



CAPILANO UNIVERSITY

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: June 13, 2017	
PRESENTER: Paul Dangerfield	

President's Office

With the academic and fiscal year coming to a close, the University was very busy wrapping up classes, finalizing new programming initiatives at Senate and completing year end financials. Certainly the highlights for April and May included a flurry of student year end shows, recitals, presentations, competitions and the first ever Student Research Symposium held on Saturday, April 22.

As a follow up to the November 2016 employee engagement survey, on May 9th an open forum was held by myself and Mike Knudson, AVP HR to recap the key feedback received by the community. The forum then included a discussion on the actions the University will work on in the areas of leadership, workplace learning, workload stress and employee recognition to improve engagement and support for all employees.

On May 19, we published Capilano University's 2017-2018 Operational Plan. This was the culmination of a tremendous amount of work conducted by the University community to identify two key priorities for the coming year: strengthening the capacity of our team, and increasing the number of students on our campuses. In order to achieve our goals, 46 tasks have been assigned to the functional areas of academic success, student services, recruitment, admissions, international, internal and external relations and advancement, human resources, campus planning, finance, contract services and information technology. 2017-2018 is going to be an exciting year!

On May 31, the executives from the University, CSU, Move-Up and CFA held a joint planning session to review the Operational Plan, share information regarding priorities and identify opportunities to collaborate. Common themes for all included improving communications and support for professional development, housing and mental health.

On June 9, we are looking forward to hosting a special luncheon for local Chiefs and Councils from the Sechelt, Squamish, Lil'wat and Tsleil-Waututh Nations. The purpose is to share the Capilano University plan and aboriginal initiatives. Following this initial gathering, the hope is that we can arrange to visit their communities, continue the conversation and strengthen relationships.

Academic & Provost

The academic side of the house has been working hard during the last month to complete the semester, post final grades, address student appeals, process student applications for graduation, and prepare for the excitement of convocation. It is that time of year when we welcome and say farewell to academic

staff members. New faces and roles include: Melanie Schumacher as the new EA to the Vice President Academic, Bernadette Andrade as the first Manager of Academic Initiatives and Planning, and Debbie Schacter as the new University Librarian. Farewells include: Donna Hooker, Director of the Centre for International Experience who will be leaving at the end of the summer; Grace Makarewicz who has retired as University Librarian, and Frank DiPuma who has stepped down from his role as Manager of Institutional Research. There are a number of employee searches underway, and we hope to have news of those positions when the Board returns in the fall. As for some of the academic areas:

Centre for International Experience:

- The CIE nominated 4 students for a total of \$6,000 in One World International Scholarships. This leaves \$24,000 of the \$30,000 scholarship fund allocated to Capilano University students by the Irving Foundation.
- Eighteen students and two faculty have returned from the Hungary Field School, and early reports indicate it was a huge success.
- The final EU Study Tour, coordinated by the CIE with the Political Sciences department and multiple institutions across Canada, has now departed for Europe and returns May 27.
- The CIE joins the School of Business and Professional Studies in welcoming Krisztian Szuch from our partner schools Pecs University (Hungary) to join Capilano University as a visiting scholar.
- CIE represented Capilano at 2017 CiCan conference in Ottawa April 30 to May 2 with a primary goal of connecting and reconnecting with international delegates.
- The CIE participated in recruitment missions in India, Vietnam, and China. The CIE also participated in an International Consultants for Education and Fairs (ICEF) agents networking event in Vancouver BC. Feedback on the entire event was very positive and the delegation of 15 represented 11 countries.
- The CIE is collaborating with the School of Business, Tourism and Motion Picture in business development opportunities in China, visiting several institutions in hopes of establishing strategic alliances that will bring benefits to students, faculty and respective institutions.
- Nearly 100 new international students attended the CIE's May 2017 New International Student Orientation. The event was a great success and contributed to the largest May international enrollment of over 650 international students.

