

PRESIDENT'S REPORT TO THE BOARD

Reporting period from September 1 to October 31

PRESIDENT'S OFFICE

On October 28, the [Universities Canada](#) (UC) board voted unanimously to approve the University's membership application, making CapU the 96th member of this national association. As "the voice of Canada's universities," UC's activities on behalf of its members include advocating for higher education, providing data on higher education trends, sharing information on higher education, managing corporate scholarships, promoting Canadian universities and administering international programs. The VP, academic & provost office led the membership application through a three-year process that began by putting together an application and a self-study followed by a site visit in January 2020.

ACADEMIC & PROVOST

Fall term marks a full semester of remote adapted teaching and learning in the context of the ongoing COVID-19 pandemic. With approximately 20% of courses either in-person or mixed model, guidelines and directives from the Provincial Health Officer, WorkSafeBC and other policy guidelines and requirements (e.g., post-secondary sector plan) have been in the foreground for safe learning and working. Attention continues to be paid to approaches that support faculty-led, online courses with significant participation of faculty with the Centre for Teaching Excellence (CTE). Areas including the faculties, Registrar's Office, CTE, Library, ITS, OHS and campus planning continue to collaborate closely, including necessary resources, as well as forward planning for the Spring 2021 course schedule. The focus continues to be on academic quality and continuity, lessons learned from the Fall term and building additional plans and activities to best support teaching and learning in adapted ways while keeping the student experience central.

Positive progress has occurred in the development of the 2030 Academic Plan with Phase 1—Idea Generation & Gathering wrapping up on November 6, followed by the start of Phase 2—Analysis and Drafting. In the past months and the ones to follow include development of a plan that builds on the [2014–2018 Academic Plan](#). During Phase 1, the University community was invited several times to imagine and build our academic future through virtual sessions with internal and external contributors, Thoughtexchanges and inquiry questionnaires to identify our collective goals, commitments, priorities and principles that will assist the University in fulfilling the academic opportunities inherent in [Envisioning 2030](#). During Phase 2 of the development from November 9 through December 4, the VP, academic & provost and director, academic initiatives & planning will draft a preliminary plan based on feedback collected during the previous phase. Phase 3 will include review and feedback from the Academic Plan Advisory Group, Senate and SAPPRC. Phase 4 will seek approvals from Senate and Board of Governors respectively.

A second town hall with faculty was held in late October to convene a space for updates, questions and feedback on the resumption plan so far and the planning for the Spring term. The session was well attended and a video recording was posted on *Frontlines* for wider access.

The VP, academic & provost attended the EDUCAUSE annual conference in October, which was held virtually this year. This annual conference showcases the best thinking in IT for higher education and brings together professional and technology providers from around the world to share ideas in the search for solutions and applicable takeaways to current and urgent IT issues in the delivery of higher education.

FACULTY OF ARTS & SCIENCES

- » Plans are underway to offer a new dual-credit course: INST 110—Making Change: Regional Research and Action for the first time in Summer 2021. Parallel to that course, preliminary work is occurring for a concept paper for a new post-baccalaureate diploma program for K–16 teachers/faculty. This is an innovative approach to collaborating with the North Vancouver School District, and positive work is underway.

- » The next step with proposed new degree programs will occur this month with virtual visits for the BA Major/Minor/Honours/Concentration in Psychology and the BSc, General.

FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » The BPS Faculty Council approved terms of reference for a standing committee—Curriculum and Academic Planning—in support of program development and academic planning for the faculty. The committee held its first meeting in October and has since drafted a program approval process to align with steps in the academic initiatives and planning approval model. The model will be implemented, assessed and iterated over the next several months.
- » The faculty held a working session on October 29, supported by Jorge Ocegüera from the integrated planning team, to review *Envisioning 2030* to clarify how and where we are aligning our individual and faculty approaches to instruction and scholarly activity. The faculty also reflected on progress with 2020–2023 Integrated Plan with a follow up session in November.
- » The School of Business has been active with Enactus activities. Enactus student president, Kirsten Marr, spearheaded the development of policy, by-laws, and a team constitution to guide succession planning and governance in long-term planning. Three branches of the team have carried on with pivoting their programs to our current remote circumstances. The students are writing their own grant applications and won another \$5,000 towards both the Indigenization of Square One and program development for U-belong.
 - SquareOne, led by students Ryan Fonseca and Selena Sundher, have been successful in shifting their financial literacy program to an online delivery format and recently began delivery at the local Squamish Training and Trades Centre after collaborating with Nation members to ensure Indigenous compatibility of content and delivery. The student leaders have hired and trained other CapU students to help offer the program over several eight-week sessions in the coming year.
 - U-belong—Emily Tam has onboarded new members and together with sage members continues to look for ways to create a sense of belonging on our new virtual campus. The team started the year with four weekly webinars free to students regarding mental health and campus resources for surviving the fall remote term. Emily supported different members to practice their public presentation and moderation skills through each session. They have since been collecting information and collaborating with other students on what constitutes a sense of belonging and what students are missing right now. They will hold their first virtual pub night with trivia and other games and prizes for attending students on November 19.
 - The Sustainability Team, currently led by Emma Giesbrecht, is undergoing innovation and brainstorming for ideas on transforming plastics and other materials for more sustainable long-term living. They are open to collaborating with others across the University.
- » Lori Walker, faculty, School of Communications has begun studies in a graduate certificate in mindfulness-based teaching and learning, and looks forward to contributing to our work on the *Okanagan Charter: An International Charter for Health Promoting Universities and Colleges*. She currently includes the science of mindfulness, including mindfulness, in the courses that she teaches.
- » The CMNS 490 Group Project in Publishing students produced the School's annual student magazine in both print and digital formats this year: <https://issuu.com/cmns490/docs/underground-final4issuu>
- » Lydia Watson, faculty, School of Communications is working with 20 other faculty from across the University on a Work Integrated Learning (WIL) project and focusing on adding a WIL component to the CMNS100 course.

FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » Adult Basic Education has strong enrollments this fall. Of particular note, the University One for Aboriginal Learners Program has 14 students and has made the transition to remote delivery effectively. Additional cultural teachings have been embedded in the delivery to assist with the dislocations and isolation many students are feeling as a result of COVID-19 restrictions on in-person gatherings.

