

PRESIDENT'S REPORT TO THE BOARD

Reporting period from November 1, 2022 to January 31, 2023

PRESIDENT'S OFFICE

CapU participated in the 2022 United Way BC campaign and together, we raised \$8,205.13 for local communities.

I, along with the AVP student success, held a series of pizza lunches with students in November and heard from them about their concerns and aspirations while studying at CapU. Their insights will help us towards our goal of improving the student experience at every stage of the learner lifecycle.

With the recent changes in the provincial government and the appointment of a new premier, we have been in touch with our provincial counterparts, including the office of the new minister of Post-secondary Education and Future Skills (PEFS), the Honourable Selena Robinson. We will continue to foster and strengthen our relationship that would mutually benefit B.C. communities, while aligning our activities with [the new mandate letter](#). I have also met with new and re-elected mayors on the North Shore, Squamish and Sunshine Coast to discuss how we can work together to deliver high-quality post-secondary education within the region, which is an ongoing priority for CapU.

On December 5, 2022, the housing and commercial development proposed for 1310 Monashee Drive, adjacent to the main campus property, by Darwin Construction Ltd. passed first reading by council at the District of North Vancouver. This marks a major step forward for the project, which first came before council in 2019. The newly revised proposal increased the number of guaranteed units for CapU use from 50 to 158 of the 312 units. Additional information is provided on page 17.

ACADEMIC & PROVOST

The Provost's Office is pleased to welcome two new senior academic leaders to the University: [Brit Paris](#), director, teaching & learning, who commenced her role on January 1, 2023; and [Tracy Penny Light](#), dean, Faculty of Arts & Sciences, who joined us February 1, 2023. We also extend much appreciation to Graham Cook, who has been in the acting dean role since June. Graham will be in a special advisor role working on key academic initiatives until mid-June when he will resume his faculty role.

Engagement with various partners and external parties and organizations has been an active part of the portfolio over the last several months. Highlights include: the vice-president, academic & provost and president hosting a signing event with counterparts from Langara College on a [memorandum of understanding](#); being an invited delegate to a roundtable with Honourable Jonathan Wilkinson, hosted by the North Vancouver Chamber of Commerce; and participating with several others of the senior leadership/executive (including sponsorship) at the Whistler Chamber of Commerce [Power Lunch: State of the Municipality](#). Meetings to explore mutual strategic directions and possible contributions of the University also occurred with Mayors Henderson and White, including Micki McCartney, acting director, Indigenous education & affairs.

FACULTY OF ARTS & SCIENCES

- » A new proposed Minor in Women's, Gender, Sexuality and Equity Studies has been approved by the Senate Academic Planning & Program Review Committee (SAPPRC) and will be moving on to Senate in February for consideration, with a hopeful launch date as early as Spring 2024.
- » The faculty responded positively to enhanced learner enrolment interest for the spring term, substantially addressing waitlists with 16 more classes, and is planning for over 25 classes this summer (above 2022–2023 schedule) to accommodate more than 500 international students enrolled in summer terms.

FACULTY OF BUSINESS & PROFESSIONAL STUDIES

- » The faculty is proud to announce that the School of Legal Studies Co-Chair Deb Jamison was [recently appointed](#) to the British Columbia Law Society's Credentials Committee.
- » Two new electives have been developed and will be added in the next academic year: LAW 375—Data Protection & Cybersecurity Law and LAW 380—Tech Startup Law. With small businesses being integral to B.C.'s economic sustainability and growth, both courses are relevant for entrepreneurs and Legal Studies students.
- » The School of Legal Studies continues to embrace flexible and unique ways to support student-centred learning (as outlined in [Illuminating 2030](#)). Students in LAW 423-01 eDiscovery—a course about the legal requirements for electronic evidence—created content for a class website with groups focusing on a range of topics and related software.

Image caption: Prepared by Legal Studies students: Kaitlyn Kostiuk and Rachel Robertson



- » Applications are underway for a part-time version of the Paralegal diploma, focusing on inclusion and diversity of the student population aimed at reducing barriers for students who live outside Metro Vancouver and for those who cannot commit to full-time study.
- » The CapU Marketing Association (CAPUMA) team competed in the BCIT Marketing Association (BCITMA) regional conference in January and is pleased to announce the following winners:
 - 1st place in the backpack simulation: Jay Herbsen
 - 1st place in the SABRE simulation: Amanda Phillips, Jacob Callas and Justin Tee
 - 3rd place in the sales competition: Roman IvanenkoNone of this would have been possible without School of Business Faculty Advisor Andrea Eby, supporting and coaching every step of the way.

