

BOARD OF GOVERNORS REPORT

AGENDA ITEM 5: President's Report	
PURPOSE:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Information <input type="checkbox"/> Discussion
MEETING DATE: March 14, 2017	
PRESENTER: Paul Dangerfield	

President's Office

Once again, work on the University's 2017/2018 Operational Plan and supporting budget occupied a lot of our time sharpening our pencils and refining the details. However, while this was underway, the University continued to thrive and partake in many exciting initiatives.

March 1st was a special day when the university celebrated milestone employee service for 5, 10, 15, 20, 25, 30 and 35 years. Over 133 employees were recognized for their dedication and commitment to Capilano, with the highlight to acknowledge Marie Cottrell from the bookstore for her amazing 35 years of service.

On March 2, there was an unveiling of two community handmade blankets acknowledging Capilano's commitment to Truth and Reconciliation. Hosted by our Kéxwusm-áyakn First Nations Centre and led by Elder Ernie and singer Sherryl Sewepagaham, this was a very moving event.

Research and analysis continued in support of the campus facilities and urban plan. Specific discussions took place with the District of North Vancouver, BC Housing and developers to refine the framework we will need to develop. Of special note are the discussions which are taking place with the Executive of the YWCA to explore options to collaborate on housing and childcare. Capilano hosted CEO, Janet Austin, and her team to discuss opportunities to support one another on Campus and the North Shore.

President's Advisory Committee on Sexual Violence and Misconduct (PAC): On February 16th, 2017, the University launched a webpage soliciting feedback from the University community on the draft policy and procedures on sexual violence and misconduct developed by the PAC subcommittee. The policy and procedures were also provided to the Board's Policy and Planning Committee at their March 2nd meeting to seek their input. A revised draft of the policy and procedures, taking into consideration all feedback received, will be reviewed at the next PAC meeting on March 9th. It is anticipated that the policy will come forward to the Board for approval at its April 18th meeting in order to meet the government deadline.

Both Capilano Blues basketball teams finished their outstanding seasons each with a silver medal at the provincial finals. The excellent finish to the year shows the incredible talent of the men and women of our teams and the calibre of the coaches and training staff.

External events included:

- BCAIU quarterly Board meeting
- West Vancouver Chamber of Commerce: North Shore/Sea to Sky MLA's Post Budget Briefing
- Confederation of Universities Faculty Association BC: Conference on University Governance
- North Shore Community Resources Society: Community Conversation on Housing
- Economic Partnership for North Shore: Board meeting at Western Stevedoring

- BC Honour House: Night for Heroes 2017

External meetings included:

- Mulgrave School, Principal
- Technology Education & Careers Council (TECC), Board: <http://tecc.ca>
- BC Council for International Education (BCCIE), Executive Director: <http://bccie.bc.ca>
- UBC, Provost and VP Academic

Academic & Provost

Since the January meeting of the Board of Governors, the academic side of the house has been focusing the lion's share of our attention on the last stages of budget development. This includes much work at every level, especially with regard to new programming, planning for growth, and increases in student support. But in our spare time, we have also been able to turn our attention outward to a few other issues. One highlight was the Association for American Colleges and Universities (AAC&U) annual meeting in San Francisco. Cap has been a member of AAC&U, the largest and oldest higher education organization in North America, for many years and we regularly send representatives to their conferences. This year, the President, VP Academic, AVP Student Success, and the Deans of all five Faculties attended. It was a marvelous opportunity to learn from our peers, connect with our colleagues, and work collectively as a team.

We are nearing the end of our search for a Manager of Academic Initiatives and Planning who will be responsible for creating a team to support program development and program review, as well as our ongoing work with NWCCU, AAC&U, and the Ministry of Advanced Education. Additionally, we are moving ahead with our search for a new University Librarian, as Grace Makarewicz will be retiring at the end of this term. We had many good candidates for both positions and look forward to announcing both hires in the next report. And speaking of hiring, Cap was pleased to welcome nine new faculty members to our family at the recent new faculty orientation. While not as much of an event as the fall orientation, the spring gathering provided a good opportunity for information sharing and preparation. One of the highlights was a lunch that brought together all of the new faculty with most of the Deans and the VP Academic for a frank and aspirational conversation.

