry related to Vancouver and HK and later met with the Dean of that faculty to share the information and potential opportunities for faculty and students.
- The President, Dean of Business, and Director of CIE attended the Hungary field school debrief dinner on June 2. At the dinner, the students shared the knowledge gained and how grateful they are for us to offer these types of opportunities as part of their studies. The School of Business has three field schools planned for Spring-Summer 2018: UK, Hungary and China.
- In mid-May the Dean, together with a recruiter from CIE, met with the Consul of Colombia, Maria Ximena Espitia Meza to discuss opportunities to collaborate and increase the number of Colombian students studying at Capilano University. The Consul mentioned that there is a scholarship offered by the Consulate and we provided information about all the programs offered at Capilano University. She promised to help with promotions through the high school system in Colombia.
- The Dean of Business has been negotiating the possibility of gaining access/membership to the Canadian Federation of Business School Deans. The main requirement to be able to participate is membership with Universities Canada. However, the Dean has been told that an exception could be made. She will find out more at the next meeting in October.
- The Dean attended a meeting with Small Business BC, to enhance the relationship with the SME community. As a result of the meeting, a business owner is now involved with the marketing faculty and students to further develop their business. This Fall, students from CAPUMA are working in a consulting project for a SME company.
- During the Summer months, the Dean attended three events organized by The Greater Vancouver Board of Trade (GVBT), to continue showing Capilano's involvement with the community and to find opportunities to collaborate and market our name. As a result, the Dean

is now a mentor to a student as part of the GVB T mentorship program. Capilano's name is being recognized as a participant in this project.

- The program review for the BBA has started and it is on track to be completed by the assigned deadline of June 2018. The lead faculty had a meeting with the Dean and the Manager of academic initiatives and planning to discuss progress. It has been decided that the School of Business will also review the Business Administration Certificate and Diploma as part of the review process for this academic year.
- A delegation of 25 faculty and senior leaders from Capilano University attended the S'tenistow 2017 Conference in Victoria at Camosun College, from August 25-27. The conference was a wonderful opportunity to enhance the relationship and knowledge of the aboriginal communities and understand how to integrate courses in our University curriculum. Among the senior leaders attending was the Dean of Arts, the Dean of Business and the Dean of Health and Education.
- On August 29, a delegation from the Business School including the International Business Convenor, some members of the IBA-student association and the Dean attended a breakfast organized by the Chartered Institute of Logistics and Transportation. At the breakfast, special recognition was given to Capilano University for our support to the initiatives that they organize and the relationship with Neptune terminals was reinforced. Neptune only provides scholarships to Capilano Students. In addition, when they decide to hire for internships, Capilano School of Business students and alumni have preference above any other students or new graduates.
- At the beginning of September, the Academic Leadership Council held a full day retreat with the goal of working together to build Academic Leadership, define principles of engagement and establish operational priorities for the Council.
- In terms of demand, the Faculty of Business and Professional Studies had a 168% increase in applications (new intake) from Fall 2016 to Fall 2017. As a result, 13 new sections – hot demand sections – got added to offer the new students an opportunity to study at Capilano University. All these sections are above the budget assigned for the 2017-2018 year. A huge amount of coordinating and hiring took place to make sure we could ensure student access and success.
- A number of programs are being developed such as a Minor in Business Analytics, a Minor in Business, a Minor in Writing Practices and a Master's Degree in Applied Communications (to start the offering in 2020). During the course of the academic year, the Board will receive recommendations for approval for the Minors after Senate approval.
- All the new courses/programs (i.e. new curriculum) to be offered in 2017 and mentioned in the FBPS Operational Plan were approved by Senate and are in the process of being offered. Examples include a course in accelerated introductory financial accounting, a new tax course, social media marketing, and vivid writing for digital media, to name a few.
- The North American Business program (NABU) expanded this semester. Expansion of the post-baccalaureate programs is allowing a broader base of students to have greater access to courses and events through increased economies of scale, contributing to greater student success in the program. We received 119 students on campus last week, for 3 intakes in the Fall and one INMA (Masters) cohort. The two cohorts planned for Winter are already full (100% demand achieved).
- As part of the Operational Plan, the School of Business is planning to achieve accreditation with the ACBSP global accreditation body. On September 8 to 10, the Dean attended a Deans of Business meeting in which several Deans from around the world who are involved in accreditation worked together. The Dean has been offered support to help Capilano become an accredited business school in the near future. The self-study questionnaire has been completed, a review is pending and a final host site visit.