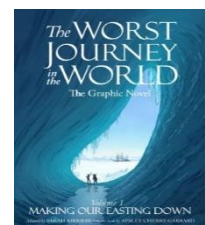
FACULTY OF EDUCATION, HEALTH & HUMAN DEVELOPMENT

- » An additional, third cohort of the Health Care Access Program (HCAP) began January 2023 at the main campus. For the first time, HCAP students will attend their practicum placements wearing CapU branded uniforms.
- » A unique offering of the Rehabilitation Assistant Diploma Program (RADP) launched in January 2023 for students residing in Northern and Island Health regions. This initiative, funded in part by the provincial government, aims to address human resources needs in these health authorities. Most of the program will be delivered online, with courses at the main campus focusing on skills acquisition before completing practicums in their home communities.

- » The department of Early Childhood Education & Care (ECE) welcomes Tatiana Zakharova-Goodman—currently a PhD candidate in her third year at Western University, completing her doctoral research, *Play/grounding: Intersection of pedagogy and design of outdoor ECE play spaces. Rethinking with and on playgrounds*. As faculty/ [atelierista](#), Tatiana will instruct theory, curriculum and arts-focused atelierista studies courses in both the diploma and degree programs, in addition to practicum advising.
- » ECE faculty Elaine Beltran-Sellitti and Tahmina Shayan have published, “Encounters with public art in teacher education: Timely pedagogies disrupting colonial relations with place” in the journal, *Contemporary Issues in Early Childhood*.
- » ECE faculty Nancy van Groll has been [appointed](#) B.C. representative on the Board of Directors of the Canadian Association for Young Children.
- » ECE faculty Sylvia Kind has published, “Drawing and being drawn by the hand: A dance of animacy”. In L. Trafficante & C. Schulte (Eds) [New images of thought in the study of childhood drawing](#). Springer 2022.
- » Sylvia Kind's research as an atelierista developing studio art practices in early childhood education at the Centre for Childhood Studies at Capilano University is highlighted in the newly released book by Alison Clark, *Slow Knowledge and the Unhurried Child: Time for Slow Pedagogies in Early Childhood Education*. This book is part of the acclaimed Contesting Early Childhood Studies series.

FACULTY OF FINE & APPLIED ARTS

- » Sarah Airriess (2D alumni, 2002) was profiled in [The Guardian](#) for her just-released graphic novel, *The Worst Journey in the World*—an account of Captain Scott's tragic Terra Nova expedition to Antarctica. Now based in England, whenever Sarah's in town, she makes it a point to come talk to the current animation students.



- » CapU's production of the musical URINETOWN, which ran March 24–April 2, 2022, was nominated for several Ovation Awards. The awards took place January 22, 2023. Lead actors (now alumni of Musical Theatre) Jessica Spens and Colton Bamber were both nominated for Outstanding Newcomers for their performances. Jessica won the award in her category. Jessica was also nominated for Outstanding Lead Performance. Other nominations include:

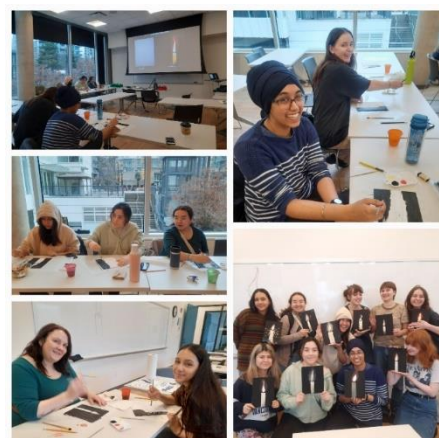


- Cathy Wilmot (faculty) for Outstanding Direction
- Caitlin Hayes (faculty) for Outstanding Musical Direction
- Brian Ball for Outstanding Set Design
- Troy McLaughlin (faculty) for Outstanding Choreography

- » Michelle Deines, who teaches performance theatre history and playwriting, wrote a new play for the Theatre department, “Lost in Wonderland”—a modern-day take on the Lewis Carroll classic *Alice in Wonderland*. Set in our time, the play is about two sisters grappling with multiple crises and the very real anxiety of our modern world. Directed by faculty Bill Dow, “Lost in Wonderland” ran in repertory with our other fall 2022 mainstage show, Shakespeare’s “Twelfth Night” directed by faculty Bob Frazer, who teaches acting, acting for the camera and acting styles.



