

PRESIDENT'S REPORT TO THE BOARD

June 2, 2020

PRESIDENT'S OFFICE

The actions taken over the past three years to build capacity across the University are certainly paying dividends in spring 2020. It has allowed us to respond to COVID-19, while remaining focused on creating life-enhancing learning experiences for our students, alumni, employees and communities. In this report, you will read how Capilano University has taken a professional and measured approach to dealing with the situation created by the pandemic, while striving to deliver high quality education. Specifically, coordinated work is underway to recover the University by Senate, the faculties, Senior Leadership Council, strategic enrolment management group, academic leadership, the Centre for Teaching Excellence, the Centre for International Experience, student success, our support services, the CFA, MoveUP and the Emergency Operations Centre. Through these efforts, we are scenario planning for the fall, while taking immediate actions to attract new domestic and international students, retain and support returning students and enable staff and faculty to deliver a high quality experience this summer and fall. We continue to learn, and each day, I am amazed with the ability of our community to adapt and learn while we move forward. To be clear, this has not been easy nor without challenges, but guided by our *Envisioning 2030* values, the decisions we are making will see us emerging stronger having learned new skills and practices and caring for one another along the way.

ACADEMIC & PROVOST

Significant activity has been ongoing in responses to the impacts of the COVID-19 pandemic in faculties and academic units since the shift to adapted remote models of teaching and learning. The focus has been, and continues to be on, academic continuity and building-in additional plans and activities to best support teaching and learning in adapted ways. The subsequent reports below highlight some of these shifts and successes. There is immense appreciation and gratitude for the abilities and capabilities of faculty and academic units to take up the challenges that have been presented, keeping students' experiences central.

All summer courses are being offered in an adapted remote learning mode with the first Summer term underway. The aim is to maintain as much faculty-student interaction as possible in an online environment to build community and create connections that motivate participation and engagement in course learning. Additional sections have been added given the strong enrolment numbers.

The VP academic & provost is participating in the provincial Learning Continuity working group (comprised of vice presidents academics/provosts from public post-secondary institutions and others) hosted by the Ministry of Advanced Education, Skills and Training focusing on cross-sector priorities, actions and collaboration.

With *Envisioning 2030* approved, this affords the necessary planning context to undertake the development of the next academic plan. The academic plan will utilize and build on the extensive consultations and engagements that occurred with developing *Envisioning 2030*, as well as focus more deeply and specifically on the foundation of the University, that of academic activity inclusive of programming, teaching and learning, community engagement, scholarly pursuits and research and various forms of service. The last [academic plan](#) identified principles, programming and academic support to guide the

actions and activity of the University. With our next academic plan, we will continue to build on the strengths of what has gone before, as well as create a path forward that enlivens *Envisioning 2030* through the academic activities of the University. The academic plan is intended to be an expression of key University constituents' collective aspirations and interpretations of the themes and commitments embedded in *Envisioning 2030*. An advisory group is being formed. The senate sub-committee, Academic Planning and Program Review committee, will have a key role in advice, input and review.

The University application to join Universities Canada (UC) has advanced to the next stage with the Board of Directors approving the application to be put forward to the membership for vote at its October 2020 meeting.

FACULTY OF ARTS AND SCIENCES

- » To further develop the academic model focusing on the region, a partnership with the Howe Sound Biosphere Region is under active development. This opportunity involves a range of projects that align well with the three broad priorities of the Howe Sound Biosphere Region Initiative—biodiversity conservation, sustainable development and reconciliation advancement.
- » Faculty of Arts and Sciences is working with Chernoff Thompson Architects and facilities to develop state-of-the-art science labs in preparation for new degree programs in the future.
- » A program development advisory meeting was organized in late February at the Lonsdale Quay site with industry representatives. Feedback indicated the importance of Information Science to the growth of the field and the excellent opportunities credential holders will have. Work progresses with the new degree proposal, incorporating feedback from community consultations.

KÁLAX-AY / SUNSHINE COAST CAMPUS

- » Under the partnership with the Pender Harbour Ocean Discovery Station (PODS), the inaugural student research project was completed and received positive praise from the executive director.
- » The kálex-ay campus, along with the Faculty of Arts and Sciences, Faculty of Global and Community Studies and the School of Communication, have come together to offer a suite of courses under the title, "Capilano Year Experience" (CYE). This fall, the suite of innovative courses will focus on several significant issues facing society today: land use, the local community and the environment. Applied learning projects with local communities and organizations will be integrated. A spring CYE course suite is being considered.
- » Kara MacDougall, educational planning & advising officer, and Lydia Watson, coordinator Sunshine Coast campus, collaborated on a letter in the *Coast Reporter* to wish our students and community continued good health. Local students and the coastal communities were also assured that while the COVID-19 pandemic has put a different emphasis on our delivery, supports remain available. Summer programming is being offered in adapted remote ways and fall planning is underway.
- » The students in the Pathways 2 Higher Learning program have all made significant progress towards their Grade 12 graduation and are planning to complete in the new academic year. Becky Wayte, coordinator, and the shíshálh Nation are looking at alternative and creative ways to recognize students' efforts with year-end completion recognition.
- » Trudi Dienes, instructor & literacy outreach coordinator, along with students, have successfully moved the Beginners Conversation Circle and the Intermediate/Advanced Book Club online.

FACULTY OF BUSINESS AND PROFESSIONAL STUDIES

- » School of Communications summer courses have expanded to include: Advanced Communications Management, Advanced Business Writing & Editing, The Culture of Advertising, Videogame Culture, Special Topics in Communication and Communication Practicum.
- » Dr. Ki Wight, faculty, School of Communications, is teaching Culture of Advertising and is including an experiential, online learning opportunity with the Polygon Gallery on a gallery-based project and digital showcase.
- » Dr. Ki Wight has published a book chapter: Wight, K. (2020). Missing beats: critical media literacy pedagogy in post-secondary media production programs. In Steinberg and Down (Eds.), *The SAGE Handbook of Critical Pedagogies* (pp. 1146-1156). Sage Publishing.
- » Dr. Michael Markwick, faculty, School of Communications, received funding in the first round of the Unified Grant to support his research into the opportunities to create an Institute for Democratic Communication.
- » In the School of Business, students and faculty were recognized with awards at the American Marketing Association International Collegiate Conference ([CAPUMA Wins at AMA ICC](#)):
 - CAPUMA Small Chapter of the Year
 - Collegiate Case competition—semi-finalist
 - Outbound Sales competition—three semi-finalists
 - Marketplace Simulation Faculty competition—second place (Andrea Eby)
- » School of Business received approval to offer a sixth degree-specialization option within the Bachelor of Business Administration. Designed in consultation with industry partners, the new Business Information Management & Analytics concentration is planned to be available beginning in fall 2020.
- » Enactus National competitions, usually held in Toronto, were swiftly moved online. Enactus Capilano University (30 students from across the University) stepped up to the challenge without hesitation by redirecting their financial literacy project, “Square One”, to an online platform and shared with participating high school teachers from the North Shore and Burnaby. Students collaborated to voice record their five session workshop so students could receive the education as part of their Grade 12 transitions course.
- » Two new Enactus sustainability projects are being worked on: single-use cups, and at 'a sense of belonging on our commuter campus' with a focus on the Capilano University community for the coming year.
- » Enactus has been pursuing an opportunity to partner with Capilano University/Chartwells, North Shore Neighbourhood House and the United Way to address food scarcity among families in our local communities impacted by COVID-19 with a focus on ensuring food provision and delivery to families in need.

FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » Allied Health programs in North Vancouver and Sechelt donated their stock of Personal Protective Equipment (PPE) from their health labs to the Lions Gate Hospital Foundation and Vancouver Coastal Health, in response to a short-fall in PPE for frontline workers managing COVID-19.

- » The Health Care Assistant programs in Sechelt and North Vancouver recently graduated 28 student. The majority of them will begin working on the frontlines of the COVID-19 pandemic in long-term care facilities across the region.
- » Eleven recent graduates from the Sechelt Health Care Assistant program are now working for home and community care services as a result of a sponsorship agreement with Vancouver Coastal Health, which granted them an 18-month employment contract and financial support to cover tuition and the cost of textbooks.
- » Tszil Learning Centre: The Lil'wat Nation Language & Culture (LNLC) certificate program continues to be popular and successful in the revitalization of the Ucwalmícwts language. Three courses were recently completed. Capilano University faculty members created a succession plan for the primary instructor, a Lil'wat Nation Elder, by creating a co-teaching opportunity. The co-teacher is also a Lil'wat Nation member and a recent CapU graduate who has completed the LNLC certificate program.
- » To support Indigenous learners, IT and faculty at the Tszil Learning Centre arranged for the delivery of loaner laptops to students in the community as the University moved to a remote delivery model. This support has been critical for students who have limited access to the Internet and to digital devices and platforms.
- » With the suspension of in-person operations at The Children's Centre, staff and educators have continued to connect with families and children through virtual meetings and activities in order to support continued learning and the emotional well-being of the children. The manager is working closely with the University to develop a plan for a phased re-opening that is aligned with public health directives and the province's *Restart Plan*.
- » The English for Academic Purposes (EAP) department successfully completed its intensive language training program pilot in April with students from two partner institutions from Japan, Utsunomiya University and Aoyama Gakuin University. While the visiting students were required to return home from North Vancouver in the middle of the program, adaptations afforded them the ability to continue their studies from abroad through online learning. Specific cultural elements of the program were also delivered online, with First Nation Student Services and faculty members from across the University supporting the effort.

FACULTY OF GLOBAL & COMMUNITY STUDIES

- » The faculty has drafted new bylaws that were approved at the May 12 Senate meeting and will be implemented for the 2020–2021 academic year to evolve faculty governance.
- » In the School of Tourism, a faculty member and her two colleagues published an article about their research on the ethical risks for co-op practitioners in the [Careering Magazine](#).
- » On May 28, the School of Tourism and the Capilano University Alumni Association are co-hosting a #TravelTomorrow webinar with Paolo Fresnoza, instructor, School of Tourism Management, on the panel. His doctoral dissertation focuses on disaster risk management in tourism from the perspective of Indigenous systems and practices.
- » The School of Tourism is supporting its hospitality partners in the “BC Hospitality Hustle” (5km run) for the BC Hospitality Foundation—a foundation that provides scholarships to students studying tourism and hospitality.
- » Global Hospitality and Tourism Management diploma hosted its first online orientation for its May intake of students with 14 students joining in from around the world, including Brazil, India, China, Philippines and Iran.

- » School of Outdoor Recreation has completed its program review self-study and will be meeting with external reviewers this month.
- » In late February, the School of Human Kinetics hosted the Ministry of Advanced Education, Skills and Training Degree Quality Assessment Board's (DQAB) expert panel at a site visit to assess the proposed Bachelor of Human Kinetics credential. A response to the site visit report was submitted. The outcome of the final review from the April DQAB committee meeting is pending.
- » The School of Global Stewardship is in the final stages of completing the self-study component of its program review. External reviewers will be participating remotely next month as the next stage of the process.

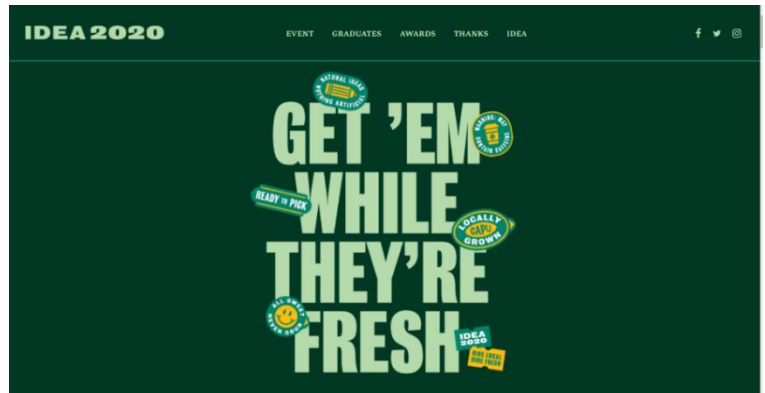
FACULTY OF FINE & APPLIED ARTS

- » Director of the Bosa Centre Doreen Manuel's film *Unceded Chiefs* made its Canadian premiere at the Vancouver Women in Film Festival on March 7, followed by a panel discussion with the filmmaker and special guests. *Unceded Chiefs* traces the historic activism of B.C. First Nations Leaders who, in the late 1960's, united to reject Prime Minister Pierre Elliot Trudeau's proposed 1969 White Paper.
- » As part of the Capilano Universe series, Dr. Michael Thoma, faculty, School of Motion Picture Arts, gave a talk on "What is Canadian Cinema?" at the North Vancouver District Library on February 14.
- » Kama Sood is a fourth-year student in the Motion Picture Arts program and was nominated for Best International Director at the Oregon Short Film Festival for his film, *Glory Days*.
- » Another film, *The Bus Stop*, directed by Kama Sood and produced by fellow student Aidan Kyle, has received distribution. It has completed its festival run after seven selections: Best Student Film at the Whistler Film Festival; Best North American Short at VISAFF; Best Student Film at the Oniros Film Awards; Leo Award nomination for Best Student Film; praise from the North Shore Dementia Awareness committee; and is now distributed through Moving Images Distribution and is available on DVD.
- » On February 21–22, Jazz Studies took part in the 28th Annual Surrey Schools Jazz Festival, adjudicating many middle schools and high schools from Surrey, the Lower Mainland and Vancouver Island. In addition to the high proportion of faculty on the adjudication panel, Capilano University Jazz Studies also sent our elite vocal ensemble, NiteCap, directed by Laura Harrison and our "A" Band, under the direction of Brad Turner, to play feature concerts for all the festival participants. This year's edition of the festival might have seen Capilano University Jazz Studies' most significant presence to date. This festival gives the Jazz Studies team the chance to connect with the rising stars in the schools and run workshops and clinics with the students.
- » Capilano University hosted a [regional competition](#) for 2D and 3D animation for the North West Lower Mainland chapter of Skills Canada on February 29 at the North Shore campus.
- » The Fine and Applied Arts Grad Shows were adapted to online platforms this year due to COVID-19. While this was especially disappointing for the Theatre department who had to cancel its capstone productions, both third-year Acting for Stage and Screen and Musical Theatre diploma graduates hosted video watching parties of their promotional reels and submissions on the online casting platform, *Casting Workbook*. Following this, the department connected students



and their graduate promotional books to local agents. Shortly after, this year’s graduates had a noticeably strong response and contact from local talent agents looking to set up meetings with them for representation.