Faculty of Education, Health & Human Development:

- In late August, the Community Development Outreach (CDO) department was recognized by ABC Life Literacy Canada with a national award for literacy innovation for its work with street-based sex trade workers in Vancouver's Downtown Eastside. In partnership with the WISH Drop-in Centre Society, CDO faculty have provided accessible learning and job-readiness skills to this vulnerable population as part of a comprehensive harm reduction strategy for the past 18 years.
- In partnership with the North Shore Immigrant Inclusion Society (NSIIP), members of the EHHD Faculty took a lead role in coordinating Capilano University's major sponsorship of the Acting Against Racism community forum held on September 14 at the Kay Meek Centre in West Vancouver. The forum addressed the challenges presented by racism on the North Shore in light of recent national and international events. The forum sold out quickly (480 participants) and approximately 75 members of the Cap community attended, including staff, faculty, administrators, students, and Board members.
- From August 23-25, 30 members of the Cap community attended S'TENISTOLW 2017, a conference focused on Aboriginal education at Camosun College in Victoria. The broad involvement of faculty, staff, and administrators in the conference was a critical milestone in establishing a community of individuals who will help advance Aboriginal education initiatives at Cap over the coming year.
- On August 8, the new provincial government announced that courses in Adult Basic Education (ABE) and English Language Learning (for domestic students only) would no longer be tuition-bearing. As a result, registrations in ABE courses increased modestly in the Fall term and are expected to increase more significantly in the Spring term.
- As a result of increased international student demand and active recruitment, the English for Academic Purposes (EAP) department is offering more courses this Fall term than ever before in its history, effectively doubling its offerings since last year.

Faculty of Fine & Applied Arts:

- Cap Singers spent two weeks in Spain from June 7-21 singing in the great cathedrals of Barcelona (including the Sagrada Familia), Girona, Valencia, Toledo, Segovia, Avila and Madrid. This was an amazing lens into the music and cultural histories of this fascinating country. On this tour, the Singers focused on Spanish repertoire, and introduced some works by Canadian composers.
- Advanced Arts and Entertainment Management 2017 Certificate Graduates have a 100% employment rate in the industry as of August (within 3 months of graduation. We were at 90% BEFORE graduation). The AEM diploma graduates (August completion) are currently at a 73% employment rate in the industry (3 weeks from graduation). We expect this to climb soon as some students are travelling after completion of the program and aren't currently seeking employment.
- JAZZ news and reviews:
 - 9 Students from the Jazz program were recently hired as music teachers.

Faculty of Global & Community Studies:

- The School of Human Kinetics is delighted to be finalizing their degree proposal. This has been a team effort that has brought the best thoughts, ideas and ultimately design to this exciting and unique degree program. We are confident that the degree will not only keep Cap students at our University for the full 4 years but also attract and will be in demand from transferring students.
- The School of Tourism Management has launched the first intake of the Post Baccalaureate in Hotel and Resort Management this semester. The next intake is scheduled for May 2018.

- Students from our Coop, tourism management international, and outdoor recreation programs were fully engaged in industry assignments in hotels, tour companies, destination management organizations, parks and recreation organizations and others throughout the province and abroad over the summer period.
- The School of Outdoor Recreation Management is finalizing the Post Bacalaureate in Recreation and Adventure Leadership with the goal of launching this new and unique program in September 2018. The school is also nearing completion of final approval documents for the Bachelor of Recreation and Adventure Leadership. So far, 14 new innovative courses have been developed for these two new programs that will capitalize on the unique learning environment of the sea to sky region.
- The School of Human Kinetics is hosting the annual Run/Walk back to Cap event next week. It is a free, non-competitive walk or run that will be available to all students and employees that strives to encourage a healthful activity while encouraging campus spirit.
- For the past 6 years Human Kinetics students have been teaching PE classes at the local elementary school, Lynnmour and will continue again this year. The students prepare, plan, deliver and reflect on lessons they have taught in a variety of sports throughout the academic year.
- This Summer a team of students and faculty visited the acclaimed Vietnam Community Based Tourism project in the Sapa region of Northern Vietnam. The purpose of the trip was to conduct research on the outcomes of the project over the past six years with the objective of preparing and publishing peer review articles on the work we have done, plus prepare proposals for future projects throughout Vietnam.
- In May, Dr. Chris Bottrill was elected to Vice Chair of the Pacific Asia Travel Association (PATA). Chris is the first educator to be elected to this role in the 67 year history of the organization. PATA has a network of over 7,000 members globally. PATA International has over 94 governments and DMO's, 24 airlines, 67 universities and colleges, and hundreds of tour companies in its membership. It is one of 8 organizations that make up the Global Tourism Association Alliance that includes amongst others, the UNWTO, IATA, ICAO, and WTTC.