- » Fourth-year Bachelor of Motion Picture Arts students Mika Heiskanen and Matthew Carwe were selected, amongst over 600 submissions, as finalists in the 2023 Coca-Cola Refreshing Films contest—an annual contest that runs throughout the United States and Canada. Mika and Matthew will be the first team to represent Canada in the 25-year long history of the contest.
- » “Malcom is Missing”—a new feature documentary from CapU faculty Jari Osborne had its world broadcast premiere on November 20, 2022 on the Documentary Channel. It will be available on CBC/CBC Gem in January 2023 and is an official selection of the UK Film Festival in London.
- » The School of Arts and Entertainment Management launched a student wellness initiative called, “Crafternoons” based on faculty/chair Jennifer Nesselroad’s master’s work. Students have the option to gather weekly over their lunch break to learn new art forms and create together. Both instructors and students are invited to share their artistic practice with others around a theme supporting personal growth and development.



FACULTY OF GLOBAL & COMMUNITY STUDIES

- » In the past two months, the School of Kinesiology expanded and upgraded the exercise physiology laboratory equipment inventory. The equipment acquisition will enhance student experiential learning opportunities. Of note is the ADInstruments PowerLab, which is a research-ready piece of equipment to record Biodata. Students and faculty may use the equipment, along with additional exercise equipment acquired, to simulate working with clients of varying abilities and prepare them for transition to their careers.
- » The School of Tourism had a series of successful events, ranging from the Bachelor of Tourism Management information session at the end of November, Explore CapU and Rediscover CapU events where most of the excitement surrounded the return of field schools in Vietnam, the Study Abroad program in Europe and the Disney International Program.
- » The School of Outdoor Recreation incorporated the services of TEAAM (Tactical Evacuation Advanced Aero Medical) as a singular extraction plan as appropriate for all OREC Skills courses, whether on land or ocean. These services enhance our risk management processes for the field excursions learning activities, central to the program. Engagement with industry continues to create interest in the newly updated Program Advisory Committee and a next meeting in February.

KÁLAX-AY THE SUNSHINE COAST CAMPUS

- » Three new faculty joined the P2HL (Pathways to Higher Learning) teaching group: Monika Karpinska (Computers), Cheryl Rouse (Biology) and Tyrone Joe-Mayes (shisháhlh Culture and History). Ozgur Akkus Gibb also joined the kálaš-ay campus as a BSCI instructor.
- » In partnership with Continuing Studies, Microsoft Advanced Excel and Word workshops designed to meet the specific needs of the Sunshine Coast Regional District were delivered in November. Both courses had full enrolment, signaling a need for more locally-designed courses focusing on upgrading the technological skills of workers.
- » On November 2, in consultation with kálaš-ay Elder Robert Joe and Indigenous Faculty Advisor Jessica Silvey and invited faculty from Emily Carr University of Art & Design, completed Phase 1 of an Indigenous history art installation

in the east wing of the campus. The *Passage of History* provides visitors with a timeline of events that had an impact on Canada’s Indigenous people from colonial contact through to the present day, with emphasis on the s̓híshálh Nation of the Sunshine Coast. This compelling display uses text and photos to illuminate historical facts and is accompanied by a beautifully rendered map showing traditional communities in the s̓híshálh swiya (territory).

- » On December 1, the kála^x-ay campus & Sunshine Coast Community Services co-hosted the first-ever *Light Up the Tree!* event—inspired by an idea from CapU employee, Jo-Anne Ogawa. Dozens of neighbours bundled up and stopped by for excellent live music, delicious food and drink, children’s crafts, stuffed animals for resident dogs and a visit from the Sechelt Fire Department. *Photo caption: Jo-Anne Ogawa, Daniel Dolan, Elinor Swanson, and Suzanne Perreault*



- » On December 8, kála^x-ay students joined employees in decorating the Christmas tree while sharing yummy treats—a lovely way for employees and students to come together at the end of the term.