- » Significant hurdles notwithstanding, second-year students in the Rehabilitation Assistant Diploma program have safely completed all their hands-on skills training and testing in the health lab to allow them to go on their final six-week clinical practicum between November 2 and December 11. The students will be working under the supervision of occupation and physical therapists providing rehab services throughout the province, including first-time practicums in Smithers and Kamloops.
- » Faculty in the Health Care Assistant (HCA) program have played important roles in recent discussions on the development of a new pathway program intended to train 3,000 new HCAs as part of the provincial government's COVID-19 economic response plan. These discussions have been led by representatives from the Ministries of Health and Advanced Education, Skills and Training, and envision a modularized HCA curriculum with extensive work-integrated learning opportunities delivered in partnership with local health authorities. The HCA department and EHHD dean are currently working with these ministries to determine how and when we could offer one or more of these pathway programs.
- » The Community Development & Outreach department has received a \$22,500 grant to deliver community programming and awareness-raising activities related to anti-racism in Squamish, Whistler, Pemberton and Mt. Currie. The programming is funded by the multiculturalism branch of the provincial government as part of the Resilience BC Anti-Racism Network and will be implemented in collaboration with the North Shore Multicultural Society.
- » The Access Work Experience department is drawing on funding from the Ministry of Advanced Education, Skills and Training to deliver the Discover Employability program for the second year running. This cohort program is delivered in response to high community demand and provides students with developmental disabilities with employment training through classroom instruction and practicum courses staged in partnership with local employers.
- » Planning for the construction of the Centre for Childhood Studies that will include a second childcare centre on the North Vancouver campus is proceeding with weekly meetings of the project planning group. The new centre will provide 74 new childcare spaces for students, employees and community members, while also being a central hub for the Early Childhood Care and Education department. \$3M in funding has been awarded to the University by the provincial government to support the project.
- » The University has received \$25,000 in funding from the Ministry of Advanced, Education, Skills and Training to provide critical access to learning technology for students of Adult Basic Education. Resulting in part from discussions between the ministry and the provincial deans of developmental education, the funding can be used to purchase hardware, software, computer peripherals and internet connectivity to facilitate remote learning for eligible recipients of the provincial Adult Upgrading Grant. The funding will help to bridge the digital divide that confronts many learners in upgrading courses, exacerbated by the ongoing pandemic.

MT. CURRIE

- » The community of Mt. Currie has recently been shaken by the tragic loss of two members of the Lil'wat Nation (Peter Oleski and son Leo River) during a backcountry excursion in the region. One of the deceased was well connected with students at the Ts'zil Learning Centre and was a former CapU student himself. The impact of these events on our faculty and learning community has been significant. The University has endeavoured to provide support during this difficult time through a range of measures, including a talking circle facilitated by the Office of Indigenous Education and Affairs.

FACULTY OF FINE & APPLIED ARTS

- » CapU's Indigenous Digital Accelerator (IDA) continues to focus on supporting the scale-up of Indigenous businesses and community benefits. Mid-year highlights on our commitment to TRC include the onboarding of our first cohort of Indigenous-led businesses, including Chastity Davis Consulting, Tokhapi Cinema and Wapanatakh Media. The IDA is also pleased to report success in applied research with Indigenous businesses, including CapU's first MITACS grant which has been awarded to Chastity Davis Consulting and CapU's IDEA program with Carol Aitken, IDEA chair, as faculty lead with this research and supervising two IDEA students. Significant progress on fundraising objectives now creates the ability to hire two new staff that will help build capacity for more client projects, applied research, work integrated learning, job creation, revenue growth and community benefits.

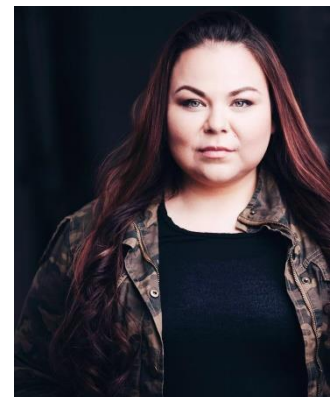
- » In support of CapU's priority to attract more domestic students to sector roles/opportunities that are resilient to COVID-19, a new [concentration in film producing](#) for students within the Bachelor of Motion Picture Arts (BMPA) program has been approved and will launch for fall 2021. School of Motion Picture Arts Chair, Michael Thoma and faculty, Patti Poskitt and Claire Queree, were instrumental in developing this program in collaboration with the Canadian Media Producers Association.
- » In collaboration with human resources, Indigenous education and affairs, student success and the EDI action group actions are underway to research, develop and implement sector/field specific equity, diversity and inclusivity training for faculty. Faculty have contributed to a series of Thoughtexchanges into August, September and October to help identify themes and key training opportunities.
- » Music Diploma alumni Alyssa Samson recently performed a leading role (Maddalena) in UBC Opera's production of // *viaggio a Riems* with music by Gioachino Rossini and libretto by Luigi Balocchi (October 16 & 18).



» Emphasizing the FAA's aim to support the creation of exceptional experiences amidst COVID-19, the Bachelor of Music in Jazz Studies is hosting a live and livestreaming weekly workshop this fall with Ghanaian musician and teacher Dr. Kofi Gbolonyo. After careful planning in regards to health protocols, the department has been able to host a voluntary workshop with a 15-person limit at the BlueShore Financial Centre for the Performing Arts. This workshop is a positive and joyous in-person experience that allows students to consider the African roots in music history.

» Documentary grad, Elliott Hedley (2019), has had recent festival success with his CapU final school project, *Don't Dis My Ability* that screened at the Beyond the Curve International film festival in Paris, France. Elliott was a finalist for the best documentary (narrative/short). Elliott is a filmmaker and also has cerebral palsy. He's made a personal film on that subject and it is now showing in international festivals: <https://www.youtube.com/watch?v=cvU8JDCZJ0Q>

» Jessie Anthony (Indigenous Digital Film (IDF) Diploma, Bachelor of Motion Picture Arts alumni) wins BC Emerging Filmmaker Award for *Brother, I Cry* at the [Vancouver International Film Festival](#), September 27, 2020. The IDF program also helped Jessie attain the funds to make this film, through the IDF partnership with the Telefilm and Talent to Watch program. Jessie hired many IDF and MOPA graduates and students on her production and the Bosa Centre supported the production by loaning out equipment to make this film a reality.



» IDEA School of Design has over 50 awards and scholarships (and counting) for 2020. IDEA students have start the year strong with numerous award and scholarships announced from:

- 2020 RGD NATIONAL AWARDS OF EXCELLENCE (7) and AWARDS OF SPECIALTY winners
- 2020 ADCC Student Competition FINALISTS (9)
- RODEO 12 Winners (3)
- GDC Salazar Award
- GDC 2020 National Scholarship Winners Announced (4)
- Applied Arts Student Awards (12)
- and two more award programs are still open for entry in 2020

» COVID-19 has necessitated many changes/pivots for the BlueShore Financial Centre for the Performing Arts. In order to facilitate performance audiences (commitment to exceptional experiences) for student productions the BlueShore at CapU has leveraged partner funds to invest in livestream technology, virtual audience services and devices to support touchless ticketing. The BlueShore at CapU has launched a video series called *Backstage At CapU*, a weekly

chat and performance series featuring artists who have performed on the stage of the BlueShore at CapU, our social media engagement has increased substantially. The series received brief features in the *Vancouver Sun* and the *Georgia Straight*. In addition, a *Globe and Mail* reporter acknowledged the video series on Facebook.

- » The technical expertise honed while making the series has prepared all involved for online presentations of performances by all departments in CapU's School of Performing Arts. Our partner-funded livestream equipment has been used to stream the music department's Cap Classic concerts, Jazz department's Kofi drum workshops and will be used for the upcoming paid performances for the Theatre department.

FACULTY OF GLOBAL & COMMUNITY STUDIES

» School of Tourism Management

- In partnership with Centre for International Experience (CIE), the conveners of our international programs presented to over 85 agents followed up by an interactive online dialogue. The session attracted agents primarily from the Philippines, Vietnam and India.