Registrar:

- Registration is up by 3% for Fall 2017.
- Registrar and Associate Registrar, Systems and Scheduling are representing Capilano at the Canadian Ellucian Users Group (CEUG) this fall and will be doing 3 presentations on how we use our Student Information System.
- Hired our first Manager, Student Recruitment and Transition to assist in leading Capilano in our domestic recruitment efforts.
- The Registrar continues to participate on the Steering Committee for Education Planner BC which is a Ministry initiative to improve the provincial online application system for universities and colleges.
- The Registrar's Office is preparing to launch a Course Outline website that will provide the official course outline for all courses to students to assist them with their course decision making and employment needs.
- We offered 4 "Inside Scoop" workshops this summer that brought over 250 incoming students and their families on to campus to provide in-depth support with financial aid & registration planning. These workshops were very well received by all participants and in particular, parents were very responsive to the personalized support.

Library:

- Each year, the University Library selects a theme to provide a focus to our services. This year the theme is *CapU Create (Start, Build, Make, Launch, Show...Here)*. As a message to students, the theme provides context for our services and spaces that support student innovative and creative efforts, related to their academic needs. Themed student events and promotional activities will take place throughout the year, and in cooperation with other services and events.
- Within the Library facility, the noise abatement project will be completed by mid-September. This project is intended to help differentiate between the supportive and engaging learning spaces on the main floor and the silent study spaces of the second floor. The project includes installing acoustical fabric on the ceiling in the main floor, and installing glass around the stairwell to minimize sound carrying to the second floor of the library.
- The library is developing our institutional repository – Arca – for the dissemination and retention of student and faculty research. Currently, we are developing collections to showcase student research as well as leveraging the platform to share CapU history in the form of a digital archive – just in time for the upcoming 50th anniversary. Arca is a collaborative service developed by academic libraries within B.C., and will provide the necessary infrastructure to ensure the University meets requirements for publicly funded research.
- The new University Librarian, Debbie Schachter, joined Capilano in August. Debbie brings collaborative and innovative approach to her work, as well as leadership and project development within the BC academic sector.

Academic Initiatives and Planning:

- The Academic Initiatives and Planning Office has been busy over the Summer creating standards, templates and processes for navigating programs through the various stages of program development and review.
- Implementing the standards has included reviewing the process and mentoring faculty wanting to develop new programs and those going through the program review process.
- The assessment process is an ongoing initiative but was moved to the Academic Initiatives and Planning in May 2017 when our Assessment Analyst moved to another institution.
- The Summer was also spent gaining an understanding and reviewing the assessment process and meeting with the program assessment liaisons. Working together with HR, job descriptions have been created and reviewed for our Project Planner and our Assessment Analyst positions with a successful hire into our Project Planner position and are on track to double the office size by December with the addition of the Assessment Analyst and another planner.
- The goal is to provide a team to support program development, program review, and University assessment as well as creating a web presence and resource centre.

Finance & Administration

The portfolio of the Vice-President, Finance and Administration includes the following six major areas: Campus Planning, Contracts & Capital Planning, Facilities, Finance, HR, and IT Services. The following report provides highlights of the activities from each of these areas:

Campus Planning:

- The highlight of a very busy summer for Campus Planning was the launch of student housing. This is a major milestone towards the achievement of the President's goal of increased enrollment and student retention. CapU Residences at 2420 Dollarton Highway, North

Vancouver opened on September 1st welcoming 101 residents. In residence students are not only offered a great place to live, they also become part of an engaging and supportive student community that focuses on their development and success in academics and personal growth.

- Demographics of students who have applied for residence:
 - 66% are first year students
 - 30% are returning students
 - 4% are first-time post graduate students
 - 64% are domestic students
 - 36% are international or exchange students
 - 5% of students have self-identified as aboriginal.
- Residence start-up has been guided by the three pillars of: buildings, business operations and residence life:
 1. Buildings: The focus has been on building readiness, safety and security, and meeting students needs to successfully live and study at the University. One time costs are estimated at \$400,000. Housing fees are based on operating costs and recovering one time costs. It will take approximately 2 years from the January 2018 intake with 100% occupancy or 250 students, to fully recover start up costs.
 2. Business Operations: The team has developed the necessary policies, operational procedures, staffing, emergency management, and business continuity programs to deliver exceptional excellence at CapU Residence. The student housing team comprises:
 - Student Housing Manager
 - Residence Life Facilitator*
 - 8 (student) Residence Advisors*
 - Student Housing Assistant (part-time)
 - Facilities Maintenance Worker* NOTE: the nine student staff do not pay housing fees.
 3. Residence Life: In residence, students will not only be offered a great place to live, they will also be part of an engaging and supportive student community that focuses on their development and success in academics and personal growth. Students will have unique opportunities for individual, social, and community growth.
- The Campus Master Facilities & Urban Plan – The campus master and urban plan will provide the framework for the future development of learning and teaching space that will meet the needs of students, employees and the community. The kick off of the community engagement plan will begin early February. Dialog (Consultant) and Campus Planning will facilitate the engagement activities.
- The general engagement objectives are to:
 - Raise awareness
 - Obtain broad and diverse input
 - Obtain deep and focused input
 - Inform, educate and build capacity
 - Foster trust and create ownership
- CapU Student Success Centre – Executive approval for the final space design for the main floor of the library has been received. There are multiple phases for the implementation of this project with the first renovation and associated move of IT expected to commence in Winter 2017. The renovation of the new 'learning commons' is scheduled for completion for Fall 2018.
- Office relocations from July 7-10 included the move of sixty employees, including:
 - Deans & Assistants
 - Communications & Marketing
 - Continuing Studies & Executive Education