» The IDEA Bachelor of Design in Visual Communication successfully adapted its industry showcase to an [online graduate showcase](#), as well as a two-hour online meet up with local industry.



» The 2D, 3D and Visual Effects programs had a virtual graduation showcase:

<https://www.gradshow.com/>. Despite the adversity students faced over their last weeks of study, they put together the most amazing showcase that was well attended online by graduates, friends, family and alumni.

There was also a strong turnout from local and international companies. There were over 3,000 unique visitors to the grad show site. Following graduation, this year’s alumni have strong job prospects, as the animation industry has been able to successfully shift to remote production.

Virtual Gradshow May 1 - 12PM!



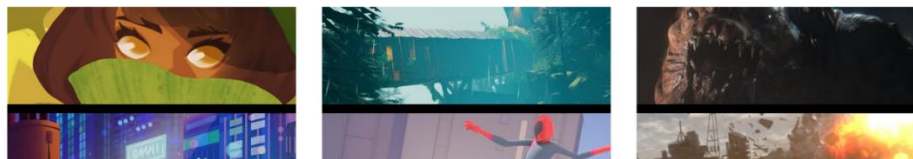
GRADSHOW PROGRAMS CONTACT US

25 YEARS OF AMAZING ANIMATION AND VFX GRADUATE SUCCESS!



WELCOME TO THE 2020 CAPILANO UNIVERSITY VIRTUAL GRADSHOW FEATURING ARTWORK FROM 80 TALENTED 2D ANIMATION, 3D ANIMATION AND VISUAL EFFECTS GRADUATES.

Our highly successful training programs graduate a myriad of talent poised to enter a competitive industry by focusing on a specialized area of the digital entertainment landscape. We invite you to wander through our virtual galleries and explore the portfolios our graduates have been curating diligently over the past two years. We are eager, talented and ready to enter the workforce immediately. We hope you enjoy our showcase!



INDIGENOUS EDUCATION AND AFFAIRS

» On February 27, 2020, First Nations Student Services held its first Awakening Ceremony for Skw’chays. The Launch Ceremony, which takes place for the initial launch of Skw’chays, has been postponed due to COVID-19. This was done in consultation with the Knowledge Keeper, Ray Natraoro, from the Squamish Nation. Plans are underway to build a canoe house for Skw’chays at the Cedar Courtyard.



- » To best support students, the Indigenous Students Resources page was developed into an online format to provide a one-stop shop for accurate student supports for Indigenous students. The Indigenous student lunch program was redirected to support students facing food insecurity. Forty-one students were able to access this support as a bridge until additional funding was secured for emergency bursaries.

LIBRARY

- » Capilano University Library is continuing to provide the full suite of services to the University community by moving to an online delivery of services and identifying appropriate electronic resources to best support online learning. Additional hours are available through AskAway, the provincial chat reference that the University participates in.
- » Information literacy teaching continues, with the library faculty working closely with instructors to provide sessions taught either synchronously or asynchronously, as instructors require.
- » A new copyright tutorial has been developed by our Copyright Librarian, Sabrina Wong. This tutorial is intended to ensure that Capilano University faculty and staff continue to be educated on copyright and fair dealing. This tutorial will become part of the onboarding and orientation activities for all new faculty who join the University.
- » Capilano University Library was instrumental in developing a new community of practice for library staff across all B.C. academic libraries (hosted through the Council of Post Secondary Libraries). For the first time, employees responsible for service activities can share information, ideas and plans for developing services during these unanticipated times.

ACADEMIC INITIATIVES AND PLANNING OFFICE (AIP)

- » Earlier this year, AIP received formal notice that the University's Round 2 and Round 3 applications for funding via the province's [CO-OP WIL Initiative](#), first announced in June 2019, were successful with two projects: (a) support of expanding work-integrated learning (WIL) opportunities across all five faculties; and (b) the Arts & Sciences Futures Project that will formally embed WIL opportunities within the eight majors and minors currently under development in the Faculty of Arts & Sciences.
- » In early May, the Costuming for Stage & Screen diploma and AIP partnered on the University's first-ever "remote" program review site visit, in support of the University's COVID-19 academic continuity commitments. Thanks to the creativity and careful planning of Kira Brayman, AIP program review liaison, the photography support for the digital campus tour by Tae Hoon Kim, visual media specialist and the commitment of our external reviewers from Dalhousie University and Kwantlen Polytechnic University, the Costuming program review team (Charlotte Burke, Anthea Mallinson and Karen Matthews) were able to benefit from dialogue with their peers and fellow subject-matter experts as they completed their program review. Building on the success of the Costuming "remote" site visit, four additional program review expert panel visits are scheduled to take place between now and the end of the June.
- » Opening remarks were provided at the April 16 [City Studio Spring Hubbub](#) event, showcasing the six projects undertaken over the Spring semester through the collaborative work of students, faculty and City of North Vancouver staff. The event moved online, creating a space for showcasing, sharing and dialogue with positive success.

CENTRE FOR TEACHING EXCELLENCE (CTE)

- » The transition to adapted remote teaching and learning during COVID-19 has increased demand for support and resources from CTE. Over 360 faculty are part of the teaching continuity online site which provides technology-related resources, how-to videos and pedagogical support for faculty during this transition. In the past two months, CTE has provided 516 virtual consultations with faculty.

- » New video recording and streaming software, Kaltura, was introduced in April. This allows faculty to create and stream instructional videos to enhance online experiences. Students can also create video assignments. Several workshops on how to use Kaltura were conducted in April and May.
- » The new “Online Teaching Fundamentals” micro course ran May 4–8, 2020 and had one of the largest provincial enrolments in a faculty online teaching course, with 189 faculty registered. We continue to support the facilitation of online learning through our Active Online Learning course planned for May 2 to June 5.
- » Open Education initiatives (free licensed, low or no-cost educational materials) continue to reduce textbook costs and increase access for students. These initiatives are supported by a BCcampus Open Education Sustainability grant. New open textbook adoptions in the psychology department will result in an annual savings to students of \$88,000. Dr. Laura Mackay, director, CTE, and Dr. Doug Alards-Tomalín, psychology faculty, were interviewed about CapU’s Open Education initiatives: [Capilano University Dives Deep into Open Education](#).
- » Our first offering of a five-day micro course, “Introduction to Decolonizing and Indigenizing Curriculum”, ran April 25–29 with 67 faculty participating. This micro course is led by Shawna Duncan, Cree Nation, educational developer Indigenous pedagogies.
- » Dr. Laura Mackay, director, CTE, and Dr. Catharine Dishke Hondzel, Thompson Rivers University, were awarded a Society of Teaching and Learning in Higher Education mini-grant for a regional teaching and learning leadership event to be held in August.