- Nazmi Kamal, during this time of disconnect, continues to make connections with his students. Each weekend he cycles to a few homes or meets at a park for a socially-distanced visit. He has been doing this all summer and is in high demand from his students.
 - Stephanie Wells, faculty, and chair, School of Tourism and Outdoor Recreation zoomed into a business class of Grade 10 and 11 students at Foothills Composite High School in Okotoks, Alberta, discussing careers in tourism and the future of the industry.
 - In the Post-Baccalaureate Global Hospitality and Tourism Management programs, with the guidance of faculty Mohna Baichoo, work placements for all 28 international students in their final semester were secured—a significant achievement with the tourism sector significantly impacted by the pandemic.
- All students in the Diploma in Tourism Management International Practicum have gained placements with the final few students completing their hours this term.
 - A block transfer agreement with Red River College, Manitoba was signed to recognize 60 credits for a completed diploma enabling students to enter the Bachelor of Tourism Management at the third year.
 - Faculty Mohna Baichoo participated on a panel with others from CapU and Diana Rivera (Brookfield Institute) to discuss the future of work as part of the Academic Plan 2030 idea generation sessions.
 - The School of Kinesiology (formerly School of Human Kinetics) was delighted to receive approval from the Ministry of Advanced Education, Skills and Training for the Bachelors of Kinesiology on September 11, 2020. The degree program will offer applicants and current students a four-year degree program starting fall 2021.
 - The degree and diploma name changes to Kinesiology were approved by Senate on October 6, 2020. The school and credential name changes will clearly identify who we are and attract students to the new degree program.
 - The Global Stewardship students started their Work Integrated Learning (WIL) projects involving collaboration on projects with CityStudio and two non-profit organizations through Riipen, as we seek new opportunities during these interesting times.
 - Following the program's self-study and external review, Global Stewardship is currently developing a five-year action plan, with inspiration from the recent virtual global conference on [Sustainability in Higher Education](#).

KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » Pathways to Higher Learning (P2HL) is off to a good start with both returning and new students. Students are showing up with a positive attitude and focused on engaged classroom participation and coursework. The program naturally develops a closer, more trusting and collaborative relationship between our campus and the Nation.
- » shíshááh Nation's Jess Silvey's virtual presentation on Orange Shirt day was appreciated by students and faculty and combined with the Pathways 2 Higher Learning students (Indigenous ABE).
- » The HCA cohort class had President Paul Dangerfield as a guest speaker and took up the challenge to do the Health Change Project alongside students rejoining student to share his results and listen to students and responded to questions. It is the program's second year doing this and everyone expressed the value-added.



» The English Language and Beginners Conversation Circle and Intermediate/Advanced Book Club' classes have restarted, and while the initial plan was to deliver in-person courses learners guided the plan for remote learning, reporting they are becoming a community of learners who look forward to learning time together.

» Regional campus employees engaged in a virtual retreat at the end of September, co-created and facilitated by strategic planning lead, Jorge Ocegüera from the University's integrated planning group. The session was a success and resulted in a dynamic and collective dialogue aligned with *Envisioning 2030*.

INDIGENOUS EDUCATION AND AFFAIRS

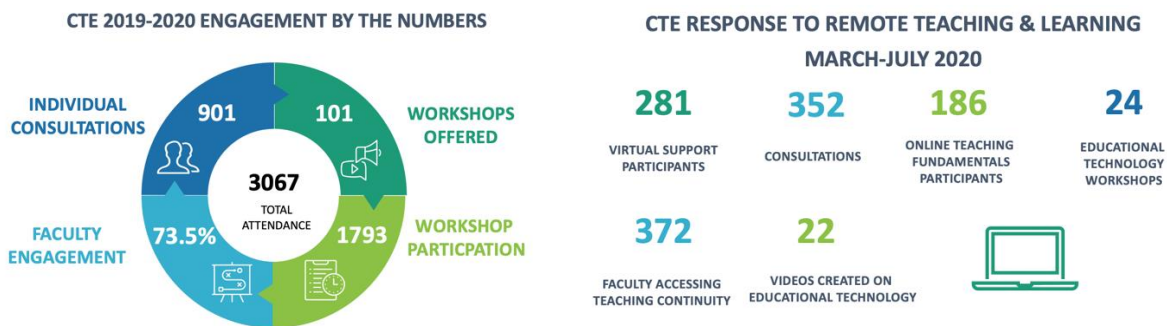
- » With the leadership of Knowledge Keeper and Master Carver Ses siyám, Ray Natraoro and Joel Cardinal, Capilano University held the launching ceremony for Skw'chays on October 23, 2020 at Cate's Park. This event was livestreamed with a safe, restricted number of in-person witnesses to the ceremony. The event included students from the Indigenous Digital Filmmaking program, including Cree students from Alberta who had their first experience with the ocean in paddling Skw'chays.
- » Indigenous Student Services hosted the Truth and Reconciliation Week virtually with some in-person engagement from November 2-10, with a keynote address from Orange Shirt Day founder Phyllis Webstad. Types of activities included traditional teachings, historical teachings about the territories, cultural awareness sessions and light-hearted activities such as youth storytelling and a comedy show. Participation through online access has significantly increased numbers of people engaged in this annual week and raised interesting conversations regarding accessing cultural knowledge beyond the focused time of Truth and Reconciliation Week activities.
- » The Indigenous Advisory Circle, a strategic and relational table that will meet bi-annually with President Dangerfield and the Indigenous Education Steering Committee, a programmatic and student experience-oriented table that will meet quarterly with the director of Indigenous education and affairs has launched. Terms of reference are currently being developed.
- » We have met with funders who support lunches in the Kexwusm-áyakn Student Centre and have confirmed approval for the funds to be transferred to grocery gift cards to be distributed to Indigenous students who are food insecure as they are identified.
- » In support of academic learning, there has been a concerted effort to secure laptops for Indigenous students through multiple routes to assist with accessibility issues for Indigenous students.

ACADEMIC INITIATIVES & PLANNING

- » With the support of funding from the provincial government's COOP-WIL, AIP is supporting the work of nearly 20 employees and students participating in the 2020/21 Work-Integrated Learning (WIL) project. This initiative has two primary goals: 1) Recommend a university model for curricular WIL support; and 2) expand the number of CapU courses with embedded WIL opportunities.
- » In collaboration with the North Vancouver Chamber of Commerce, the University has received \$70,000 to pilot a work-integrated learning initiative to support the evolving needs of the North Shore's small businesses as they adapt to the complexities of COVID-19 through a design challenge project. This is thanks to the good work of Patrick Stafford-Smith (Chamber CEO), Jenn Fane (ECCE faculty and WIL project coordinator) and AIP team members Aurelea Mahood (director) and Adele Therias (CityStudio North Vancouver project liaison and WIL project liaison).
- » In late November, the AIP team is pleased to support the Faculty of Arts & Sciences in two upcoming DQAB external expert panel virtual site visits in support of the proposed Bachelor of Science General and Bachelor of Arts with a Major in Psychology.

CENTRE FOR TEACHING EXCELLENCE

- » With the transition to remote teaching and learning, engagement with the Centre for Teaching Excellence for 2019/2020 academic year has seen tremendous growth. We have reached 73.5% of all faculty at Capilano, offered over 100 workshops for faculty and students and had over 3,000 attending our programming. This is an increase of over 352% from the prior academic year. Read more in our [2019-2020 Annual Report](#).