Continuing Studies & Executive Education:

- We've introduced more teen summer camps and are collaborating with CapU departments to promote their programs with "teaser" camps and respond to market needs by offering more STEM camps.
- Upcoming custom contracts include Ledcor, BC Hydro, Proyecta, Koto Ku English Language Enrichment (this program is held in Squamish and is in its 31st year), and FH Wien (welcoming 24 Master's students from Vienna for a two-week program in Digital Communication Strategies).
- Award of Achievement: This is a new initiative we launched in Fall 2016. Students are required to take a combined 4 courses in a certain area to be eligible to receive this Award. This month 2 students have completed the first Award of Achievement in Digital Communications and Social Media.
- Executive Education was a finalist for the West Vancouver Chamber of Commerce Business Excellence Awards in the small business category.

Faculty of Arts and Sciences:

- On May 11-12 FAS Faculty member Mahshid Atapour hosted a two-day Workshop in Collaborative Analytics that brought together criminologists from ICURS (Institute for Canadian

Urban Research Studies) at SFU, Psychologist and Data/Computer Scientists from the Forensic Centre at the University of Saskatchewan, representatives from BC Transit Police, representatives from Saskatchewan Ministry of Justice, and faculty members from Capilano University (Mathematics and Statistics, Business and Social Sciences). The talks and discussions at the workshop were all under the common theme of using data analytics for better crime prevention, prediction and correction strategies.

- At the end of April the Sechelt campus hosted its second "Girls learning to code" workshop. According to the organizer our sponsorship "has been perfect." He says, "Your practical help and support for the idea makes our work as organizers so much easier. I know these STEM learning opportunities for girls, including my own daughter, would not be happening without CapU being involved. . . . girls asking 'so when can we come back and do this again? Coding is so much fun.' So let's keep connected and see how we can make this possible."
- Capilano University is in negotiation with the UVic Engineering Program that will guarantee acceptance for students who complete our Applied Sciences: Engineering Certificate. Look for more on this at the next Board meeting.

Faculty of Business and Professional Studies:

- The combined Business Educators Articulation and Tourism Educators Conference took place May 3-4. The theme focused on the challenges and opportunities that our students (and faculty) face as they earn their education and build successful careers. Halia Valladares, Ph.D., Dean of the Faculty of Business and Professional Studies and many Cap faculty were speakers at the sessions focused around the themes of the conference: Environmental, Human Resources, Economics and Teaching.
- The Enactus Capilano team competed in Enactus Nationals on May 10th. The students worked very hard and performed well with their project, Counting on Action, wherein students taught business, entrepreneurship and sustainability workshops for local high schools.
- Bachelor of Communication Studies student Dini Stamatopoulos placed fifth in The Great Canadian Sales Competition, thanks to public speaking skills she learned at CapU with instructor Jane Ince. It is the largest student competition in Canada, with more than 2,000 students from 80 universities and colleges who each submitted 30-second videos in Round 1. Only 400 were then chosen for the semi-finals, and the top 1% (22 students) were flown to Toronto to compete in the finals at Google's Canadian headquarters. The top five finalists then presented their pitches to a live audience and five judges, including representatives from Google, CBC News and CBC-TV's *Dragons' Den*. Dini placed in the top five! She won \$1,000 and earned several internship offers.
- Currently, we have 24 Bachelor of Communication Studies (BCS) students working in diverse communications roles around Vancouver, including in the film industry, public relations, non-profits, government agencies and publishing. This year's practicum hosts include Vancouver Pride Society, Khare Communications, Parental Perspectives, Canada Wild Productions, First Nations Health Authority, *Western Living* magazine, *Snowboard Canada* magazine, MetaOptima Technology, Vancouver Fashion Week and Canada Wide Media, among many others. We received more offers of practicum placements than we had students to fill them, which speaks to the quality of our students and our growing reputation in the professional communications workforce.
- The School of Legal Studies is now over-enrolled in all programs for upcoming intakes, with strong candidates on our waitlists. The Certificate in Paralegal Studies, in particular, is in such demand that new students are required to wait until the summer of 2018 to begin their studies with us. Our current graduating groups are at 100% employment and we are having difficulty meeting industry demand.