In that spirit of conversation, the VP Academic had the opportunity to return to the British Columbia Association of Institutes and Universities (BCAIU) meetings which provided him with a forum for dialogue with other senior academic officers from around the province. The most recent meeting featured a conversation with Assistant Deputy Minister Claire Avison, a presentation and brainstorming session with representatives of BCCampus (which supports the work of the B.C. post-secondary system in the areas of teaching, learning and educational technology), and a working session with representatives from the British Columbia Applied Research and Innovation Network (BCARIN), a collaborative and cross-disciplinary organization of British Columbia colleges and institutes dedicated to establishing and developing a culture of and capacity for applied research and innovation to support the ongoing educational, economic and social development of our communities. The week following this meeting, BCAIU also held a retreat focused on applied research and the roles our institutions might play in collaborative and collective projects.

Office of the AVP Student Success:

- First Nations Student Services introduced a pilot early alert program for Aboriginal Students in collaboration with the Bands, and introduced an ASP funded project of a series of study skills

workshops taught by faculty and supported with peer mentors in the First Nations Student Centre over the Spring Semester.

- Student Affairs has been approved to go ahead with the planning for the introduction of a co-curricular record for Fall 2017, and the planning process to introduce a digital record to keep track of confidential student records in the area of student conduct.
- Institutional Research is working on a KPI/data dashboard with a target date of the end of April, and they are working with the Registrar's Office on common data definitions and methodologies so that a Fact Book and a monthly President's data report can be produced.
- Accessibility Service is working on protocols and procedures to streamline and automate certain tasks such as scheduling (once the new scheduling software is in place) that will provide much needed staff time to serve students better.
- Career Services is planning career events in the month of March including an employer panel to raise student awareness about employer expectations, a Career Fair, and the introduction of volunteer student career ambassadors to raise student awareness about career planning and opportunities.
- The AVP Student Success is meeting with all DACs, the library, Registrar's Office, CFA, MoveUp and the CSU to discuss the student success proposal and answer questions, and is setting up a Task Force to look at the needs for the new CapU Student Success Centre and bring all relevant stakeholders together to discuss and develop an institutional retention plan.

Registrar's Office:

- In early March, the Registrar's Office held the second Explore Capilano Recruitment Event of the season, focused on maximizing applications and converting those who have already applied. There was a great deal of prep-work involved, and the Registrar's Office called applicants to the Faculty of Arts and Sciences and the Faculty of Business and Professional Studies to personally invite them to attend.
- With the addition of \$250K in the scholarships and bursaries fund, the Registrar's Office was able to provide 40% of assessed financial need for qualified First Semester Bursary applicants (up from 22% in the Fall 2016 term), and 39% of assessed financial need for qualified General Bursary applicants (up from 22% in the Fall 2016 term) meaning that over \$500,000 will be provided to 435 students for the Spring 2017 term.
- We have admitted students earlier this year than ever before. With the addition of self-reported grades for our BC High School students and some adjustments to timing as a result of lessons learned last year, we admitted our first students on February 16th and a second group on March 1st for a total of just under 200 students (with more being added every day).

Center for International Experience:

- Between February 9 and 19, 2017, eighteen students participated in the London Field School.
- CIE conducted two field school development workshops to support faculty who planned to submit field school proposals for 2017/18.
- CIE welcomed Department Divisional Assistants (DDA's) to a first ever, CIE Touch Point event aimed at increasing DDA's familiarity with the CIE team and responsibilities.

Faculty of Arts and Sciences:

- The LSBA minor was approved by SCC and is going to Senate—this is Cap's first minor.
- STEM is working with continuing studies on a summer camp for teens that will provide a strong connection for potential students—the plan is for a couple of days with robots, and then something with 3D printing.