- » Open Educational textbook adoptions have been increasing at Capilano U. This provides students with freely available online textbooks for their courses. In 2020, over 25 courses at CapU used Open Educational resources. This resulted in savings of \$123,200 for more than 850 students.
- » An Anti-Racism Resource Hub has been created by Ki Wight, recipient of the 2019-2020 Teaching Innovation Fund, on anti-racist, Indigenizing, decolonizing and culturally responsive pedagogy for classrooms, experiential learning spheres and online learning spaces. The eLearn site/hub is available to all faculty and students.
- » Open Classroom Week was held November 2-6 with 14 faculty opening their virtual classroom doors to colleagues for inspiration, reflection and appreciative dialogue on teaching and learning.
- » The student digital ambassadors have been busy supporting over 200 students in September and October and creating a website for students with videos, resources and FAQs on navigating the digital environment. Student digital ambassador, Austin Cove, and CTE educational developer, Barry Magrill presented at the BC Educational Technology Users Group fall conference November 6 on *Building the Next Normal in Peer Support*.
- » Mary Giovannetti and Derek Murray worked with HR and the Capilano Faculty Association (CFA) to develop a three-day workshop for chairs and coordinators on peer observation of teaching, with the goal to enhance teaching through peer feedback. Meetings are underway with HR and CFA to explore expanding the opportunity to all faculty.

CREATIVE ACTIVITY, RESEARCH & SCHOLARSHIP

- » New Applied Research Grant Awarded: **Canadian History Through the Lens of Indigenous Women.**



- » The federal government funding agency, Mitacs, has awarded the University its first *Accelerate* applied research grant. This grant will support a research collaboration between CapU faculty member Carol Aitken and business owner Chastity Davis together with CapU Research Assistants Haluka Yagi and Rachel Wong. The research project titled, *Canadian History Through the Lens of Indigenous Women*, grew from the work of Chastity Davis who is a proud member of the Tla'amin Nation. Chastity Davis Consulting strives to keep First Nations culture, traditions and values incorporated into modern-day life with a focus on building bridges between Indigenous and non-Indigenous peoples. This peer adjudicated research award will support faculty and student salaries and we thank Mitacs for its support of CapU's growing Creative Activity, Research and Scholarship (CARS) and commitment to Truth and Reconciliation.

FINANCE & ADMINISTRATION

FACILITIES SERVICES

- » As we have moved into the Fall term, health & safety and emergency preparedness has been evaluating the success of the COVID-19 measures put in place and making minor adjustments based on real-life practice and changes in public health guidance. We have done this partly through consultation with divisional focus groups and by implementing a COVID-19 Building Team, whose members provide in-person support to students and employees. Our current foci include preparing for final exams and planning for Spring term while balancing cold and flu season.
- » Security is working on a mass notification system, incorporating existing resources with IT and communications.
- » Campus planning has created physically-distanced space plans for all learning spaces on campus, in order to allow students to attend courses in person safely. In creating the new classroom layouts, furniture was reduced and rearranged, plexiglass barriers were installed where necessary, and traffic flow was established when necessary in conjunction with establishing a Safe Work Procedure for each space.
- » Outdoor respite and study spaces have been created using benches that convert to workspaces in order to provide students and employees with outdoor options for taking a meeting, class or a nice break for a meal.
- » Improvements were completed to the corridors and stairwells of the Cedar Building, which included new flooring, painting, stair treads and improved lighting.
- » The new Centre for Childhood Studies Building is currently in the design phase which includes a 74-seat childcare centre, academic laboratory to support course curriculum, offices and classrooms. The new building is proposed to be built at the current Facilities Building location.

- » Energy efficiency and occupant thermal comfort will be significantly improved with the installation of a high-performing curtain wall system on the Library Building (1973 portion). Building permit drawings are under review by the District of North Vancouver. Construction is anticipated to begin in early 2021.
- » The District of North Vancouver is currently reviewing the detailed planning application of on-campus student housing. The proposed Phase 1 building includes a 360-bed building with a dining hall. Project updates are anticipated in the coming months.
- » Various student-facing support services will be brought together into one convenient location in the Library Building—Centre for Student Success Phase 2. The space will include café seating, universal washrooms, and study and collaboration areas. Furniture and AV-equipment installations will take place in November and December 2020.
- » Several infrastructure projects have been identified, including the replacement of water mains and electrical distribution systems. Planning for improvements to the network of underground infrastructure is underway and will be implemented within the next few years.
- » The University has reached its maximum power supply capacity. A new service agreement with BC Hydro was signed looking for ways to increase our power supply, as more power is needed in view of the new buildings and future campus infrastructure projects.

INFORMATION TECHNOLOGY SERVICES

- » **Digital delivery:** the [IT Services work plan](#) for July to September 2020 was generally successfully completed, including a number of projects aimed at improving the digital teaching and learning environment and supporting employees working remotely. August and September saw a significant increase in the volume of IT service desk requests, as IT staff worked diligently and tirelessly to support and enable students and employees.
- » **eLearn architecture improvements:** the start of a Fall term delivered pre-dominantly online saw our Moodle-based learning management system, eLearn, facing an unprecedented amount of usage. Despite significant work over the summer aimed at preparing for this increased volume, the system struggled under the load. IT engaged an external expert to assist us with a rapid technical architecture review of the environment in response to the performance concerns. This review highlighted the need to make a significant architectural change, which was successfully completed and led to notable performance gains.
- » **Student information system:** our student information system, Banner, is in the midst of a significant investment to enable process improvements and efficiencies. The curriculum reconfiguration project is a joint initiative between the Registrar's Office and IT Services to reconfigure the curriculum-related objects in the Banner student module. This will align our configuration with the industry and Banner best practices and standards, enabling other tools and process improvements. This project is well underway and expected to complete in February 2021. At the same time, we are upgrading the platform from Banner 8 to Banner 9; this significant undertaking introduces wholesale architectural changes while setting a foundation for many digital transformation and student experience improvements in the Registrar's Office and beyond.
- » **Digital transformation:** with the recent hiring of a director, IT operations, the CIO is now focused on the development of the University's digital transformation plan. This plan will assist us in achieving our *Envisioning 2030* goal—to use imagination to drive CapU's digital transformation—and will be a pan-institutional initiative, requiring consultation and collaboration across the CapU community. To aid our digital transformation journey, CapU has adopted the [EDUCAUSE definition](#):

*Digital transformation is **a series of deep and coordinated culture, workforce, and technology shifts** that enable new educational and operating models and transform an institution's business model, strategic directions, and value proposition.*

Modelled after the campus master plan's development, the digital transformation plan development will be led and

coordinated through the office of the Chief Information Officer (CIO) and will have three phases: create a baseline and launch engagement; analysis and drafting; finalize and approve the plan. The plan will follow the *Envisioning 2030* timeline, broken into three separate three-year phases as shown below. The goal is to have the plan finalized and approved in March 2021. A framing document, including guiding principles and values and current state information, is currently under development and will be circulated to the Senior Leadership Council for feedback in November.