WORK-INTEGRATED LEARNING

- » The Work-Integrated Learning (WIL) Co-Lab wrapped up activities related to Ministry funding received in fall 2021 from the COWIL Phase-2. The *WIL Handbook* was co-created to be as a resource for faculty, community partners and students who want to engage in experiences at the University. In addition, the team developed short course for employers and community partners focusing on intercultural learning.
- » The WIL Co-Lab co-generated a total of 150 student WIL experiences in fall 2022. Courses include: CMNS 100, CMNS 354, TOUR 435, BADM 318, NABU318, MKT 364 and BADM 466. The community partners involved are Capilano Suspension Bridge, Bewildher Fitwear, Discover Canada Tour, North Vancouver Tourism Association, REL Technology, Talaysay Tours, Tiajin Temple, Whiftcraft and TJ Living. Lastly, the ongoing GrowthHub partnership between CapU and North Vancouver Chamber of Commerce generated a total of 18 WIL student experience in fall 2022. *Photo caption: Students in BADM 318 participating in an applied research project with community partner.*



INDIGENOUS EDUCATION & AFFAIRS

- » Over the past three months, there has been a range of activity, including:
 - Hosting the Te HA Alliance Māori Cultural Exchange from the University of Auckland, New Zealand
 - the Annual Winter Gathering Feast, with students and employees sharing a wonderful turkey dinner with Bannock and games
 - Attending the Vancouver Aboriginal Friendship Centre Society and the Urban Native Youth Association career fairs
 - Participating in faculty Justin Wilson’s class, Psychology of Sustainability
- » Two new employees are welcomed: Stevie Ray Strangling Wolf (Indigenous student success facilitator) and Michael Wright (Indigenous recruiter and advisor).
- » On January 9, the Kéxwusm-áya^kn Student Centre re-opened after repairs from flooding.

- » Sixteen dialogue sessions, facilitated by acting director, Micki McCartney, occurred during November and December focusing on the draft *Indigenous Framework*, including with CapU Elders and territorial rights holder hosts.

LIBRARY

- » The Library welcomes three new members to the team for the Spring 2022 term:
 - Maia Lomelino, a CARS funded student research assistant working on documenting art on campus.
 - Librarians Cathy Mount and Ifran Ali will be contributing to teaching and student research help.
 - *Photo caption: Students practicing their de-stressing techniques with colouring book*



- » Although formal instruction is only one portion of librarian portfolios, 184 classes were delivered fall 2022, up 23.5 per cent over fall 2021.

- » In November, the library teamed up with the Writing Centre to offer two *Writing and Research Rescue* events designed to offer support in a “de-stress” environment within the Learning Commons. Wrapping up the term in December, the library continued its de-stressing support with access to three days of cozy beverages at our warm drink station.

- » Students left amazing motivational and supportive messages to each other on the *Positive Post-it Pillar* at the end of the fall term. *Photo caption: Yoda's Positive Post-It Pillar.*



- » Collections: In addition to materials supporting all program areas, the library team selected works with a focus on *climate justice, disability justice, gender and sexuality*. Further, the team added resources from creators who represent queer, Indigenous, South Asian, Black, Iranian and Filipino communities. The library has purchased books authored by over 150 Indigenous authors and over 70 trans and non-binary authors as part of an ongoing effort to address representational gaps in our collections. New investments also include substantial online resources:

- [Wiley Online Library](#) to support the BSc General
- [SpringerLink](#) to support the BSc General
- [Wall Street Journal](#) to support Business (limited accounts)
- [New York Times](#) (limited accounts)