- We have just developed a new “special project” citation dealing with contract law for BC Hydro managers, hoping to commence September 2017 (with Board approval). BC Hydro requested proposals from a number of post-secondary institutions before deciding to proceed with Capilano.
- To further serve the needs of our students and meet the NWCCU proctoring requirements, the School of Legal Studies has implemented ProctorU (an online proctoring service) for use not only by our students but by other students at Capilano. We have just set up accounts for the first use of this service this summer.
- The School of Legal Studies is responsible for Capilano University officially becoming a referring agency for Dress for Success Vancouver. Dress for Success (DFS) was founded in 1999 and has grown into a team of 6 staff members and over 300 volunteers. DFS is committed to providing professional attire, career development tools, and a network of support to local women. Now that Capilano is a referring agency, Capilano is able to refer female Capilano students (including transgender students) to DFS. To qualify for referral, students must be in a financial position where they are not able to afford business attire for job interviews.

Faculty of Education, Health & Human Development:

- The Dean and several others from the Faculty of Education, Health, and Human Development attended the C2U Expo 2017, held at SFU's downtown campus. The event brought together post-secondary institutions, governments, Aboriginal leaders, businesses, and non-profit organizations to discuss collaborative strategies for addressing local community challenges. The event was helpful in refining the vision and practice of community engagement and social innovation in the faculty.
- Students and faculty from the English for Academic Purposes Department worked with the Dean to form the Cap U Community Engagement Big Bike Team and participated in the annual Heart & Stroke Foundation Big Bike fundraiser. Starting at Capilano Mall, the team pedaled a 25-person bike along Marine Drive and through nearby neighborhoods, and raised almost \$3000.
- Faculty member David Kirk celebrated the publication of a path-breaking book by the Canadian Observatory on Homelessness focused on LGBTQ2S youth homelessness in Canada and the US. David co-authored a chapter on Indigenous homelessness in BC with practitioners and academics from across the province.

Faculty of Fine & Applied Arts

- Thanks to a connection with airport authority, five mini-mannequins will be on display at YVR starting in June and continuing for 18 months. These half-scale costumes will carry the Cap course identifier indicating that they were produced by students in our costuming program.
- CapU IDEA student Taeyeon Kim won in the Brand identity category at the Salazar Awards, presented by GDC/BC and founding sponsor Metropolitan Fine Printers, awards prizes to talented and inspiring students currently enrolled in design programs in BC (<http://salazarawards.ca>.)
- Doreen Manuel, coordinator of the Indigenous Independent Digital Film (IIDF) program, appears in The Road Forward, a revolutionary documentary musical (NFB film) that examines activists and activist groups.
- Jazz Studies hosted the College Music Society Pacific Northwest Conference on April 28 and 29. Music instructors from Idaho, Washington, Oregon and BC attended 2 days of presentations, lecture demonstrations, and performances.

- The film *Accidental* was accepted into the Short Film Corner and the Cannes Film Festival and will show on May 25 in the Palais de Festival; written and directed by Malibu Taetz, produced by Marlio Herrera (both second year CapU students).

Student Success:

- The 2017 Learning and Teaching Symposium was held between May 8 to 12. Dr. Linda Shadiow Professor Emeritus from Northern Arizona University and Dr. Kyra Garson from Thompson River University were our keynote speakers. Dr. Shadiow focused her keynote address on enriching our impact as teachers and learners and Dr. Garson presented on internationalization. Over 30 sessions were offered by Capilano faculty and staff over the week.
- A First Nations Community Engagement Facilitator has been hired in FN Student Services. Clay Little has accepted the position which will focus on strengthening our relationships with FN communities and linking CapU programs to community needs. We are also hiring a FN Student Success Facilitator as well as a FN Recruitment Officer to increase Aboriginal enrolments and to enhance student success and increase Aboriginal retention.
- Student Affairs is hiring a Student Success Facilitator focused on increasing student engagement on campus. The new hire will focus on the development of a co-curricular record for CapU and a peer mentor program.
- Chad Johnstone, our Student Affairs Conduct Officer has been seconded to work with Susan Doig, Director of Campus Planning on the preparations for CapU's new student housing project due to open its doors to students in Fall 2017.
- We are soon posting a Sexual Violence Educator position to provide educational and awareness programming support for our newly approved Sexual Violence Policy and Procedures on campus. This position will be housed in Student Affairs and will offer bystander training and awareness sessions and will develop other programming that aims to effectively respond to incidents but also to develop a preventive approach for the CapU community.
- The Student Code of Conduct policy and procedures were approved and are fully in place as of May 2017.
- We are hiring two analysts in Institutional Research, where a significant amount of foundational work has been completed on data quality, accuracy and methodologies so that institutional data reporting is reliable and accurate.
- Planning for the Student Success Centre is now taking place in collaboration with Susan Doig, Director of Campus Planning. A three-year plan is being developed based on consultations with all the stakeholders who will be part of the SSC. Some moves will take place during the summer in preparation for a launch of the Centre in Fall 2017. Work will continue over the year.

Finally, the VP Academic and Provost recently keynoted a conference in Ohio where he spoke about students as collaborators in the scholarship of teaching and learning (building on his chapter "Learning in the Company of Others: Students and Teachers Collaborating to Support Wonder, Unease, and Understanding" in the 2017 book *Enhancing Teaching and Learning Through Collaborative Structures*). He will also be participating in two National Summer Institutes with the Washington Center for Improving Undergraduate Education at the Evergreen State College in Olympia WA (presenting in the institute on learning communities and leading the institute on the scholarship of teaching and learning, <http://wacenter.evergreen.edu/>).

Finance & Administration

Campus Planning:

- Student Housing – Posting for the Student Housing Manager and Student Life Facilitator have initiated. Detailed planning for the implementation is underway for CapU Residence at 2420 Dollarton Highway, North Vancouver.
- Campus Master Plan – Excitement is building within the campus community for participation in the campus master planning process. Ideas are being generated and forwarded to Campus Planning for inclusion in the campus wide dialogue.
- CapU Student Success Centre – A preliminary diagram for the co-location of services for students has been presented to the Executive. Programs and Departments moving into the first floor of the library include:
 - AVP, Student Success
 - Career Development
 - English Language Support
 - Math Learning Centre
 - Student Affairs (Peer mentoring)
 - Writing CentreOngoing “Meet your new neighbors” chats and discussions have begun and will continue until the co-location of services are completed.
- Relocation of Deans – The intent of relocating the Deans to their faculty areas is so that Deans can:
 - Advocate on behalf of their faculties
 - Create stronger relationships with their faculty
 - More effectively promote faculty needs based on a more intimate understanding of the day to day work of faculty
 - Support faculty and their departmental interests based on student needsThe Deans’ and their assistants will begin relocation in mid-June.
- Other Moves – Communications & Marketing will move into the space that becomes available from the relocation of the Deans and their assistants. Continuing Studies and Executive Education will relocate from the Library to accommodate the relocation of services for the Student Success Centre. These and other moves result in a new classroom for the 4th year of the IDEA program.

Contracts & Capital Planning:

- Requirements for participation of the elevator maintenance shared services contract for the public post-secondary sector has been submitted to the Administrative Services Delivery Transformation Office. Objectives for the university include cost savings and consolidation of service providers, from five to one company that serves the North Vancouver campus. (Reminder that maximizing efficient use of post-secondary administrative resources through participation of ASDT initiative is one of the strategic priorities of government that was included in the 2017/18 mandate letter).
- Purchasing Services tendered the requirements for a consultant for campus master planning on BCbid, the marketplace where public sector organizations advertise opportunities for contracts for goods and services. The tender has closed and proposals are currently being evaluated. (Reminder that completing a Campus Master Facilities and Urban Plan is a priority task in the 2017/18 Operational Plan for the University).