- STEM and the Library are collaborating on the very popular and highly used space for 3-D printing.
- The STEM open house attracted 75 attendees.
- Anthropology Instructor Bob Muckle has been selected as the successful applicant in the Aichi Gakusen College Exchange competition. Bob will spend several weeks in May 2017 at this partner institution in Japan, where he will deliver lectures, develop teaching materials for his own courses at Cap, and conduct research related to an ongoing project on the history of Japanese logging camps on the North Shore. Students from Aichi Gakusen College will also attend Capilano University as part of the exchange.

Faculty of Business and Professional Studies:

- Our Capilano team participating in the American Marketing Association (AMA) Case Competition made it to the finals. Only ten teams are selected as finalists. The team will compete in New Orleans March 15-17. We have eleven students and one faculty advisor involved in the competition. It is a great achievement and a recognition of our marketing program. In the 2016 competition, we received an Honorable Mention—in the top twenty out of ninety submissions.
- A team of students is participating in the ENACTUS regional competition the first weekend of March. The Capilano Enactus chapter was founded in Fall 2016, and this is the first time we have a team representing us in a regional Enactus competition. Enactus is an international nonprofit organization dedicated to inspiring students to improve the world through entrepreneurial action. Enactus is in thirty-six countries, has 69,000 participating students, and more than 550 business partners.
- We have two teams of four students and four faculty advisors competing at the Western Canada Business Competition held at Okanagan College from March 10-12. Our teams have won the last two years.
- Two teams of three students participated at the CPA BC Case Competition held in mid-February.

Faculty of Education Health and Human Development:

- On February 2, the Carnegie Learning Centre celebrated its 33rd anniversary with a ceremony attended by President Dangerfield at its home in the Carnegie Community Centre, a facility dedicated to meeting the needs of residents of the downtown eastside for recreational, cultural, and educational programming. For the past 20 years, Capilano University has been a key partner in the Learning Centre, where faculty members from the Community Development Outreach Department provide literacy training to community members.
- On February 16, the Rehabilitation Assistant Program was awarded \$109,000 to deliver a modified version of their program to several rural Aboriginal communities in northern BC in partnership with the University of British Columbia. The new Rehabilitation Support Worker Program is meant to address pressing capacity shortages in the rural health care sector. It will be offered as a pilot using mixed mode delivery in the spring of 2017 with the goal of offering it in other rural communities in subsequent years.
- The latest issue of the Journal of Childhood Studies, a major national journal dedicated to the education and well-being of Canadian Children, has just been published. Dr. Sylvia Kind and Adrienne Argent, faculty members in the Early Childhood Care & Education Department, served as guest editor and contributor, respectively, to this issue.

Faculty of Global and Community Studies:

- Our Post Baccalaureates in Hotel and Resort Management and Tourism Marketing and Development have been approved by the Board and on March 3rd they will have completed

their Ministry review period. The Registrar's Office, CIE, and the School of Tourism Management are all working together for a successful implementation and first intake in September of this year.

- The School of Outdoor Recreation is finalizing a third Post Baccalaureate in Recreation and Adventure Management and this will be presented at the next Senate Curriculum Committee for approvals with a target implementation date of May 2018.
- We are currently pursuing two educational partnerships with universities in Vietnam that will build upon the success of our Vietnam community tourism project work and positive reputation in the country. These partnerships will feature articulated programming to strengthen our educational relationships and provide a stream of international students to the Bachelor of Tourism Management program.
- Two instructors, Rick Davies and Roy Jantzen, have just spent one week in the arctic communities of Aklavik and Tuktoyatuk training indigenous park guides for Parks Canada. This is part of our on-going tourism training program with the Inuvialuit Community Economic Development Organization. Another team will be heading to the communities of Sachs Harbour and Inuvik later in the year.