- AVP Student Success, Student Services, Institutional Research,
 - Academic Initiatives and Planning, Committees Clerk, Policy, Privacy & Governance
- Space Utilization – The overarching goal is to maximize campus space utilization, increase quality and availability of student and employee spaces and to ensure the campus assets are being effectively distributed to meet the current and future needs of students and employees. This project is currently underway and will include the development of employee office space guidelines; furniture standards and will result in fair and equitable distribution of space between the Faculties.
- Retirement – The Director, Campus planning will be retiring on October 31, 2017.

Contracts and Capital Planning:

- New gates were installed on three of the parking lots. This will assist with control of vehicles using the lots inappropriately and the dumping of garbage in the off hours.
- AVED provided dedicated funds towards building infrastructure improvements as follows:
 - Arbutus High Voltage upgrade (\$510,000)
 - Replacement of lighting with energy efficient LED potlights (\$285,000)
 - Library Acoustic upgrade (\$360,000)
 - Fir Building Direct Digital Controls (DDC) upgrade (\$596,000)
 - Birch Building heat recovery (\$50,361)
- Over the Summer, the damage from last Winter to the parking lots was repaired and line painting was completed.
- A number of competitive tenders were completed by Purchasing Services including Arbutus High Voltage, Potlight LED replacement, Library Acoustic upgrade, Fir Building Heat Recovery project, Executive Search for Director International, Campus Master Plan.
- Participated in the BCNet (shared services) tender for sector wide Elevator Maintenance Services.
- The University Food Services provider, Chartwells, is now also providing food services for the new Student Residences. They did an excellent job getting this operational under tight timelines.

Facilities:

- With the extreme fire hazard, special attention has been given to fire emergency preparedness and response. Brush has been cut back, and pathways and smoking areas have been closely monitored. Facilities Services staff responded diligently to an incident by extinguishing a fire that helped prevent a more serious situation.
- Paladin Security is providing coverage for the new Capilano student residences during the overnight hours and on weekends.
- Davies Tree Service has cleared areas of overhanging foliage to improve lines of sight around the campus.
- Sustainability Week, October 2-6, will focus on stakeholder consultation and dialogue.
- The last of Capilano's end-of-life florescent lighting is being replaced with LED technology, reducing electricity use and saving approximately \$29,000 per year over the next 10 years.
- Working together with the Information Technology department, classroom upgrades were completed across campus to improve student experience.
- Several Facilities Services staff positions have been filled including the Director of the department and the Manager, Facilities Operations. Work is underway to hire a new Manager, Health and Safety and Emergency Preparedness.

Finance:

- Completed "Year in Review" meetings with the deans from all five faculties and the directors/heads of each of the University's major business units. Discussions focused on the financial results of the previous year, budget assumptions and funded growth in the upcoming year, and feedback on the budget development process from last year.
- The annual benefit allocation process for faculty was conducted through a web based application.
- Prepared first quarter financial information for both the Board's Audit and Investment Committees.

Human Resources:

- As part of its ongoing efforts to support capacity building, HR has developed a number of training initiatives for faculty Chairs, Coordinators and Convenors. These are being presented jointly with the CFA and the first session will be held in September covering the topic of "evaluation and mentoring".
- Management workshops on "successful hiring processes and practices" have been held with the plan to expand these sessions to include any employee involved in a search committee.
- Management workshops on the topic of attendance management have been offered as part of our increased focus on wellness and in advance of the implementation of an on-line exception time reporting system (expected to go live in October).
- HR has worked with the Capilano Student Union on a partnership approach between the CSU and the University on their Consent Awareness campaign, which is in support of the new Sexual Violence and Misconduct Policy.
- Capilano has been invited to present its approach to "performance development and management" to the member institutions of PSEA (at the September 14 AGM - Standing Committee On Human Resources).
- The Leadership and Development Task Force has been meeting on a regular basis to better define leadership and, in turn, the appropriate training required to roll-out a comprehensive development plan. The Task Force has sent out a survey to the employee population seeking input on the topic of leadership to help shape their recommendations.