STRATEGIC PLANNING , ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » A three-stage process has been initiated for the development of our next Integrated Plan for Fiscal Year 2021/22 to 2023/24, following the release of the revised version of the 2020/21 to 2022/23 plan. With an emphasis on simplicity, accountability and risk management, stage one asked faculties and departments to conduct a mid-year reflection in order to monitor progress toward current planning commitments. As a result, actions and pivots to address existing areas of focus have been identified and shared among key stakeholders during stage two. This sharing exercise also included key inter-department dependencies and perceived risks that might support or hinder the achievement of existing goals and targets.
- » Stage three calls for identifying areas of focus, key dependencies and potential risks for next year, and uses *Envisioning 2030* themes, goals and priorities as the foundational structure. The process in place encourages constant communication and collaboration within and among portfolios and requires careful alignment with other plans.

ENVISIONING 2030

- » Continued efforts are in place to keep long-term planning alive through *Envisioning 2030*, despite the many short-term challenges and uncertainties. Multiple customized facilitated workshops and meetings have been conducted with faculties and departments to start an evolving alignment process to *Envisioning 2030*. This effort has emphasized the need for every employee to take the opportunity to know *Envisioning 2030* and 'find yourself' within this proposed future. Considerable attention has also been given to build bridges that support the alignment between *Envisioning 2030* and the upcoming Academic Plan, Digital Transformation Plan and Internationalization Plan.

SEM (STRATEGIC ENROLMENT MANAGEMENT)

- » Since September, strategic enrolment management efforts have been focused on two primary initiatives. The first initiative involves IR, deans, CIE, RO and finance and establishes a new integrated planning process for enrolment forecasting and target setting. The goal is to understand whether there will be major academic programming changes in the upcoming fiscal year and to build in underlying assumptions of growth/decline from the recruitment perspective. The second initiative is led by IR to understand realistic FTE growth potentials by analyzing domestic FTE trends from the past decade. This will serve as one of the foundational planning data points for strategic enrolment management. A subset of the committee will meet before the end of 2020 to review the enrolment assumptions and analysis findings.

CONTINUING STUDIES

- » Fall 2020 registration is proceeding with 60 new courses offered in three flexible online formats leading to 22 stackable microcredentials. Plans for spring 2021 open enrollment offerings, including even more new online courses and programs, are underway.

- » The new online program in Latin American public administration, offered in partnership with Beranger Consulting, engaged 115 Spanish-speaking Paraguay learners.

CENTRE FOR INTERNATIONAL EXPERIENCE

- » COVID-19 continues to impact international recruitment and enrolment conditions, however, we have still managed to field close to 4,000 applications this year and provide offers to over 1,500 students. New registrations are less than last year, but based on Fall 2020 registration, International still accounts for 32% of total enrolment which is just 2% lower than last year at the same time.
- » On October 2, IRCC announced new measures to enable international students to travel to Canada. Capilano University was pleased to be included on the list of IRCC approved DLI's to accept international students with a provincially-approved COVID-19 readiness plan. This involved, amongst other measures, the creation of an *International Student Self-Isolation and Quarantine Travel Guide* that all incoming students must read and comply as they travel to and arrive in Canada. Our CIE team reviews every quarantine plan and tracks students through their travel, transit and quarantine periods in Canada.
- » International student registration and travel to Canada is still hampered by the ability to gain a visa and secure travel and quarantine arrangements. Most Visa Approval Centres (VAC's) around the world that process Canada visas are closed and those that are open, for our core markets, are providing limited services. Until this situation changes, we anticipate high ongoing deferral rates of international students until they are able to travel to Canada to participate in classes.
- » Due to rising COVID-19 cases in Europe, we cancelled most of our spring exchange activities for students. We normally send around 30 students in the spring, but conditions have worsened in recent weeks. There has been high interest in participating in exchanges, but they will be deferred until travel conditions improve
- » Chris Bottrill has completed his term as chair of the Pacific Asia Travel Association (PATA) based in Bangkok, Thailand. PATA is a large industry and government association that represents leading tourism organizations around the globe. Chris completed an extended term as chair and achieved the approval of a major governance transformation of the association to modernize its practices.

STUDENT SUCCESS

- » Student success continues to navigate the challenges of creating opportunities that help students feel part of the University community. We have spent considerable energy working on events, activities, supports, and policy revisions that impact students directly.

ACCESSIBILITY SERVICES

- » Staff have invigilated a total of 20 on-campus, in-person exams since September for students requiring accommodations for exams that are on-campus or for those students with disabilities who do not have access to reliable WiFi or assistive technology at home.
- » The number of new student intakes this fall compared to the same time last year remains consistent.

CAREER DEVELOPMENT CENTRE

- » Between September and October, we met with 141 students for various career development support.
- » We organized a virtual CDC info session, career chat, CapU Launch info session and Career Insider Live featuring an alumnus on Instagram Live with a total of 93 students participating.
- » We offered 12 CDC lunch n' learn career development webinars with 122 students attending. We continue to collaborate with faculty and have conducted 23 webinars for various classes with 543 students.

- » Our social media engagement managed by our student career ambassadors is stronger, with more students interacting with us.
- » Students now have access to challenge cards and motivated skills sort card resources online.
- » On October 28, 2020, we welcomed back three alumni Samantha Sai, Jordan Kellman and Sara Colliss for our annual CapU to Career (C2C) alumni panel to impart their wisdom and insights on how to navigate a challenging economy to almost 40 students.

COUNSELLING & LEARNING SUPPORT

- » Counselling services are in the midst of creating a number of videos (asynchronous) for students to watch on demand. The topics are varied (motivation, relationships, etc.) and meant as a short, easily digestible introduction to the topic with links to additional resources. They will be rolled out en masse in collaboration with MDX/IT.
- » In an effort to promote services to students in the new normal COVID-19 world, we are virtually/synchronously attending classes to normalize the student experience and offer resources/supports whilst promoting counselling, the learning specialist and accessibility services.

STUDENT AFFAIRS

- » The Sexual Violence (SV) policy revisions, shepherded by Ashley Bentley, went to the Board September 29 and met with approval. The next phase related to sexual violence is the gathering of a SV committee to provide ongoing feedback and support for enacting the policy.
- » The Well-being Working Group presented identified priorities to the President's Advisory Committee. The work related to the priorities is now housed within student success and human resources.
- » "Experience Well-being Week" wrapped up at the end of October. The month-long event offered various virtual engagement opportunities to students and employees, such as workshops, lunch & learns and events across four domains of well-being: mind, life, body and work.
- » The Leadership Series was launched on October 15, 2020 with Paul Dangerfield as the keynote speaker. Each month there is a new keynote speaker who is a leader in the community and they will share their story, advice and answer questions around leadership. www.capilanou.ca/leadership-series
- » The team is working with CIE and recruitment to offer orientation activities for students joining CapU in January. With lessons learned during the summer, we will be hosting Jumpstart programming in late November to help orient students to the university community.
- » Student Life Hub hosted a virtual Halloween Carvathon on October 29, 2020 where students were invited to dress up and carve pumpkins together.

STUDENT HOUSING SERVICES

SPRING 2020 APPLICATIONS AND TURNOVER

- » Residence Applications for spring 2021 opened on October 19, 2020. We have received 21 applications as of October 30, 2020. Three international students who were offered rooms in the fall have not been cancelled as they are still showing interest of arriving in November or December 2020.
- » Although Canada opened its borders to international students this month, we are not expecting many international student arrivals. In collaboration with CIE, we continue to communicate isolation plans to all international students that are interested to coming to Canada at this time. We are providing them with a list of hotels where students can book reservations to complete their 14-day isolation upon arrival in Canada and prior to moving into CapU housing.