Facilities:

- A generator and uninterrupted power supply (UPS) upgrade has been completed at the Sechelt campus. With frequent power failures in this location there now is the ability for the campus to continue operation during a power failure.
- Paladin Security, our contractor for security services at the North Vancouver Campus, in partnership with the University, allowed completion of online training for guards in "Responding to reports of Sexual Assaults on Campus."
- Installation of security cameras throughout all parking areas is now complete.
- William Demopoulos and David Speers were invited by BC Hydro to present at the semi-annual Energy Managers Forum sharing the impacts of innovative Wifi occupancy sensing technology. Wifi sensing is expected to save the university approximately \$15,000/year in energy costs.
- Annual Carbon emissions were reported to the Ministry of Environment as part of the commitment to the Carbon Neutral Government program. Emissions were slightly higher in 2016 than in 2015, up 27 tCO₂e or approximately 2%. Modelled building performance indicates that weather should have caused a larger increase of 36.6 tCO₂e.
- Staffing support for our flagship CapUWorks program was restored in March and a summer student has been selected to start in June. This year's summer projects will focus on waste management and sustainability week planning.
- The Facilities department completed a full spring clean of the offices and shop area resulting in a more effective work flow and less clutter.
- Work is underway to fill several facilities staff positions including Director and Manager of Facilities.

Finance:

- The external audit of the university's financial records, which is completed on an annual basis has been finalized, and results reported to the Audit Committee of the Board of Governors. Timing of the audit and finalization of the statements are done to meet legislative and mandated requirements of the provincial government.
- The 2017/18 operating budget has been added to internal financial reports for individual budget holders. Over the next few weeks, Finance will be meeting with budget holders to review the 2016/17 results and discuss 2017/18 budgets to ensure that the planning assumptions remain on track.
- Negotiated salary increases for staff and exempt employees were processed in May.
- Financial Services welcomed a new Manager, Budget & Analysis who replaces a long-term retiring employee.

Human Resources:

- Paul Dangerfield and Mike Knudson hosted a well-attended Open Forum on Employee Engagement to review feedback from the Employee Engagement Survey and identify key take-away messages. In addition, they identified initiatives that the University is currently working on and longer-term initiatives that will increase employee engagement. Employees who were unable to attend were invited to access the forum via a live-stream and all employees have access to a recording of the Forum posted to the University's internal website.
- Training under the Sexual Violence and Misconduct Policy – 104 employees, identified as "first responders" or those who are most likely to have contact with students and/or employees that have faced sexual violence, have attended training sessions presented by the Ending Violence

Association of BC (EVA). Feedback from attendees was incorporated after each session and feedback has been very positive.

- Training on goal setting, the first step in the Performance Development Framework, has been provided to 56 managers and 46 employees. Managers are now moving through the Performance Development Plan with their direct reports, beginning with goal setting to set the foundation for performance reviews throughout the year.
- CapU's Employee Wellness Committee has been hard at work putting on events for all employees that focus on physical, mental and social well-being, including:
 - Bike to Work Week – 22 staff rode their bikes to work on Monday, May 29th.
 - Spring Cleaning Clothing Drive – 2 carloads of clothing were donated by staff and delivered to the Salvation Army on May 23rd.
 - Know Your Rhodo Garden led by CapU's gardener, Jo Ann Cook guided 15 employees throughout the North Vancouver campus on May 12.
 - 3 Essential Steps to Plan for Retirement was attended by 49 staff members and was led by Money Coaches Canada.
 - Pink Shirt Day was observed by many staff and faculty showing support for anti-bullying.
 - 33rd Annual Vancouver Sun Run was supported by 33 participants including faculty, staff, students, and the President on April 23rd.
 - CapU's Running Club commenced this spring (they meet every Tuesday, 4:30 p.m. at the Sportsplex.)
 - Love your Heart campaign held in February boasted its largest number of participants at 149 participants! There were 28 teams comprised of a both staff and faculty competing for the most accumulated exercise per day.

Upcoming events in June include: Employee Wellness Scavenger Hunt & BBQ and the launch of the CapU Bookworms Book Club.