CREATIVE ACTIVITY, RESEARCH AND SCHOLARSHIP (CARS)

- » Building on the success of the inaugural Capilano University internal research grant competition, Unified #1, the CARS Office recently announced the results of Unified #2. After peer adjudication, eleven faculty were awarded funding to hire student research assistants to work on their creative activity, research and scholarship projects.
- » With eleven faculty awardees, over 20 students have been hired to work on a range of research projects. Their tasks include: co-designing virtual surveys and research interviews, co-crafting journal articles and co-curating community-based outreach. Given the recent impacts of COVID-19 on student work opportunities, this CARS grant provides timely and relevant hiring opportunities for student research assistants. To ensure broad success of the Unified-funded projects, CARS will provide ongoing support throughout the various phases of the projects and will be engaged with the projects which have the potential for receiving external funding from federal and provincial funding agencies.
- » In collaboration with three faculty members—Tracy Dignum (Allied Health), Hilary Moses (2D/3D Animation) and Michael Markwick (Communications)—Dawn Whitworth, director, CARS, co-hosted the President’s Let’s Talk Innovation series on March 13, focusing on innovation within-and-throughout community-based research.

FINANCE & ADMINISTRATION

Since mid-March, the Emergency Operations Centre (EOC) has been overseeing the response to the COVID-19 outbreak by facilitating the shift from in-person to remote learning and working environments. This approach supported public health measures to decrease in-person contacts as a way to “flatten the curve” and the spread of the COVID-19 infection. By early May, the focus has turned to planning for the resumption of activities on campus. The University has been working collaboratively with the BC public post-secondary institutions to ensure that there is a consistent approach to COVID-19 across the sector. The intent is to safely and creatively coordinate adapted learning and working environments

that can be easily scaled, based on the COVID-19 response, that still allow for positive engagement of students and employees while maintaining public health requirements.

Given the material changes in planning assumptions for the 2020/21 budget, it is necessary to review and revise the operating and capital budgets approved by the Board of Governors on January 28, 2020. In order to manage and minimize the impact to the University, several spending directives were implemented on April 2. These directives will help the University navigate through the unprecedented time and to ensure financial stewardship and long-term sustainability for the University.

During the month of April, the financial audit for the previous fiscal was completed virtually, with both employees and the auditors working remotely. The financial statements have been prepared according to year-end timelines prescribed by legislation and are presented under separate cover for approval.

BOOKSTORE

- » The Bookstore has transitioned from a bricks & mortar store to an online store during the COVID-19 pandemic and is closed to the public. All course materials are available to students from the Bookstore website for the Summer terms and are shipped free of charge or available for pickup on the campus during the first week of the term. The Bookstore has worked with the Emergency Operations Committee to establish safe working guidelines within the store in accordance with public health directives established by the province. Pick-up procedures for students follow the same requirements, ensuring the safety of students and staff. Planning is underway to prepare for the Fall term by adding more general merchandise to the website and expanding the use of digital texts on campus.

FACILITIES SERVICES AND CAMPUS PLANNING

- » Emergency preparedness focused all efforts on coordinating response operations to COVID-19, establishing several planning task forces to transition the University from in-person to remote learning and working models, determining protocols and controls, monitoring and employing public health directives and supporting all departments in their planning efforts.
- » Health and safety accepted a safety management system framework and is now creating a customization plan, and an active threat mass communications gap analysis. Additionally, the department created safe work procedures and modified safety programs and plans in response to COVID-19, including remote ergonomic assessment and exposure control measures.
- » In facilities operations, we are in the process of developing an adjusted operating budget due to COVID-19. A COVID-19 work plan has been developed that includes modified work schedules, a safe work plan including local public health recommendations and personal hygiene through our operations, modified janitorial services including disinfecting work, streamlining facilities operations activities and identifying/implementing cost saving measures, working with HR to develop and implement a LinkedIn Learning professional development plan for staff, and providing support to other areas within the University including the EOC, project team, student housing, university events, student affairs and services, Bookstore and other departments.
- » In sustainability, two plans emerged: the Campus Energy and Emissions plan to support our intension to grow through 2030 and a Wildfire Adaptation plan to prepare the main campus to address climate change driven increased risk of interface fires and a wildfire smoke season. Next steps are a series of facilities services and campus planning workshops. Our Capilano University Works students conducted a transportation survey of students to estimate the emissions created and time consumed during student commutes.

- » In campus planning, a Mamava Breastfeeding Pod has been purchased which will be placed in the Cedar Building. This will support nursing mothers on campus (students and employees) who prefer a private place to pump breastmilk while away from their babies.
- » Renovations continue in the Library Building for the Centre for Student Success Phase 2. Various student-facing support services will be brought together into one convenient location. The space will also include café seating, universal washrooms and study and collaboration areas.
- » The design of on-campus student housing continues to advance. Phase 1 includes a 360-bed building with a dining hall. The preliminary planning application has been submitted to the District of North Vancouver for review.
- » Project planning continues for the Centre for Childhood Studies Building which will include a childcare centre, academic laboratory to support course curriculum, offices and classrooms. An architectural design firm will be engaged in the coming months to begin floor layouts and building design.
- » A number of maintenance projects were completed across the campus at year end including:
 - Renovations to washrooms on the first floor of Birch Building and universal washrooms at the Library, first floor.
 - The Cedar Building corridors have received fresh finishes for a brighter appearance.
 - Fall protection installations were completed on the Birch and Fir main roof to increase safety in that area.
 - Three gates were installed at the interior forest paths, allowing effective access control for addressing potential fire hazards, dangerous wildlife on campus and scheduled groundskeeping maintenance.
 - Glazing failures on a number of buildings on campus were repaired.
 - Exterior bear-proof bins were added across campus, as per BC Conservation Officer Service recommendations.
 - Renewal of the domestic water heating system was completed at Sechelt Campus incorporating new technologies such as CO2-based heat pumps.
 - The Childcare Centre received a new heating system incorporating heat pumps, which enables the reduction of natural gas consumption and simultaneously provides cooling as we are looking ahead to warmer summer temperatures due to climate change.
 - Geo-technical site surveys were conducted both the main and Sechelt campuses to verify parking areas' surface condition, as part of the University's infrastructure life-cycle renewal planning process.

INFORMATION TECHNOLOGY SERVICES

- » COVID-19 response: IT services began business continuity planning early in March and was able to pivot quickly, with minimal technology disruptions and barriers. This was in part due to our 2019 move to Office 365, including the roll-out of Microsoft Teams. We also expanded our Webex (video-conferencing) licensing to include all faculty, with increased storage for video. Our phone system was reconfigured to allow call centre phone agents to answer calls directly from a remote location, through the use of a virtual phone. A number of group and one-on-one training sessions were held. A significant number of devices, including laptops, headsets, webcams and microphones, have been configured and delivered to faculty, staff, administrators and students. The Office of the CIO and the Capilano Students' Union collaborated on a joint initiative to address any potential digital barriers for students by jointly funding the purchase of 25+ additional laptops for our student device loaner pool.

» Digital transformation: Work continues to develop a multi-year digital transformation plan for the University, building on the goals outlined in *Envisioning 2030*. A number of initiatives are underway, including: the launch of a new CRM platform, TargetX, to enable online appointment bookings across the University, which will improve student access to services; restructuring how our academic programs are stored in our student information system, enabling the implementation of process automation and efficiencies and setting up for the implementation of an academic advising and degree audit platform; LinkedIn Learning (formerly known as Lynda.com) was rolled out to all employees and enrolled students; and a new website for Continuing Studies, launching this summer, which addresses cybersecurity concerns and allows for a refreshed design. In partnership with the Centre for Teaching Excellence, we went live with the video management platform, Kaltura, which is integrated with eLearn, our learning management system for online teaching and learning.