Finally, I would like to give a nod to the immensely important work being done by staff and faculty in the area of ongoing assessment and institutional accountability. We are, I believe, the only university in BC committed to the regular assessment of learning at the program level for both academic and non-academic functional areas. That work, begun under the auspice of our application for accreditation by NWCCU, has grown in importance and in value throughout the last three plus years. There are staff and faculty dedicated to the initiative, and the data collected through this process is regularly used and expanded upon, especially by faculty departments. These data, combined with our new work on KPIs (spearheaded by SAPPRC), our expanded analysis and reporting capabilities (developed by IR in support of student success), and our increasingly important enrolment information (consistently provided by the Registrar's Office) have put us in a very strong position with the Ministry of Advanced Education and their efforts to encourage ongoing accountability across the sector. What makes this especially gratifying is that it is a university-wide commitment, exemplifying for me the "One Cap" ideal.

Finance & Administration

The start of the calendar year signals the nearing of fiscal year end. This means that the primary focus is finalizing the development of the upcoming budget for 2017/18 – 2019/20 (next fiscal year plus two years), while also monitoring and reporting on the current year. On a bi-weekly basis, the departments with the most significant operating and capital budgets (Facilities, Information Technology, and Contracts and Capital Planning) meet to review the status of commitments and projects. These discussions ensure regular updates and communication to inform the financial forecast. Discussions on the budget development are covered separately.

Human Resources:

- Engagement survey results – BC Stats delivered a series of workshops to all members of the campus community outlining the results of the 2016 employee engagement survey. Approximately 70 percent of employees participated in the survey and results will be used to better define future engagement and development initiatives. The presentation and survey results have been posted to the internal website for all employees to review.
- Performance Development Framework – The Senior Academic Leadership Team endorsed the roll-out of a performance development framework (and related training and process material) for all

non-teaching employees. Human Resources will be facilitating the implementation and training in March and April.

- Sectoral Compensation Plan – On February 14, 2017, the Post-Secondary Employers' Association submitted the sectoral compensation to the Public Sector Employer's Council (PSEC) for approval on behalf of the 19 member institutions. Following consideration by PSEC, the plan will then be submitted to the Minister of Finance for consideration.
- New Hire Orientation – Human Resources hosted the second orientation session for new employees. The sessions will be scheduled mid-August and mid-February to align with the normal start times for new faculty. Non-teaching staff are invited to attend the first session following their start date. The event provides a broad overview of the university and a venue for all new employees to learn more about our teaching philosophy, student success, and strategic direction, as well as meeting other new employees.
- Employee Long Service Awards – 137 faculty, staff and administrators were recognized for their service to the university as follows: 55 employees celebrated 5 years, 25 celebrated 10 years, 23 celebrated 15 years, 21 celebrated 20 years, 6 celebrated 25 and 30 years respectively, and one employee was honoured for 35 years of service. The employees have collectively contributed 1,775 years of service to the University. This annual event celebrates and recognizes the contributions that our long standing employees provide to the overall success of our students and the University.

Facilities:

- Greenhouse Gas Reduction: Future Focused – Despite a colder winter, there was no material increase in emissions from buildings operations in 2016. This is attributed to better control of buildings due to expanded automation systems and improved boiler efficiency in the Library building.
- Energy Management: Thinking Differently – Facilities completed a large number of small LED lighting retrofits in 2016 including the completion of 100 percent of the outdoor lighting on the North Vancouver campus, and a 100 percent conversion of the Sechelt campus.
- Capilano University is the 3rd institution, worldwide, to pilot a made-in-BC technology using wifi network infrastructure to estimate occupancy for building automation purposes. This technology is expected to save the institution 4-7 percent of total energy consumption (~\$35,000/yr).
- The Early Childhood Education department volunteered their class to help remove invasive species; one of the two annual events was held in February. With the invasive species, we are making functional art for the campus. The pulled ivy is being used to weave a fence to stop people from walking through the forest near the short term parking lot number 7.
- The new tractor was put to good use following three snowfalls in February and March. The lawnmower attachment will ensure the tractor is utilized throughout the rest of the year.
- Demolition of the P Building continues with completion targeted by end of March. The deconstruction of the building began early January while awaiting the building permit that arrived early March.
- Following a call for proposals (as required for all construction proposals in excess of \$200,000) the upgrade to the Cedar Building staircases has been awarded. The two interior staircases have been closed for upgrades that will be completed by March 31, while the two exterior stairwells will follow in 2017/18. The upgrade will bring the railings into compliance by closing the non-conforming gaps.
- An incorrect reference was made in the November Board President's Report regarding the graffiti-tagger. A formal arrest was never made, although an individual was identified using footage from one of CapU's newly installed surveillance cameras and the Crime Stoppers website. Since that