Information Technology Services:

- Website Redesign Project – work is underway to redesign the university website, also a priority commitment in the 2017/18 Operational Plan. 765 participants completed the on-line survey and 120 employees attended the feedback sessions. Work is also underway seeking input from key stakeholders that would use the website.
- The annual refresh of classrooms is underway including installation of 169 new computers and paint rails and painting where needed.
- The CIO was Master of Ceremonies at the annual BCNET conference, a three-day event attended by 750 IT personnel from post-secondary institutions across the province.

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 Advertising Update:

Bonus placement time from the "Here" advertising campaign continues to have a residual effect in supporting awareness of the University's brand. Although the campaign concluded on March 31, 2017, some placements continued well into April and May, at no additional cost, where the space was not booked by other advertisers. In July, Communications & Marketing will begin planning for the next campaign, scheduled to run January 1, 2018 through March 31, 2018.

Brand stationery re-use plan:

In creating the new brand for Capilano University, a commitment to sustainability was made to address any remaining stock of old stationery items (i.e., letterhead). Communication & Marketing developed, in consultation with key stakeholders, an innovative and multi-faceted plan to address remaining inventory through coordinated repurposing initiatives that included transforming letterhead into notepads and sketchpads for IDEA students and employees; compost shredding to balance nitrogen from food waste on campus; placing new labels over old logos on envelopes for re-use and communication to the campus community to encourage the re-use of old letterhead and envelopes for internal printing where appropriate.

Market Research:

In April, draft market surveys conducted by an independent research firm, were polished in preparation for release in May. The findings will help Cap understand where we currently stand in the market, refine communications and marketing strategies, and guide program and service development decisions.

In April and May, Communications & Marketing supported a series of focus groups including employees, current and potential students as well as parents of senior secondary school age students on the North Shore. The sessions were facilitated by representatives of the consulting firm Deloitte LLP who will prepare a report of findings to help inform the website redesign project.

CUAA Planning Session:

On June 3rd, Development and Alumni Relations helped to facilitate the Capilano University Alumni Association's annual strategic planning session.

Convocation:

Capilano University will recognize the accomplishments of over 1500 graduates during the four Convocation ceremonies held June 5th and 6th. In addition, Capilano University will bestow two honorary doctorate degrees. These degrees are the highest form of recognition granted by the University, and are given to persons who are distinguished in their fields, and have made outstanding and sustained contributions in their areas of expertise. Dr. Rick Celebrini will receive a Doctor of Letters in recognition of his work in sport rehabilitation and his Honour Steven Point will be acknowledged with a Doctor of Laws for his contributions to the judicial system.

Foundation AGM:

Development and Alumni Relations supported the Capilano University Foundation in hosting its 47th annual AGM on Wednesday, June 7th. The AGM is an opportunity for the Foundation members (Cap U Board of Governors members) to review the fundraising and engagement activities of the Foundation.

50th Anniversary:

Capilano University will celebrate its 50th anniversary in 2017/18. To help plan and facilitate the celebrations, a working group of students, faculty and employees has been established. The working group is led by the Executive Director, Advancement. The University's Executive serves as the project steering committee.

The goals of the anniversary project are to raise the University's profile, increase pride, and secure support for the University's priorities. An employee survey has been conducted to gather input to the planning, and alumni and student surveys are scheduled. The working group has also engaged the

University's Elders in discussions about appropriate acknowledgement of First Nations communities through the anniversary program.

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. Saturday, September 22, 2018 has been tentatively held for the official celebration and "homecoming" event - Capfest. 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 engagement and fundraising initiatives. A volunteer group of alumni, retired faculty and administrators (the History Group) are working with the University's library to create the University's official history and to collect and digitize historical materials. A celebrations committee is also in place to engage the campus community in producing the anniversary events.

The University has allocated \$50,000 and one part-time position in its 2017/18 operating budget to support the anniversary project. The planning activities currently underway, will determine the resource requirements to support the anniversary in 2018/19.