Information Technology Services:

Significant Projects:

- CTAG Project Prioritization: On June 15, the project review committee (CTAG) conducted a significant review of all business initiatives supported by ITS, determining both resource requirements and priorities. The success of proper IT project controls and governance shows, as the portfolio of business projects now contains 29 active projects, 14 projects in either the concept or planning stages, and a further three in closing.
- Student Housing: ITS was busy over the summer preparing network services (both Internet and Wi-Fi). There are currently 42 access points serving all the buildings, and sufficient bandwidth to support both current and future residents.
- iCAP: A joint venture with facilities, the annual classroom refresh project known as iCAP (integrated Classroom Access Project) completed on schedule, with nearly 250 new computers and 1,100 reimaged computers across 170 classrooms.
- Website Redesign: This joint initiative between ITS and Communications & Marketing is proceeding well, and is on schedule to deliver a refreshed capilanou.ca website for the summer of 2018. Deloitte were engaged in the Spring to assist with the surveys and workshops, and had over 760 responses, which were distilled to 175 requirements. These requirements were

reviewed by the working group and the steering committee to about 100 requirements with a focus on student recruitment.

- Cybersecurity: On Friday June 30, Capilano University was the target of a cybersecurity attack in the form of Phishing emails. The attack was contained rapidly, with the 15 compromised machines isolated and quarantined. A full report of the incident was presented to the Audit Committee on September 5, 2017. Following this incident, the CIO formed an IT Risk and Security Management Team from existing staff in ITS to focus on the following aspects of cyber security:
 - Cyber Security Defenses and Readiness: Cyber security attacks are becoming ever-more sophisticated. The first line of defense resides with the University's firewalls and spam filters, which reject over 180,000 emails per month.
 - Security Awareness and Training: The second line of defense is the antivirus products on our machines, and the third line is the security awareness training which will be mandatory for all employees. A comprehensive awareness campaign will be conducted through October.
 - Incident Response: In the event of a breach, Incident Response procedures will be followed to identify, contain, eliminate, and remediate the attack.
 - Policy and Standards: ITS will continue to review its policies and cyber security products and standards to ensure they are fit for purpose.
 - Risk Management: ITS conducts regular reviews of its risk register to ensure security threats are identified and remediated.
- Operational Plans: During May and June, the CIO met with all departmental heads to review their Operational Plans and understand how ITS could support them in meeting their objectives, as ITS is a factor in virtually every goal.
- Digital Pedagogy Lab: The CIO and Manager, Web & Instructional Technologies (together with a member of faculty) attended a three-day conference in Richmond focused on Digital Pedagogy. This conference gave the attendees an insight as to how technology can support teaching and learning, with an emphasis on Open Educational Resources.
- COBIT Training: Most of the ITS management team attended a three-day COBIT certification course in June. The course provided valuable skills in the areas of IT management and governance.

Strategic Planning, Assessment and Institutional Effectiveness

Strategic Planning, Assessment and Institutional Effectiveness has recently been structured into one area. Work has begun with gaining an understanding of the institutions strengths and areas of improvement. The focus of this area will include developing a frame work for the annual operational plan, budgeting procedures and cultivating the University goals and targets. In addition, Strategic Planning will oversee risk registry, mitigation plans with Senate, executive policies and procedures with the Board of Governors. The long term goal will be to work alongside the stakeholders to create a 2030 plan.

Student Success:

- The AVP Student Success, Student Affairs team, Manager, Centre for Teaching Excellence, and the Conflict Resolution Advisor have re-located to the Centre for Student Success in preparation for the launch of the Centre on September 1, 2018. Many of the services will be in place in the Centre during the 2017-2018 academic year. During the Fall term, the Career Development

Centre will relocate to the Centre and the FN Student Services Study Space will be renovated for FN Students.

- A Student Success and Retention Task Force has been created as part of the University-wide strategy to retain and attract new students to Cap. We have broad representation on the committee from across campus including student reps. The first meeting is scheduled for Sept. 14th; various sub-working groups will be created to research, discuss options and make recommendations. The Task Force will focus on how the campus can address obstacles and gaps in the student experience and help support the President's goal of creating an outstanding student experience at CapU.