- » Cybersecurity Strategy: Recent organizational changes have enabled the creation of two new positions in this portfolio: a manager, cybersecurity and software services position which replaces a previous position; and a cybersecurity analyst which replaces a contracted service. Both positions were filled in March 2020. The manager has primary responsibility for the delivery of our two year cybersecurity strategy and an immediate priority is to revise and automate our device patching schedule, which will help decrease the number of vulnerabilities and ensure that the software running on our servers and end user devices remains up-to-date.
- » Operational upgrades and improvements: A number of applications have been upgraded and/or patched, including a significant upgrade to our Moodle learning management system, known as eLearn. The Bookstore's payment system has been moved into the Microsoft cloud environment to address security concerns. Twelve new remote access servers were configured, allowing access for employees, contractors and students. IT services is experiencing a high volume of support and request tickets—as of May 12, there are 976 operational work orders being addressed by the team, 11 per cent of which are incidents (something is broken), 62 per cent of which are service requests and 27 per cent are change requests (updates, patches and infrastructure reconfigurations).

STUDENT HOUSING SERVICES

SPRING 2020 RESPONSE TO COVID-19

- » To create the conditions for proper social distancing and allow students to return to their families, the residence agreement was modified to allow any student to move out of residence and receive a prorated refund of residence and meal plan fees. In total, 208 students moved out of residence between March 13 and April 1.
- » Dining dollars, which are used by residence students for on-campus dining facilities, were refunded to all residence students due to the closure of these facilities. The Residence Dining Hall continues to operate with take-out service.
- » A limited number of students remaining in residence were moved in order to eliminate double occupancy rooms and decrease the number of students sharing common washrooms and other facilities. Seymour Hall was also closed entirely to increase the efficiency of cleaning and to create a space that can be used for isolation away from other students, if required.

SUMMER 2020 RESPONSE TO COVID-19

- » Students who were unable to leave residence during the Spring 2020 term were provided with an opportunity to remain in residence for the Summer 2020 term. A small number of new applicants for Summer 2020, who had already received offers, were also provided with this opportunity. In total, 36 students will live in residence for the summer.
- » In response to the uncertainty and potential financial stress placed on students as a result of the COVID-19 pandemic, a number of changes were made to the agreement and fees for the Summer 2020 term including:
 - The terms of the residence agreement were changed from a term-based contract to a month-to-month contract. This means that students will pay monthly instead of for the full term, allowing them to take advantage of various government and University financial aid programs that are monthly in nature.
 - Residence fees were not increased as scheduled, consistent with the provincial governments rent freeze.
 - A reduced cost meal plan with limited dining hall hours is being offered and supplemented by the opening of two community kitchens.

FALL 2020 APPLICATIONS

- » In total, 245 applications have been received for the Fall 2020 term. Offers for these students are currently being held until a decision is reached regarding the status of Fall 2020 academic programs.

STRATEGIC PLANNING, ASSESSMENT AND INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » COVID-19 has brought unprecedented challenges that have had a significant impact on planning assumptions and priorities for everybody at Capilano University. After the completion and approval of the 2020/21–2022/23 Integrated Plan in February, extensive work has been conducted to adjust budget assumptions and requirements, and to refine goals and priorities for faculties and departments. Based on the new realities, an adjusted Integrated Plan for this year will be developed in the next few weeks. Once this task is complete, the process layout and timeline for our next Integrated Planning cycle will be communicated.

ENVISIONING 2030

- » On February 6, findings from *Envisioning 2030* were shared with our community during the President's Perspective. As part of the event, students performed onstage and among the public to support a storytelling-style presentation that showcased aspects of the past, present and future of Capilano University.
- » The Board of Governors approved *Envisioning 2030* on March 24. A roadshow has started to share our new *Envisioning 2030* vision, purpose, values and framework with each department and faculty. These virtual meetings aim to encourage our community to start knowing and aligning goals and activities to our new institutional goals and priorities. With the support of the *Envisioning 2030* Planning Team, additional meetings have been organized to assist departments and faculties in the process to get familiar with and implement our new long-term direction. Further work will be done to gradually inform Integrated Planning decisions based on *Envisioning 2030* goals and priorities.

STRATEGIC ENROLMENT MANAGEMENT (SEM)

- » The SEM committee met on April 30 with the primary focus to provide an update on the enrolment management efforts to date regarding the Summer and Fall 2020 terms and to raise any outstanding questions and/or areas requiring support. The secondary focus of the meeting was to allow committee members to provide feedback on the AACRAO Consulting reports, update the committee on activities related to the recommendations and to raise any questions and/or concerns. The next meeting will take place in August 2020 where the committee will review the terms of reference, as well as settle enrolment goals for the next five to 10 years.

CONTINUING STUDIES & EXECUTIVE EDUCATION (CSE)

- » In light of COVID-19, CSE canceled Spring 2020 courses, 2020 summer camps, and summer custom programs.
- » CSE is piloting an online, project-based camp format. If successful, we will roll out more online camps for the summer.
- » CSE is developing brand new online courses and programs, with the hopes to completely transform our offerings online starting Fall 2020.

CENTRE FOR INTERNATIONAL EXPERIENCE (CIE)

- » At the early stages of the COVID-19 outbreak, one of our immediate challenges was to address the needs of our 19 CapU students on exchanges in Europe, Asia and Australia; 14 students studying in the masters partnership program at the University of Hertfordshire in the UK; and 24 international students on exchange here at the University from other countries. Stasa Andric, study abroad officer, coordinated with all students and institutions, and with support from executive, we were able to offer financial support to bring students home. Many students accepted this offer and returned home as soon as possible, while some decided to stay through the various restrictions that were taking place in their places of study. We also coordinated closely with students from abroad here at Capilano University and ensured their safety and well-being. Despite the challenges presented, students are still keen to participate in study abroad and we have applications for several students to go overseas in the fall. If necessary, these will be deferred, but it is a strong indication of the ongoing desire of our students to experience international learning opportunities.
- » As the University moved to online learning and social distancing restrictions took place, the CIE embarked on a calling campaign with all international students. Through our transition and engagement team and the leadership of Francisco Silva, Saveena Saran, Eduardo Gevenez and the participation of our entire CIE team, we reached out to over 1900 students (of our currently registered 2700 international students) with the aim of building a connection to them to check in on their well-being, how they were managing with the current restrictions and to find out about their plans for the summer and fall. The campaign revealed the majority of students were doing well. However, the well-being of 20 per cent was a strong concern. While most students had lost their jobs and many expressed anxiety and stress, there was also a resilient attitude by most. Many were concerned about their families at home. Many had initially struggled with a transition to online learning, but were adapting quickly. Many were accessing all university services remotely. Many had concerns about practicum delays, and for some, the lack of commuting and part-time work had the positive effect of increasing time for classes and coursework. We will continue to monitor the well-being of international students, and especially those where there was concern, as despite a resilient attitude, ongoing inability to work and remaining socially isolated may continue to impact their well-being. International students have been exempt from almost all federal support programs.
- » International has quickly adapted to the shift to online learning and services. Our operations have transitioned smoothly and we have embarked on a range of new initiatives such as remote and virtual training, webinars and

student fairs. So far, Chris Bottrill and our team members, Carly Fitzpatrick and Yogen Mistry, have conducted three webinars in India reaching over 400 agents and three more are planned at the end of this month. Our recruitment manager, Cristian Cano, was involved in several online webinars promoting the University to international students throughout the rest of the world. We are also embarking on digital marketing campaigns, with assistance from MDX.