- » Currently, we expect four to six students will be moving out of residence at the conclusion of fall 2020, a significant reduction from fall 2019 (45) that is primarily due to changes to our application process and priority for the Fall term.
- » We are currently able to offer a total of 175 rooms. With courses offered mostly remote, we have 20 vacancies. Based on the numbers above, we expect occupancy to reach 90–100% for the Spring 2021 term.

FALL/SPRING 2021–22 APPLICATIONS

- » This year, in partnership with recruitment, we launched our application process for the upcoming Fall term almost a full calendar year in advance of the start of the term on October 19, 2020. This will allow CapU recruiters to prompt students to apply for residence immediately during school visits and recruitment fairs.

PROGRAMMING AND EVENTS

- » In September and October 2020 over 35 separate programs and events for students have been held in residence, spearheaded primarily by our team of nine student Residence Advisors (RAs).
- » Attendance and engagement from students has been high for in-person, socially distant events. See some pictures below.



ATHLETICS

- » Athletics—currently servicing 120 student athletes who are training under COVID-19 protocols as guided by the *Return to Sport* guidelines developed by the Athletics department, ViaSport, provincial sporting bodies, WorkSafe BC and the EOC.
- » Training is occurring and interprovincial competition is planned for January to March to enhance the student experience.
- » CCAA National championships have been cancelled for the Winter term in 2021.

RECREATION

- » Offerings for students and employees:
 - Lunch-Well (employee well-being program over lunch)
 - Virtual Fitness Classes: Bootcamp, Zumba and Yoga
 - Virtual Strava events (virtual races/movement challenges facilitated by the app ‘Strava,’):
Back to Cap Run/Walk (‘Welcome back,’ 5km run or 3km walk – over 60 participants)
 - ClimbUP Challenge (step challenge and fundraiser for the United Way): raised \$1,242
 - HIIT the Trails Challenge (three-day trail run/walk plus HIIT workout challenge): 20 distinct participants
 - Experience Well-being during the month of October: ongoing collaboration with HR, student success, the Library, & other student service areas.
- » Upcoming Events:
 - Continuation of events as listed above for the remainder of the Fall term (another re-boot for January)
 - Collaborating with other departments to host a modified Ice Cap ‘welcome back’ event in January
 - Launch of the Move More North Shore ‘prescriptions for active health,’ virtual program where students/employees can be referred by counselling/medical services for eight weeks of support from a student active health coach in becoming physically active. Research grant provided.

REGISTRAR'S OFFICE

- » The Registrar's Office (RO) recently held its first staff recognition awards. Our nomination committee received an overwhelming 28 nominations from individuals within the RO who wrote about the dedication, talent and student service excellence of their colleagues. While COVID-19 has presented challenges and pressures for the teams in the RO, it was heartwarming to see the collegiality and team spirit in the office rise to the surface.
- » The RO is partnering with the Ministry of Education and EducationPlannerBC to roll out the PESC XML transcript project for current high school students. When completed later this year, applicants will be able to login to their Ministry of Education portal and request to send their high school transcript. Within minutes, transcripts will arrive at CapU in Banner for our admissions team to process. Admissions can also request updates for those students whose courses may be in-progress. We are looking forward to the benefits of this new functionality including reduced application processing times and the elimination of the need for paper transcripts from BC high school students.
- » The fall 2020 final exam schedule is published, with the majority of exams delivered remotely (95%) and 5% delivered in-person. The timetable for the Spring term will be published on Monday, November 9 in preparation for spring 2021 registration which starts on Monday, November 16. The majority of the spring courses will be delivered remotely (approximately 80%) and the remaining sections will be delivered in-person or as a hybrid of in-person and online.
- » The Banner Curriculum Reconfiguration project team is currently conducting a final round of testing that will enable us to move fall 2021 applicants to the new program structure at the end of November. The remaining active student records in Banner will be moved to the new program structure on January 30, 2021. Successful completion of this project will allow CapU to implement the degree audit software, DegreeWorks. This software will allow students to track their progress in their programs and determine what requirements they need to complete for their credentials.

FINANCIAL AID & AWARDS

- » Financial aid & awards has disbursed a total of \$762,910 in entrance and terms awards for the Fall 2020 term. Over 1,000 students received funding to support their studies at CapU. Compared to fall 2019, \$320,000 was disbursed to 186 students. The team is thrilled to be able to get funding out to so many more students compared to last year.
- » The CapU Cares Student Award was a huge success this fall. Over 900 students received an award of \$452.

ACADEMIC ADVISING

- » The academic advising team has been exceptionally busy providing guidance and information to our students. Since September, the advisors have fielded over 1,300 emails, phone calls and virtual student appointments. The advisors have been offering virtual appointments via MS Teams since March, and have now rolled out Zoom appointments for prospective students who may not be as familiar with Teams.
- » Advising is also partnering with the CIE and Indigenous student services to provide more advising support to those specific student groups.

STUDENT RECRUITMENT & TRANSITION

- » The recruitment team has been partnering with other University services to develop a fully online [Explore CapU](#) event which will be taking place from November 19–21. Prospective students and their supporters will have opportunities to learn about our University, its campuses, programs and support services. There will be an opening keynote session, live music performances, departmental showcases and student and alumni panels. We anticipate this event will reach more prospective students than previous years as it will be available virtually to anyone around the world.

OFFICE OF INSTITUTIONAL RESEARCH

- » The team launched a redesigned Welcome Survey to better understand the experience for new Capilano University students (see results at the end of this report). We received 339 (21%) completed, valid responses, which is the highest completion rate achieved for this survey compared to previous years. The survey included several questions regarding the impacts of COVID-19. Some highlights include: 70% of respondents reporting that their social interactions with friends/family have worsened due to COVID-19; 30% have limited access to quiet/private study spaces and 21% have limited or no access to headphones with a microphone. The survey results have been shared with critical teams such as AIP, RO, CIE, student success, MDX and communications with the goal to continuously improve based on student feedback.

UNIVERSITY RELATIONS

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

UNIVERSITY RELATIONS



» Pre-capital campaign planning started as the University's contractor, The Discovery Group, initiated the campaign feasibility study to test support for a potential \$5M fundraising campaign to build the Centre for Childhood Studies. A position paper has been generated and shared with over 20 interviewees from our prospective and current donor database. These interviews were held between October 6 and October 21, 2020. Next steps include the creation of a formal case for support and review the report from The Discovery Group to identify the potential fundraising goal. The report will identify a potential list of volunteer campaign cabinet members and staffing resources needed to launch into the next phase of the capital campaign.

- » University relations has begun work to create CapU's first asset valuation inventory, as well as accompanying policies and procedures to provide clarity and transparency concerning processes by which the University's assets are named. The goal is to identify and value the assets, both physical and program/faculty based, for philanthropic purposes. Early in 2021, university relations will have information to share with the Board on the outcomes of the inventory assessment.

