

December 17, 2013

Hon. Amrik Virk
Minister of Advanced Education
Room 133, Parliament Buildings
Victoria, BC V8V 1X4

Dear Minister Virk:

As requested, here is Capilano University's approach to the 2014 Core Review; we will continue to focus on our alignment with government's vision of a strong economy and secure tomorrow, which is of course the goal of all British Columbia post-secondary universities. To this end, we will concentrate on improving public outcomes and addressing the need for efficiencies through our five key areas of impact: 1) delivering on the provincial promise of special purpose teaching universities; 2) attracting and serving post-secondary students; 3) building strong communities; 4) connecting and collaborating with the K-12 sector; and 5) fostering support for faculty teaching excellence and relevance to current and future labor market needs.

- 1) As BC's only accredited university, Capilano will deliver on the provincial promise of special purpose teaching universities by providing evidence-based analysis of:
 - Our commitment to and success in outcomes based learning;
 - Ongoing public accountability for learning outcomes and employability;
 - Data driven innovation and improvement of learning and teaching;
 - Responsible assessment practices that demonstrate learning achievements;
 - High levels of program and subject matter integration across fields;
 - Attention to high demand fields of study and responsiveness to work force needs;
 - Student empowerment as a central feature of academic participation; and,
 - Increased attention to career preparation through post-baccalaureate study.

- 2) Capilano University continues to attract and serve post-secondary students in the face of changing demographics, including:
 - Students at risk (growing aboriginal populations, developmentally delayed and challenged students, those who are under-prepared and under-represented) seeking access to education;
 - Aspiring international students;
 - Students interested in professional and job-ready degrees;
 - Those seeking an institution that is focused on learning for earning, learning for employment, learning for citizenship and understanding;
 - Returning students who are not enrolling directly after high school; and,
 - Students who might otherwise find it difficult to remain in university due to personal, social or other circumstances.

- 3) Capilano University has always contributed to building strong communities and responsive programming, especially in terms of:
- Robust practicum programming in all degree areas;
 - Course level community engagement;
 - Connections and service to the BC First Nations communities through on campus and on site program offerings;
 - Development of Continuing Studies and Executive Education (CSEE);
 - Building student capacity for change making; and,
 - Commitment to life-long learning through summer kids camps, school district collaborations, and Elder College.
- 4) Capilano University is devoted to connecting and collaborating with the K-12 sector at the course, program, and institutional levels through:
- North Shore school district connections;
 - Ongoing service to the Sunshine Coast and Squamish school districts;
 - Working with school districts throughout the lower mainland districts;
 - Collaborating to foster onsite opportunities for university students to work with primary and secondary schools;
 - Sponsoring high school counselors' conferences that draw from throughout British Columbia; and,
 - Serving as the only university sponsor of We Day in British Columbia.
- 5) Capilano University continues its commitment to fostering support for faculty teaching excellence and relevance to current and future labor market needs via:
- Our commitment to hiring and retaining faculty with real world experience;
 - Ongoing affiliation with and hiring of working professionals;
 - Building connections to workplace experience during and beyond coursework;
 - Focusing on practical skills for future employment; and,
 - Supporting professional development in support of teaching excellence and innovation.

As Capilano University prepares its report for Core Review we are also focusing on opportunities for cost reduction and consolidation, while maintaining our continued dedication to high quality student learning. Some of the areas of future work include:

- Strategic enrolment, student retention, and timely graduation;
- Building degrees that fulfill labor market needs;
- Creating degree pathways for non-traditional students;
- Providing support and early alert for under-prepared students;
- Building strong career service opportunities for all professions;
- Establishing programs for early learning through high school co-enrolment;
- Expanding opportunities for study abroad and international immersion;

- Continuing our commitment to public accountability through outcomes assessment;
- Reviewing all programs to assess community interest and need, enrollment stability and sustainability, fiscal viability and revenue potential;
- Considering opportunities for realignment or reallocation of programs;
- Consolidating functions across our institution;
- Ensuring programs are operated as efficiently and effectively as possible;
- Ongoing integration of industry/commerce/business connections with curricular offerings including capstone experience, practicum, and service learning; and,
- Continued support of other BC institutions as they strive for a more robust approach to outcomes assessment and potential accreditation.

We at Cap look forward to working with government on the 2014 Core Review. The on-campus process will be led by Jane Shackell (Board Chair), Kris Bulcroft (President), and Richard Gale (VP Academic and Provost), with data support from all five faculties, Cindy Turner (VP Finance and Administration), and the Office of Institutional Research.

Sincerely,

A handwritten signature in black ink that reads "Kris Bulcroft". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

Dr. Kris A. Bulcroft
President & Vice Chancellor

cc: *Sandra Carroll, Deputy Minister*