- » Recognizing the impact of COVID-19 early on Asian markets, in particular, back in February and March, our team accelerated our recruitment activities to engage as many international students as possible before economic and social restrictions came into place. This strategy helped us gain some positive momentum and we have so far accepted more applications than we were originally targeting. However, there are many challenges to international admissions at this point in time including, but not limited to, visa approvals, flight access, attitudes toward travel and the interest of international students to online studies. Immigration, Refugees, and Citizenship Canada (IRCC) has enabled international students to begin their studies online in the Summer and Fall semesters without impact on Post-Graduate Work Permit (PGWP) conditions. This is positive news for out-of-country registration. CIE is constantly monitoring the conditions of our international markets and ensuring students are made aware of options and opportunities so that we can ultimately welcome them to study with us when conditions change.
- » The Heads of International (HOI) group was formed during the Fall 2019 semester to provide a venue for directors, AVP's and VP's of international at B.C. public post-secondary colleges, teaching universities and institutions to identify issues of common interest, share best practices and identify advocacy issues. Director, International, Dr. Chris Bottrill was elected as vice-chair of the group for the first year of set-up operations. This group has been meeting weekly since COVID-19 and has proven an excellent venue for sharing issues, needs and opportunities. It's an example of how this situation has led to greater collaboration and stronger bonds in our education network.
- » CIE recently conducted its first online New International Student Orientation. We discovered new ways of engaging our new students from around the world, many of whom will be experiencing their first semester of CapU from behind a computer screen. It was an interesting exercise, where we used online polls, various team members, consistent chat and feedback and interactive online games to engage students and provide them an insight into the culture and character of our University. Feedback was positive and we will continue to refine this new approach for subsequent semesters should we need to do so.
- » Chris Bottrill presented a webinar with over 950 travel professionals from around the world. In his capacity as chair of PATA, he was asked to provide a motivational presentation on the future of the travel industry. The presentation was entitled "Our Global Travel Industry: Hindsight may be 2020". The presentation investigated the status of the airline sector and prospects for recovery and what we may have learned from 2020 when we have the chance to look back on it. Insights from travel professionals, which have strong application to many organizations including our own, included the following: we will learn where leadership exists; understand our capacity to adapt; recognize the value of our organization and worth to others; know how to become more efficient and organized; learn how to manage just in case, rather than just in time; and we will really understand the importance of cooperation and coordination.

DIVISION OF STUDENT SUCCESS

- » Like other units at the University, student success has moved nimbly to remote, online programming in all areas. Employees have worked hard to adjust not simply to the new methods of working, but to supporting students as they engage in new forms of learning.

- » All Learning Commons services transitioned quickly to remote operations in March. Testing supported by Learning Commons areas (Math placement test and English diagnostic test) is temporarily on hold, pending changes to in person regulations.

ACCESSIBILITY SERVICES (AS)

- » Exam invigilation: Despite moving to remote support, accessibility services has acknowledged and upheld the University's duty to accommodate by continuing to offer physically-distanced, in-person exam invigilation for students registered with AS who are not able to access the needed software or supports remotely.
- » Target X: accessibility services and counselling services are preparing to move to online booking capacity. This will be the first element of Target X for employee or student use. The initial release is slated for late May/early June with a full launch and awareness campaign mid-June.

COUNSELLING

- » Adapted service: When CapU transitioned to remote delivery, counselling services quickly adapted its service delivery to offering phone appointments for students. Counselling appointments have continued to be well utilized by students despite the challenges inherent in conducting sessions remotely. As expected, we have noticed a heightened level of stress and anxiety in our students as they try to cope with all the change and uncertainty brought on by COVID-19. Counsellors are hoping that we will soon be able to offer students the option of video counselling. We are in the process of identifying which platforms will offer the security and privacy required for online counselling sessions.
- » Collaborations: In addition to offering one-on-one counselling support for students, counsellors continue to participate in University initiatives and committees related to the health and well-being of students. These include: the Health and Well-being advisory group, Early Alert working group and the Student Engagement committee.
- » Service usage: In recent years, there has been a significant increase in the number of post-secondary students experiencing mental health challenges that interfere with their success. Now, with COVID-19, we will most likely see an even greater increase. It's more important than ever for us to provide students with the supports they require to help them through these challenging times.

LEARNING SERVICES

- » Digital learning support: Learning services continues to offer remote appointments and build online resources to help students learning remotely.
- » Orientation and Smart Start: Working in conjunction with student affairs to build academic preparation and advanced classroom supports into orientation programming.

STUDENT AFFAIRS

- » The Early Alert working group: We have developed a work plan to strategize for the campus-wide roll out of the supporting students in distress program, with the hopes to pilot the program in September within one department. The program will then launch across all campuses in December 2020.
- » Sexual violence: Further consultations for the Sexual Violence and Misconduct and Student Code of Conduct policies and procedures will continue through the summer, in addition to the development of a three-year education plan for sexual violence prevention.

- » Consent: Student affairs is also collaborating with the Capilano Student Union (CSU) to re-develop our consent campaign work plan, in alignment with and support of the revised Sexual Violence Misconduct policy and procedures.
- » Academic integrity: Student affairs is launching a working group to look at prevention and response strategies for academic integrity and misconduct.
- » Campus engagement: Student affairs maintains its active involvement with the University's Well-Being working group to operationalize the Okanagan Charter, as well as in the external Sexual Violence and Misconduct Community of Practice through BCCampus.
- » Jump Start and parent orientation: will take place through MS Teams on May 20 & 30 and June 13 & 17. Student affairs has teamed up with recruitment and MDX to create a pre-recorded presentation video and facilitate a live Q&A.
- » Engagement: Student affairs hosted two monthly engagement meetings on April 1 and May 5. Both meetings had over 30 people attend, including staff, students, faculty and managers from CIE, CDC, sustainability, Writing Centre, FNSS, residence, recruitment, counselling, athletics, academic advising and CSU. Paul Dangerfield attended the second meeting where he heard first-hand from the student services that are currently being provided.
- » The Student Life Hub: We have been doing weekly Top 10 Throw Back Thursdays (TBT), student photo challenges, virtual dance parties and creating video content including "[Ask Paul](#)" and "Art with Becky" on our Instagram, Facebook and YouTube page @capilano studentlife. Students have also been offering a peer chat service Monday-Friday from 10 a.m.-2 p.m. to their current, new and potential Capilano University students.
- » Year end: Student affairs held our end of year celebration for students on April 27. Three student staff graduated this year and we have five student staff continuing to work in our department. One of our graduating students from the MOPA program created a final RECAP video for the 2019-2020 academic year which can be viewed [here](#).
- » Orientation: In collaboration with events, CIE and units across campus, student affairs is launching plans for an entirely remote September 2020 Orientation. Over the past two years, we have developed a comprehensive online pre-orientation. We are now building a model for remote events, workshops and learning opportunities prior to the start of classes. The intentions of orientation remain to prepare students entering the University community, set them up for success in their classes and build connection and community at CapU.