COMMUNICATIONS AND GOVERNMENT RELATIONS

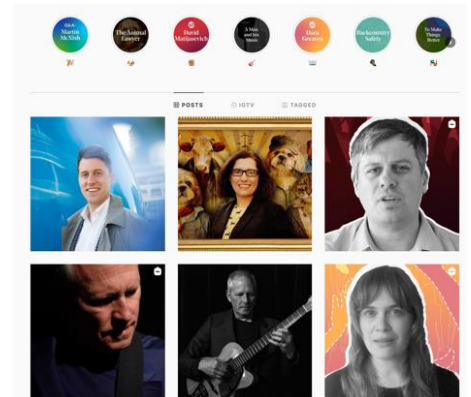
- » Following the beginning of the new academic year, CapU communications shifted to balance its attentions between the University's response to COVID-19 and the broader purpose of the University. In relation to COVID-19, the major announcement released by the University in this period featured plans for delivery of the Spring 2021 term, which will continue to operate in an adapted mode with the majority of courses provided online or through a blended model.
- » Other major announcements released between September 1 and October 31, 2020 include: honorary degree recipients Susan Point and Derek Lee; CapU's new Bachelor of Kinesiology degree; Vice President of Finance & Administration Debbie Carter; Orange Shirt Day; \$450,000 from TD Bank Group for the Indigenous Digital Accelerator Program; faculty emeritus Jenny Penberthy and CapU's achievement of membership in Universities Canada.
- » In September, Capilano University President Paul Dangerfield launched his first "[President's Letter](#)" to CapU students, employees and the wider community. Featured in the first edition are Devin Williams, a graduate of the IDEA School of Design; faculty emeritus Jenny Penberthy, PhD; and Chancellor Yuri Fulmer. CapU communications is proud to provide editorial support for this initiative and is already collaborating on the November edition.
- » Internal highlights for communications included guest-presenting the award-winning CapU brand at the Capilano University Management Association's October 13, 2020 meeting and hosting an introduction to the CapU brand for new employees on September 18, 2020.

MARKETING AND DIGITAL EXPERIENCE (MDX)



» MDX is finalizing the marketing campaign for the upcoming 2021–2022 recruitment period. The campaign launched on November 2, 2020, in time to support and elevate Explore Night—the major digital recruitment event of the year. Significant work has been done to engage the University community and align the campaign to *Envisioning 2030*.

» *Capsule*, the University's digital magazine, has officially launched on Instagram. *Capsule* is an online initiative to share impactful stories that elevate the University's brand and the reputation of our faculty. We believe *Capsule* has the power to build connections and there is no better time to launch a platform designed to connect us through stories. We encourage all members of the Board to follow us on Instagram @Capsule.Stories.



DEVELOPMENT AND ALUMNI RELATIONS

FUNDRAISING & STEWARDSHIP

» To date, the Foundation has raised 70% (over \$650,000) of its fundraising goal for 2020-21.

» Two appeals were launched this fall. The North Shore Neighbours Fall Appeal is on track to meet its fundraising goal of \$25,000, with more than 60% of gifts coming from first-time donors to the University. The “High-5 Employee Appeal” is tracking to meet its goals of increasing employee payroll gifts and one-time gifts to support student awards. On September 15, in preparation for the December 1 “We Believe” fundraising breakfast, the Foundation held a virtual kick-off event, hosted by Paul and Catherine Dangerfield, for 25 CapU donors and supporters. The evening included delivery of a charcuterie platter, wine and chocolates to each participant, as well as entertainment provided by CapU honorary degree recipient and Jazz icon, Dee Daniels.



» Support from six corporate sponsors was secured for CapU's Student Orientation program, as well as a commitment from guard.me International Insurance in support of the CIE's International Leadership and Mentorship program. In collaboration with the Squamish Nation and CapU's First Nations Student Services, the Foundation secured funding, via Neptune Terminals, to purchase nine laptops to support Indigenous students in their studies. The Foundation also nominated Neptune Terminals for a 2020 Giving Hearts award in celebration of National Philanthropy Day (November 15, 2020). Shaw Communications also made a donation to support the student laptop loan program through their work with CapU's CIO.



» Work continues on expanding the Foundation's donor pipeline with the creation of prospect lists focused on the Centre for Childhood Studies and the Indigenous Digital Accelerator.

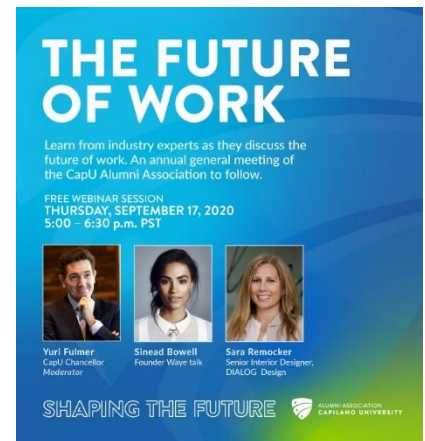
ALUMNI RELATIONS

- » On September 17, 2020 the Capilano University Alumni Association hosted its Annual General Meeting followed by a “Future of Work” webinar session as part of its *Shaping the Future* lecture series. Chancellor Yuri Fulmer moderated the webinar session attended by 282 members of the CapU community and a panel of experts, including Sinead Bovell, founder of Waye and Sara Remocker, senior interior designer at DIALOG Design. The panel discussed whether remote work will become the new normal, why we need to abandon the “learn, work, retire” model for a life of continuous learning and how the current COVID-19 challenges can accelerate innovation.
- » The alumni team partnered with new student orientation to lead three events during Orientation Week. Events attended by alumni and first-year students included a music therapy session with alumni Kayla Turnbull and Lizzy Walsh; a film screening of *The Bus Stop* and Q&A with Leo Award winner and CapU alumni Kama Sood and a CapU campus nature walk led by CapU alumni and groundskeeper Jo-ann Cook.



» The digital campaign “CapU ♥ Tuesdays” was launched to promote pride and connection within the CapU community. Participants are encouraged to spread their CapU love by posting a photo in their CapU apparel every Tuesday and tagging @CapUAlumni #CapULoveTuesday. CapU ♥ Tuesdays items are available to purchase online at the [Bookstore](#) with 5% of proceeds from every purchase going towards a bursary for students in financial need.

- » The alumni team contributed feature stories for *Capsule*, Capilano University’s digital magazine. The features included a conversation on the future of fundraising with 2020 Alumni Awards of Excellence recipient Martin McNish and a discussion on how psychology informs your work with CapU alumni and artist Tierney Milne.



GOVERNMENT RELATIONS AND COMMUNITY ENGAGEMENT

- » The 2020 provincial election became a focus in connecting with various politicians and potential candidates. We attended many candidate meetings to ensure Capilano University had a presence with the candidates and to keep post-secondary education front and centre while addressing issues such as housing and transportation. We look forward to connecting with the newly elected MLAs and appointed ministers once the election results are finalized.
- » Accountability to government is a key priority for Capilano University. In October, we developed two new reports requested by the Ministry of Advanced Education, Skills & Training to outline CapU’s plans regarding a steady increase towards greater in-person learning and our activities to date to support an enriching experience for all students while the majority of our services, and instructional delivery are remote.

UNIVERSITY EVENTS

- » Focused on well-being, the President’s Perspective event in September was completely virtual, yet featured many of our campus community through interviews, as well as a campus-wide collection of videos featuring how employees are maintaining wellness during COVID-19. The event was webcasted live to promote community building through the chat function which employees used to create clubs and wellness communities of their own. University events continue to support the president’s office on all of their events, including the New Employee Welcome events and the Employee Recognition breakfasts.