Career Development Centre:

- Career Development: Developed new surveys; student post-appointment, faculty perception, staff perception.
- Rolling out Organizational Spotlight: profile a company for two weeks on our website and Facebook page for students to learn about various companies and career paths that exist within them; Launched: ad appeared in North Vancouver Chamber and West Vancouver Chamber e-newsletters; Have companies lined up until end of October.
- Re-designed and re-named Career Mentorship Hub for NABU students; New name is "Job Search Skills Program"; Dates now finalized.
- New Name for Career services is Career Development Centre.
- Career development advisors created 27 career path fact sheets tied to individual programs.

Learning Services:

- On Aug 28, 29, & 30, a series of Smart Start workshops on academic and personal skills run by the learning specialist and counsellors were offered to new students to prepare their success at Cap. 268 students attended over the 3 days.

Counselling Services:

- In August, Counselling Services presented and participated in several training sessions for the student housing RAs to train them in supporting students living in the student residence. Along with Accessibility Services, Counselling Services distributed welcome packages to students moving in to the residence on September 1 and reminded them of the support services available.
- Workshops focused on getting ready for starting university and on motivation were presented to new students during the Smart Start workshop on August 28. 30 – 40 students attended.

Accessibility Services:

- Working with Student Housing to develop processes to support student with disabilities in student residence, and storage of disability documentation.
- A Faculty –Accessibility Advisor has been hired for 2 sections to backfill Coordinator (Cheryl Kramer). A new Admin Assistant was also hired.
- Working with Assistive Technology BC to arrange training for AS faculty and staff on new text to speech software for students to be used in exams. We have obtained a license to have this software installed on all our testing computers and laptops. This will facilitate scheduling. There was no cost for this training (it is covered by the Ministry of Advanced Education.)
- Revising intake form to have students sign a consent allowing the University to access aggregate data from Banner. Currently the University does not have access to this data.

- Accessibility and First Nations employees attended S'TENISTOLW, a conference at Camosun College focused on supporting Indigenous learners transitioning to and attending post-secondary studies.

Student Affairs:

- Student Affairs has grown from one full time manager in 2016 to a team of four: Manager, Student Conduct Officer (currently recruiting), Student Success Facilitator (Student Engagement).
- Hired a new Learning Services Advisor, reporting to Peter Walsh. This is a staff position offering additional services to those provided by the Learning Specialist faculty position.
- Student Conduct Database has been created and will be integrated with our digital archiving function using Laserfiche in the next few months. The database and Laserfiche system allows for rapid searches of campus incidents related to Student Code of Conduct, Sexual Violence and Misconduct, Cheating and Plagiarism and has enhanced reporting functions.
- Community Wellness Educator position approved by HR and will be posted shortly. The CWE's first priority will be establishing sexual violence and prevention work such as bystander training and consent education.
- The Co-curricular record project is in the vendor assessment phase and we will have a sense of our preferred software solution by the end of September.
- Student Affairs, in partnership with the Office of Privacy and Policy (Jennifer Jamieson; Nanci Lucas) and Human Resources (Melissa Nichol) are putting forward a proposal for a joint training program for faculty, staff, and students involved in administrative tribunals (e.g., appeal boards, conduct hearings) so that everyone who sits on a tribunal or decision making position has a solid understanding of the principles of due process and natural justice and administrative law procedures (e.g., evaluating evidence, substantive and procedural fairness).
- We have nearly completed our environmental scan on peer helper/mentor practices at Capilano University and will be articulating a vision and model for program development (to be shared with the community) shortly.
- Student Affairs will be leading a table top simulation in September of our response to a sexual assault on campus with senior leadership. A table top is a discussion based simulation (different than a role playing simulation) that can help identify strengths and areas for improvement in institutional processes. Other table top simulations may occur in the future.

FNSS:

- The FNSS Facilitator has been hired – Joel Cardinal. The Aboriginal Student Recruitment Position which will be housed in the Registrar's Office but will work closely with FNSS is still in the search process.
- Truth and Reconciliation Week is well under way (September 18 to 22, 2017.)
- Coordination with campus community regarding workshop opportunities for Aboriginal students (and overall campus community – Fall 2017). Financial Aid and Awards and Employment services are confirmed and ongoing workshop opportunities will be offered in the Kexwusm-ayakn Student Centre throughout the Fall.
- University One for Aboriginal Higher Learners initiative has been approved and a great deal of work has gone into recruiting for the program.

Institutional Research:

- We have hired a new data reporting analyst focused on survey development and analysis in Institutional Research. We are in the process of hiring a new Manager.

- A retention report for First Time Full Time students at the University level, credential level, Faculty Level and the Program Level has been created and distributed to Administrators.
- Developed a Welcome Survey for new students which is currently being administered to new students coming to CapU.