ATHLETICS & RECREATION

- » CapU athletics has currently recruited some of the top athletes in Canada. International recruitment has secured the University's and PACWEST conference first-ever gold medal in men's volleyball.
- » 2019-20 was a very successful year with provincial and national gold medals in men's volleyball, and silver medals in women's soccer and women's basketball.
- » Capilano University hosted a successful PACWEST provincial collegiate basketball championship.
- » Blues Athletics held their annual Athletics Awards online due to COVID-19. Over 200 individuals watched online.
- » COVID-19 engagement: Capilano University recreation offered online active engagement opportunities which were well received.

- » Recreation services: Weight room improvements have seen a strong increase in usage and satisfaction.
- » Continued soccer field improvement in collaboration with the District of North Vancouver.
- » The online portal for well-being:
 - Developed framework for Move More North Shore program: Collaborating with Vancouver Coastal Health, the Faculty of Human Kinetics and health and counselling services to create a physical activity prescription program for students and employees currently using health and counselling or Homewood Health services at CapU.
 - #PlankThePandemic social media challenge: Posted a challenge on Instagram where students/employees had to hold the plank position while balancing as many textbooks (or other assorted items) as possible. Gave participants 10 days to post their own video, then a male and female winner were chosen to win a Fitbit.
 - Virtual 5km run and two week training plan: Via an app called Strava, we hosted a virtual 5km race that the campus community participated in from their local trail or treadmill. We awarded prizes (Fitbits) for the most creative race route shape and best scenic run photo. Participants who were new to running were also provided with two weeks of running plans to get them ready for the race. A lot of spirit was shown and we received positive feedback. We are planning to hosting more virtual run events. 75 people joined the Strava Club and 37 people completed the race. Participants included: students (22), faculty (8), staff (2), exempt (3) and alumni (2).
 - Planning for September: five scenario plans were drafted for Fall 2020 campus recreation, dependent on public health recommendations. Proposed activities include outdoor, social-distanced fitness classes, online physical activity challenges, etc.
 - Employee virtual programming: we are coordinating with HR to create an employee-specific well-being program to occur during two lunch hours per week via Microsoft Teams. The half-hour Lunch-Well sessions will involve interactive well-being activities: cooking healthy snacks, yoga or meditation practice, a workout, drawing classes, etc. but will focus on creating community and connections. Employees will have the opportunity to share their own well-being related skills/passions with the rest of the group.
 - Housing: we are developing active health student engagement opportunities with current students in residence.

CAREER DEVELOPMENT CENTRE (CDC)

- » In February, the CDC accompanied eight students to belairdirect and Intact Insurance and 15 students to Bench Accounting for company tours. The students met with staff and executives and learned about various opportunities within each company.
- » From February to the end of April, 301 students met with a career development advisor. During this same period, the CDC delivered 14 classroom workshops to 233 students. Three classroom workshops were cancelled due to COVID-19. The CDC also facilitated 13 independent workshops from January to March to 156 students.
- » Eighteen students joined our Career Chat on March 12 for an engaging discussion about various career-related topics.
- » The CDC's inaugural "Ignite Your Future" event on February 25 was a success and reached a capacity of 50 students. The project was organized by our student career ambassador, Erin Hughes, who did amazing work putting together an interactive, informative and enjoyable event for students. The evening featured guest speakers: Heidi Nucklaus

(Building Your Personal Brand), Andrea Fruhling (Goal Setting), Andrea Lovely (How to Negotiate a Starting Salary) and Tim Ellison. Tim punctuated the evening with an entertaining and practical dining etiquette session where students enjoyed a delicious three-course meal.

- » Due to the COVID-19 situation, the CDC cancelled the Tourism Hiring Fair, which was a joint project with the School of Tourism Management, the Jobs for U! Hiring Fair, LinkedIn profile headshots and the Job Search Skills Bootcamp.
- » In mid-March, the CDC transitioned to remote service delivery. Students can now book appointments with advisors by phone, email or video-conference. We also compiled resources and FAQs for income support available to students and employers as a result of COVID-19. We held a weekly virtual career chat drop-in for students from March 31–April 28.
- » The CDC continues to support faculty by providing live and recorded career development webinars for their classes. For the Summer term, the CDC will also be offering 12 lunch and learn webinars.
- » In an effort to stay engaged and connected with students, we have maintained a strong presence on social media and communications with students through our Career Talk e-newsletter. The CDC will be hosting Instagram Live events with alumni in a series called “Career Insider Live” for students to learn more about different career pathways and tips from alumni. We are also working with alumni to pilot a video project spotlighting the alumnus and their career journeys.
- » Throughout the summer, the CDC will be planning for additional employer and student engagement events and re-imagining our workshops and programs to adapt to a remote delivery or adapted model for Fall 2020.

OFFICE OF INSTITUTIONAL RESEARCH (IR)

- » The IR team has been busy working with Tableau and database specialists PLAID to reconfigure our database and Tableau strategy and resources. These should allow IR to provide a wider range of dashboards that can be updated daily, while producing less load on servers and faster responding for dashboard users. The team has been working on a new application transition dashboard and has been field testing it with a group of power users. We also wrapped up our departure survey. Despite the COVID-19 disruptions, we received a slightly higher response rate than last year.

REGISTRAR

- » In order to address the impact of COVID-19, the Registrar’s Office implemented the Senate-approved Spring 2020 grading options for students in courses that ended on or after March 14.
- » Students who achieved passing grades in eligible courses were able to request that their final passing grade be updated to CR (Credit). Students who chose a CR grade in a course will be given credit for the course, which will be included in credits earned; however, it will not be counted in their GPAs.
- » Capilano is working with Education Planner BC on a number of transcript exchange projects that will allow for the enhancement of inbound and outbound electronic exchange of standardized XML transcripts between Capilano University and participating post-secondary institutions and also allow the exchange of XML high school transcripts between Capilano and the Ministry of Education.

FINANCIAL AID & AWARDS

- » Nearly \$800,000 scholarships, bursaries and awards were disbursed to 502 individual students in Spring 2020.

- » As of May 12, 2020, the financial aid & awards office has received a total of 324 COVID-19 emergency bursary applications. A total of 71 students (domestic, international, Indigenous, full-time and part-time) have been approved for emergency bursary funding totaling \$39,350.00. This funding supports students' living expenses, including housing/relocation expenses, family crises, transportation, medical expenses, tutoring, school equipment, supplies and unexpected personal expenses.
- » In collaboration with the CSU, students that have been approved for emergency bursaries are provided with a referral to the CSU to apply for the "Telus Internet for Good" initiative, which provides heavily discounted Internet service.

ACADEMIC ADVISING

- » Our advisors have been busy during this period of remote working. Advisors have handled approximately 1,000 inquiries through emails, phone appointments and virtual student appointments since mid-March.
- » The advisors will be participating in a number of virtual sessions, including four sessions as a part of Jumpstart in May and June, five virtual course planning workshops for newly admitted students in June and July, a session partnering with CIE in May on student success and transitioning to the University for newly admitted international students, and a career fair for creative industries in May.
- » Another initiative that Academic Advising is working on is with the Cap Core committee, redesigning the program planners for the bachelor degrees so that Cap Core requirements are identified within each program profile. This will enable students to easily follow and meet Cap Core requirements.