- » Working closely with student affairs on CapU's first online orientation, University events developed the concept and executed the plan for an exceptional in-person experience at the New Student Orientation curbside pickup event. 850 students drove, walked or cycled through and were personally greeted by Cap U employees while receiving their welcome packages.





DID YOU KNOW?

THE FALL 2020 WELCOME SURVEY RESULTS ARE IN!
HERE'S WHAT NEW STUDENTS SAID

70%

said their social interactions with friends/family have been worse due to COVID-19

57%

said their overall mental health and well-being has been worse due to COVID-19

And over 20% of respondents didn't know CapU Health & Counselling Services exist.



[Click here to book a counselling appointment online or call \(604\) 984 1744. Appointments are free and confidential.](#)

69% of respondents will need Financial Aid Services of some kind. The service rated as most needed was help to apply for scholarships, bursaries, and awards.



yet...

12% of respondents were not aware of how to access the CapU Financial Aid & Awards services.

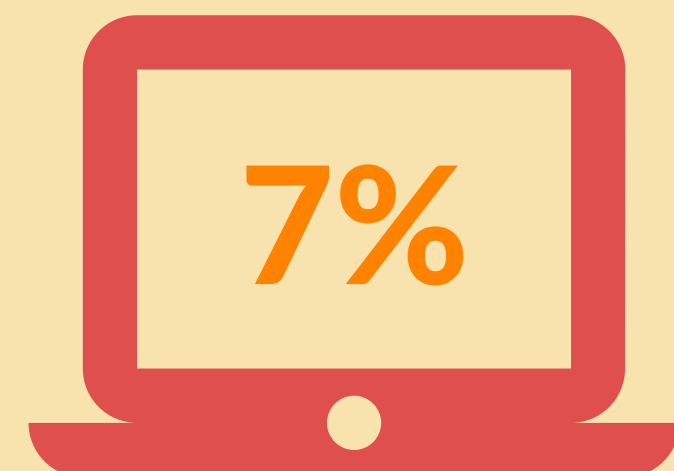
When studying remotely:



Have limited access to a quiet/private study space



Have no or limited access to a webcam or headphones with a mic



Have no or limited access to a computer



DID YOU KNOW?

THE FALL 2020 WELCOME SURVEY RESULTS ARE IN! HERE'S WHAT NEW STUDENTS SAID

69% of respondents attended New Student Orientation

Over 70% of attendees found it somewhat to extremely helpful



12% of respondents were unable to register in all their required courses for the Fall 2020 semester

The most common reason was because they were on a waitlist.



Over 55% of respondents overall were satisfied with all aspects of the new admission and registration process.



The top 5 suggestions for improving the application and registration process were:



Easier and more intuitive application/registration systems.



Increased frequency, speed, & clarity of communication to students



Clearer deadlines & requirements



Update the website & myCapU for easier navigation



More knowledgeable & helpful registration staff



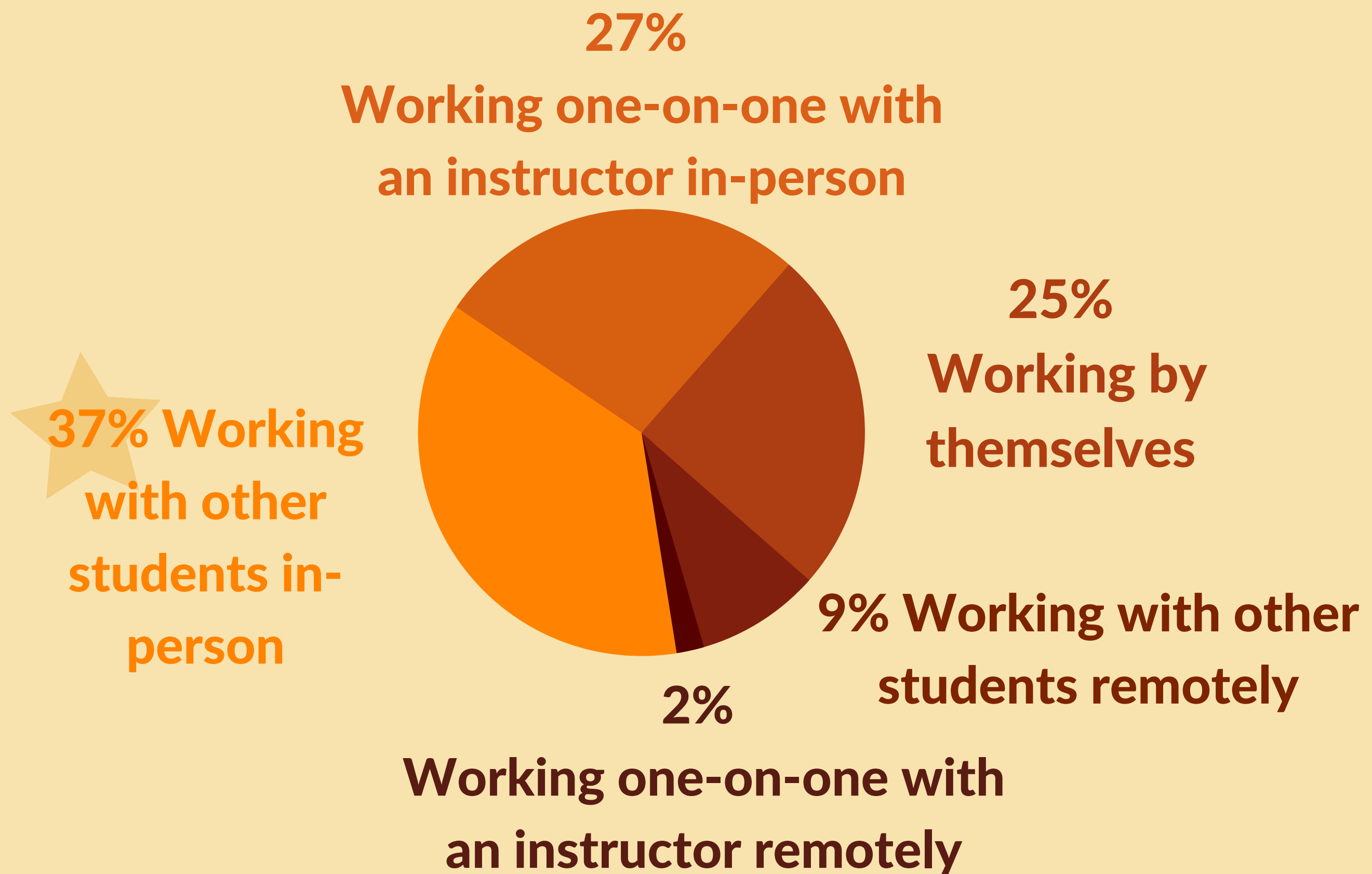
*Need help navigating the next semester?
[Click here for our course registration guide!](#)*



DID YOU KNOW?

THE FALL 2020 WELCOME SURVEY RESULTS ARE IN!
HERE'S WHAT NEW STUDENTS SAID

They learn best when....



The #1 reason new students chose to attend CapU was due to the reputation of a specific program




25% expect to work 8-16 hours each week during the school year



48% expect to study 6-15 hours each week for their classes