Centre for Teaching Excellence:

- Our new Manager for the Centre for Teaching Excellence began August 1, 2017. Laura MacKay is a long time faculty member from Psychology and has been the Chair of the PD Committee for a number of years.
- Four new programs have been created for this Fall: Instructional Skills Workshop (ISW), Teaching Squares (reciprocal classroom visits), Productive Beginnings for new faculty (6 meetings throughout the semester), and a Faculty Mentoring Program. Registration is ongoing.
- New Faculty Orientation. Seventeen (17) new faculty attended the 3 day event August 15-17th. The CTE organized the teaching related sessions on Day 2 and 3. Faculty rated these sessions highly (e.g. Teaching Strategies 4.9/5 where 5 = excellent).
- Consulted with BC Campus' Open Educational Advisor on an OER Strategy at Capilano. Consulted members of SITAC and Library and will be arranging a meeting in October for an OER working group to roll out the strategy.
- Moving forward with the hire of an Educational Consultant.

Athletics:

- The Sportsplex has a new name: Centre for Sport and Wellness.

Continuing Studies & Executive Education:

- Moved to new location – Arbutus 106.
- Posted new position for Program Administrator.
- Gearing up for Fall Open Enrollment Courses.
 - 48 courses scheduled (42 Continuing Studies, 6 Executive Education.)
 - 210 registrations as of September 8, 2017.
 - 3 Small Business Workshops scheduled in partnership with the Economic Partnership North Vancouver (part of the North Vancouver Chamber of Commerce.)
- Summer Camp Summary
 - July 4 – August 18, 2017 (7 weeks)
 - 28 Camps
 - 445 registrants
- Summer Custom Programming Summary
 - Continuing Studies:
 - North Vancouver School District – Advanced Applied Behaviour Analysis
 - April 18 – June 20, 2017 (7 weekly sessions)
 - 30 professionals working with students with autism or related developmental disorders
 - Proyecta 10,000 – English Language Enrichment Program, sponsored by the Government of Mexico
 - June 12 – July 7, 2017 (28 days)
 - 40 undergraduate students from across Mexico
 - Koto Ku – Socio-Cultural and Language Enrichment Program
 - July 23 – 30, 2017 (8 days)
 - 42 middle-school students from Koto district in Tokyo, Japan

- Executive Education:
 - Ledcor – Finance for the Non-Financial Manager
 - June 27-29, 2017 (2.5 days)
 - 24 Executives and Senior Managers
 - FH Wien – Digital Communication Strategies
 - August 21 - September 1, 2017 (2 weeks)
 - 18 Masters and MBA students from Vienna
- Upcoming Executive Education Custom:
 - BC Hydro –Business Presentations Skills
 - September 20, 2017 (1 day)
 - 24 Senior Energy Managers
 - OKTAN Knowledge Exchange – Strategic Innovation Practices
 - October 10, 2017 (Half day)
 - 15 delegates and senior executives from Russia, Kazakhstan and Uzbekistan

Advancement

Advancement includes the departments of Communications & Marketing, Development & Alumni Relations, and Special Events & Ceremonies. Advancement's goals are to: enhance the University's reputation; develop positive relationships, and secure resources to support University priorities.

Awards and Recognition:

- On June 29, 2017, Ken Steele of Eduvation declared Capilano University's brand identity redesign to be the world's best among post-secondary institutions surveyed in the past two years. Based on Eduvation's global survey of higher education brand identity redesigns between 2015 and 2017, Capilano University's new logo was praised for "masterfully" combining a "traditional academic shield and eagle feathers in the Coast Salish indigenous tradition." More than this, Steele observed that as a whole: "Perhaps Capilano University's new brand can serve as an inspirational metaphor for the potential for reconciliation in Canada."
- On July 31, 2017 the University & College Designers Association (UCDA) announced the recipients of its 2017 awards program. CapU received an Integrated Campaign Award of Excellence for its 2017 advertising campaign, which launched the new brand across the Lower Mainland in a variety of stand-out locations including billboards, transit shelters, bus backs and on social media earlier this year.
- Of the nearly 1,300 entries in this year's UCDA program, only 204 received awards and CapU's overall brand strategy was the sole Award of Excellence recipient in the category of Innovative Strategy.

Brand Advertising Update:

- Planning for the 2018 brand advertising campaign began in August. Considerations influencing the campaign include the results of the recent Brand Tracker survey conducted by LUX insights (noted below).