RECRUITMENT & ADMISSIONS

- » The recruitment team is seeking opportunities to engage a diverse population of prospective students through platforms such as SchoolFinder, online Webex advising and partnership with Marketing & Digital Experience (MDX) on lead generation strategies. Recruitment for Fall 2020 will undoubtedly be different this year. We are exploring all options to ensure we are actively leading the pack when it comes to personalization of the recruitment process—as evidenced by our new acceptance package developed in conjunction with MDX.
- » The admissions department has also been actively engaging students with proactive, rather than reactive communications. With the support of communications, all messaging has been updated to be more student-centric. In addition, this summer we will work with IT to automate our communications through Banner Communications Management. Furthermore, we have increased engagement between departments and the admissions office to effectively manage our centralized admissions model. We thank everyone for their continued support as we transition to this new way of doing things.



UNIVERSITY RELATIONS

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

UNIVERSITY RELATIONS

- » In response to COVID-19 and the need for one University voice during the crisis, University Relations has proactively produced, coordinated, updated and responded to government information and requests to support the executive leadership. Anticipating the needs of students, employees, alumni and the external community has been a priority to ensure all are well informed and reputational risks to the University have been managed positively. As well, the following are highlights of our activities that support our business continuity and build on the University's brand.
- » University Relations welcomed two new team members: Alisha Moolla, manager, creative (covering Gillian Damborg's maternity leave) and Megan Pareis, executive assistant, VP University relations.
- » The portfolio announced the appointment of Yuri Fulmer—Capilano University's fourth chancellor since its designation as a University in 2007. University Relations has assumed the responsibility for managing and supporting our University chancellors, including the chancellor's program and orientation.
- » Acknowledgement is underway for Dr. David Fung as our third chancellor, whose term ends May 2020.
- » Plans are underway to relaunch the *CapU Loves Tuesday* initiative.
- » The University is pleased to announce its support of the expansion of Arts Umbrella through its capital campaign. As one of Canada's leaders in arts education for young people, Arts Umbrella students are prospective students for Capilano University's Faculty of Fine and Applied Arts.
- » The University and Ruby Lake Lagoon Society—Pender Ocean Discovery Station (PODS) have a long term agreement whereby Capilano University is the preferred educational partner. The project timelines have moved up since the announcement of an \$8.5M gift to PODS from Chip and Shannon Wilson's Wilson 5 Foundation.



COMMUNICATIONS

- » At the beginning of March, Capilano University's three-person communications team began an intense period of service to support information sharing and understanding in relation to the rapidly evolving global pandemic caused by COVID-19. In alignment with the overarching goal to stop the spread of COVID-19, the first major phase of the work involved communicating the University's shift to a remote working and learning model. In the space of a few weeks, academic and business continuity plans were conveyed to ensure the completion of the Spring term and preparations for the opening of Summer learning.
- » In the early weeks of the crisis, communications produced regular, near-daily messaging for the entire campus community. As well, the team responded to every individual inquiry and concern from students, parents, employees, media and the general public. Collaborating with colleagues and departments across the University, detailed FAQs, media releases, public announcements, briefing notes, inspirational emails, executive advisories and correspondence to government were all produced and disseminated in rapid succession. The open rate by employees of emails related

to the University's COVID-19 response increased by roughly 10.5 per cent over pre-pandemic averages. A chronicle of our public communications can be found at: capilano.ca/covid-19.

- » Currently, we are actively supporting communications of the revised budget process to promote transparency and engagement in this necessary undertaking. The team continues to work closely and collaboratively with our counterparts in the Ministry of Advanced Education, Skills & Training (AES&T) communications. We are now preparing for the next phase of successive messages to support the "BC's Restart Plan" for restoring manageable, safe social contact and services, gradually and thoughtfully, following the directions and guidelines of the Provincial Health Officer and the Ministry AES&T.
- » In tandem with the work to support the University's response to COVID-19, communications has been pleased to contribute to other major projects for the University including support for Capilano University's virtual convocation, student acceptance letters and the announcement of its next chancellor.

MARKETING & DIGITAL EXPERIENCE

- » Capilano University's annual brand campaign wrapped up on March 11, 2020. This initiative was the first time Marketing & Digital Experience (MDX) worked in collaboration with recruitment towards the goal of increasing domestic enrolment. The collaboration resulted in significant improvements to our website engagement with prospective students, including:
 - 51 per cent increase in attendance (YoY) to our Info Night.
 - Visits to program-related pages, increased by 13 per cent during the course of our campaign.
 - Decreased cost per unique visits to our website by 96 per cent, compared to last year's campaign.
- » Recruitment, faculties and MDX are working together to develop a digital marketing campaign to address specific programs that still have availability for our Fall 2020 semester. This campaign will go live on May 29. Finally, recruitment and MDX have developed an acceptance package that will be mailed on May 18 to improve enrolment for our Fall 2020 semester.
- » MDX pivoted to work with various faculties and departments to move print assets and marketing materials to digital in support of the University's response to COVID-19.



DEVELOPMENT AND ALUMNI RELATIONS

Fundraising & Stewardship

- » The Foundation closed off the fiscal year exceeding all goals that were set for 2019-2020. The year captured a significant increase due to the 2nd largest gift in the University's history with a donation towards educational programming on the Sunshine Coast. The Foundation also received an Indigenous sculpture called "Opening to the Spirits" from a retired faculty member now proudly housed at Capilano University Lonsdale. The sculpture affirms the meaningful connections within our community and donors.
- » In April 2020, \$57,690 was raised to support scholarships, bursaries and awards, as compared to \$19,096 that was raised in the same period last year. Staying connected with alumni and donors was also prioritized as the University

pivoted to support students through the Spring and Summer terms. In all, there were approximately 400 interactions with donors and 2,000 interactions with alumni around the University's response to COVID-19.

- » Additionally, the Foundation pivoted its planned spring appeal to focus on creating increased emergency financial support for students. The appeal launched in the first week of May.

Alumni Relations

- » In April, the University exceeded 16,000 contactable alumni records. There are approximately 300 unique users within the alumni platform.
- » Additionally, the University and the CUAA leveraged social media throughout the month of April to promote and celebrate the five recipients and sponsors of the Alumni Awards. Unfortunately, the event was cancelled at the last minute due to COVID-19.
- » The CUAA announced their new leadership and held a successful planning session for the year ahead. Plans include the first Capilano University alumni mentorship program and collaboration within the University on recruitment and career development.
- » The cancellation of in person events due to COVID-19 did not dampen alumni connections. The University and the CUAA launched the *Capilano University Connects* monthly series with a "Parenting in a Time of COVID-19" webinar featuring four alumni presenters.



UNIVERSITY EVENTS

- » University events has been busy preparing for the installation of Capilano University's fourth chancellor. Yuri Fulmer will be installed on June 18 at 11 a.m. Viewers can watch the installation live online at www.capilanou.ca/chancellor. The Honourable Janet Austin, the current Lieutenant Governor of British Columbia, will join via Skype to install our new chancellor.



- » Convocation is an important part of a student's journey and the celebration of becoming an alumnus. With limits on large gatherings, university events is creating a unique virtual convocation experience. CapU graduates will be celebrated following the chancellor's installation on June 18 at 1 p.m. Their virtual convocation will include visual tributes and individual recognition of each graduate. In advance of the ceremony, graduates will receive a celebration box in the mail, containing their mortarboard and tassel, convocation program, alumni pin and commemorative t-shirt.