time, the North Shore Restorative Justice Society has worked with the University, the RCMP, and the individual, and a letter of apology has been received.

Finance:

- Tuition and education tax slips have been made available on-line to approximately 10,500 students.
- T4's were made available to approximately 1,300 employees: either on-line for staff and administrators or mailed to faculty.
- The annual benefit allocation is underway where approximately 400 staff and administrators will allocate their benefit funds on-line.

Information Technology:

- Information Technology Services, in conjunction with the Senate Instructional Technologies Advisory Committee and the Capilano University Faculty Association, is hosting an EdTech forum on March 14.
- IT worked closely with the Registrar's Office to upgrade the student information system to the current supported version of software for bug fixes and regulatory updates – a pre-requisite for other projects such as the Enterprise Portal.
- IT also completed an upgrade of the financial aid module in the student information system. An upgrade was necessary to comply with ministry requirements on the files transferred between the ministry and institutions.
- Stephen O'Connor, Chief Information Officer, has been appointed to the BCCampus Advisory Group. The collaborative group was established to obtain more feedback on individual and community needs from the institutions.

Contracts & Capital Planning:

- As year-end approaches, the volume of purchases increases. During the month of February, 138 purchase requisitions were received for goods and services (an average of 7 per day).
- Mark Clifford, Director, Contract Services and Capital Planning attended the District of North Vancouver Council meeting on January 31 regarding the preliminary development application from Woodbridge Northwest. The application would redevelop one of the neighboring townhouse complexes into market and affordable (student) housing.

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.

Brand Update:

Pursuant to Section 9(1)(n)(ii) of the Canadian *Trade-marks Act* (the "Act"), official mark notices have been submitted to the Canadian Intellectual Property Office ("CIPO") for:

- The new logo, with no words, in colour;
- The new logo, with no words, in black & white; and
- The new logo, with the words CAPILANO UNIVERSITY.

As well, Capilano University has applied to register copyright of the new logo to ensure additional protection against third party infringers in circumstances where Capilano University can't rely on its rights as an Official Mark holder.

New brand collateral and creative development continues, with all priority one items (i.e. public facing assets) from the brand implementation inventory on schedule to be rebranded by March 31, 2017. Other brand implementation changes will be made in future fiscal years, as budget permits.

The University's official brand resource guide book was published and distributed to all areas, Faculties and departments.

50th Anniversary:

The 50th Anniversary Working Group issued a survey to approximately 1039 faculty and staff to engage their input on the types of activities that should comprise the anniversary celebrations. Responses were received from over 30% (355/1039) of those surveyed, with a completion rate of 77% (275/355). The Working Group will use the feedback to help inform its plan development activities.

Fundraising Highlights:

Development & Alumni Relations (the Foundation) has been operating without dedicated fundraisers since November 2016 (recruitment underway). Despite this, \$43,000 in new gifts were secured, including: a new endowment (\$20,000) for students in music; \$10,000 for athletics; \$7,000 for business students, and \$6,000 for students in our digital and visual effects programs.

Operations Update:

Through January and February Advancement has been actively recruiting to fill six vacant positions across the portfolio departments. A new Manager, Digital Marketing Strategies and Photojournalist were welcomed to the Communications & Marketing team at the end of February. A new Director, Alumni & Development will join Capilano at the end of March.