Market Research:

- On July 1, market research firm Lux Insights presented their comprehensive report of findings to understand the impact of Capilano University's refreshed brand and relative positioning in the marketplace. The research identifies aspects of the brand which are most strongly linked with

prospects' decisions to enroll; and measures Capilano University's performance on key brand promises.

- As the brand is new in the marketplace, the research also serves as a benchmark to measure against in future years. The majority of survey respondents noted the University's reputation had stayed the same or improved over the past two years. Findings highlight opportunities for CapU to further promote its small class sizes, instructors with real world experience and relationships with potential employers.
- Findings from the Deloitte LLP study to inform Capilano University's website redesign were also received this quarter. The findings resulted in more than 140 recommended priorities for the new capilanou.ca. These priorities have now been ranked according to their potential to positively influence the new site's impact on student recruitment. The priorities will shape the design of the new website, scheduled to launch in Q2 of 2018.

New Student Orientation:

- Student orientation took place on Tuesday, September 5th, with 1600 new students participating. The event began with an academic procession, campus information session and Theatre Sports activity. Students then moved on to School Specific Welcome talks where they met their cohorts and faculty. An app based scavenger hunt led students around campus to various service areas to compete challenges for prizes.

Cap U Street Party (CUSP):

- CUSP, our welcome back party, followed the New Student Orientation event. The entire campus was engaged in music, entertainment, community and service booths, food trucks and more. A video of last year's CUSP may be viewed [here](#). A video of CUSP 2017 will be available in the coming weeks.

50th Anniversary:

- Capilano University will celebrate its 50th anniversary in 2017/18. The goals of the anniversary program are to raise the University's profile, increase pride, and secure support for the University's priorities.
- A working group of students, faculty and employees is planning and working to facilitate the celebrations. The University's Executive serves as the project steering committee.
- Anniversary themed activities are scheduled to begin in January 2018 and continue through convocation in 2019. A new brand overlay will be applied to communications materials (e.g. website, advertising, etc.) beginning in 2018. The anniversary program will also include a 50th anniversary edition of the Alumni Awards of Excellence; traditional and digital advertising, a social media campaign, employee focused events, as well as alumni and donor engagement initiatives.
- Saturday, September 22, 2018 has been set as the official celebration and "homecoming" event - Capfest.
- The University has allocated \$50,000 and one part-time position in its 2017/18 operating budget to support the anniversary project. Planning continued over the summer months in order to refine project elements and determine the additional resource requirements to support the anniversary in 2018/19.

Canadian Anti-Spam Legislation (CASL):

- This new legislation requires organizations to receive explicit consent from individuals with whom they wish to communicate. To maintain compliance with the legislation, Advancement implemented a plan to ensure consent was obtained for all departmental communications with

alumni; and has developed a process to govern alumni communications going forward. Additionally, the department will conduct an education campaign with schools and departments to increase compliance across the University and provide support and guidance for faculty/staff communications with alumni. Charitable communications are exempt from this legislation so there is no impact on the Foundation's communications with donors.

Capilano University Alumni Association (CUAA):

- The CUAA affirmed their governance structure as an advisory board at their August 30th meeting. This included terms of reference for three sub-committees to drive the strategic planning framework in support of the CUAA and the University's shared goals. The CUAA also endorsed a new alumni engagement model based on supporting existing relationships, wherever they are within the University. The alumni engagement goal is to increase alumni willingness to participate, share their influence, and invest in Capilano University.

Alumni Definition Confirmed (CUAA):

- Until now, the CUAA has defined an alumnus/a as a person who achieved 12 credits at Capilano University. However, recent discussions among the CUAA membership, with alumni relations staff and the Registrar, have concluded that this criterion is too low. A clearer characterization of alumni, aligned with what 'success' looks like for students, has formed the basis of a new definition. Going forward, an alumnus/a will be defined as a person who has achieved 54 credits or more at Capilano University. This number of credits (just shy of two years of successful completion of courses) is considered necessary to allow a student to look to their CapU experience as a contributor to their success. Past graduates will be grandfathered, and will continue to be considered Capilano University alumni.

2017 Neighbors Direct Mail Fundraising Appeal:

- In September the Foundation is conducting a neighbors fundraising campaign, with two concurrent streams – one customized to existing donors and the other for non-donors. The campaign goals are to:
 1. Increase support (gifts) from existing donors to the University.
 2. Acquire new donors and expand our prospect pipeline (required to solicit major gifts.)
 3. Assess the North Shore's regard for CapU prior to the 50th to determine the feasibility of conducting a fundraising campaign aligned with the anniversary year.
- Advancement will evaluate the success of the campaign against industry standards for direct mail acquisition and gift lift (gift increase) of annual donors, to help provide a measure against which to set future fundraising targets.