ACADEMIC INITIATIVES & PLANNING

- » November was the month to welcome back Maryam Babu, program review liaison, from parental leave. Alexander Karnaizes has joined AIP in a new permanent role as academic quality assurance analyst.
- » The new *Annual Report on Academic Development and Review* was presented to SAPRC in November. The annual report provides a high-level summary of all academic development and review activity completed in the 2021–22 academic year, including a thematic analysis of the academic review action plans to assist with annual integrated planning and resource allocation activities at CapU.
- » With the support of AIP and in alignment with academic review requirements established by the province’s Degree Quality Assessment Board (DQAB) and [B.106 Program and Course Review and Approval](#), three program areas presented completed cyclical academic reviews to SAPRC in November: Communication Studies and English for Academic Purposes; and in December: Early Childhood Care and Education.
- » On December 6, Aderyn Davies, CityStudio North Vancouver project liaison, led a successful Hubhub #7 at CapU Lonsdale. The City of North Vancouver, CapU and CityStudio community gathered in person and online to celebrate the

collective work of CapU students, faculty and City of North Vancouver partners this past Fall 2022 term. Fourteen student groups presented their innovative projects to address real-life challenges in the North Vancouver community. The three top prize winning projects selected by the panel focused on the themes of water conservation, tourism in the Central Lonsdale area and food accessibility in the community. <https://citystudiocnv.com/hubbub-7-recap-winners->

Photo caption (left to right): CapU President Paul Dangerfield with students Áine Corrigan-Frost, Dilkarn Singh and Dee Warapitiya who won first place; Audience Choice winners from CMNS 405: Christabel Edwin, Shahana, Karanveer Singh Multani and Anmol Sethi with instructor Ala a Al-Musalli; Hubbub #7 guests reviewing the student projects



CENTRE FOR TEACHING EXCELLENCE

- » Congratulations to the first two faculty to have completed the [Certificate in University Teaching and Learning](#): Mohna Bai choo (GCS) and Andrew Steed (BPS).
- » CTE delivered three workshops over the past several months: Accessibility and eLearn Layout (ABE, 15 participants), Video for Learning and Feedback (CSB, 28 Participants) and New Faculty Orientation (14 faculty with 100 per cent satisfaction rate). Jessica Motherwell McFarlane led eight people through Decolonize First and the Un-settling Lab, which wrapped up at the end of November.
- » New resources on our website include [Formative Feedback for Teaching Development](#) and [ChatGPT & AI: Teacher's Friend or Foe?](#)

CREATIVE ACTIVITY, RESEARCH & SCHOLARSHIP

- » The new CARS - [Social Sciences and Humanities Research Council](#) (SSHRC) Explore Grants “provide seed funding for faculty to develop their research and position it to be impactful and competitive at a national scale.” (SSHRC, 2022). The CARS Office congratulates the following recent CARS-SSHRC Explore grant awardees.



Photo caption (left to right): Brit Paris and Barry Magrill: *Post-pandemic Feedback Practices in Higher Education: An Investigation of Changes in Instructor to Student Feedback in a Teaching-focused University*; Jared Burrows: *Vancouver Jazz History Archive*; Ki Wight: *Developing Critical Media Literacies and Pedagogies for Professional Media Production Education*; Sean Ashley and Sarah Yercich: *Gender-based Violence and International Student Housing Experiences*.

FINANCE & ADMINISTRATION

Angela Ruggles was welcomed to CapU on October 31 as the executive assistant to the vice-president, finance & administration.

FINANCIAL SERVICES

- » The financial services department was restructured after the vacancy in the director, financial services role. Narisha Jessani is the new director, financial planning & analysis, and Holly Hunter is the new director, financial operations. Both Narisha and Holly were promoted from manager roles in the financial services department.

CORPORATE SERVICES

- » A risk framework, criteria and policy was created and external and internal audit policy was updated to create an internal audit program that supports addressing areas of high risk.
- » The policy team continues to focus on updating the policy portfolio and refinement of the policy development process. Policy changes are posted on Frontlines for community feedback before continuing to Board of Governors for approval.
- » Privacy policy and procedures was created and privacy e-learning course will be rolled out once policies are approved by the Board of Governors.
- » A space rental webpage will be ready for launch by the end of February. The page will provide resources such as newly developed and implemented contract templates. This will streamline the space rental process for users and administrators.

FACILITIES SERVICES & CAMPUS PLANNING

- » Ryan Blades, formerly the director, facilities services & campus planning, moved into the newly created role of associate vice-president, facilities services & campus planning. In this new role, Ryan will have a strategic focus to develop the *University District Strategic Plan* and build relationships with external stakeholders, including governments, developers and other post-secondary institutions.

FACILITIES OPERATIONS

- » Employees were kept busy with snow and poor weather, clearing and salting to keep the campuses operational in December.
- » A major initiative is underway to streamline the work intake from the campus community and improve communications regarding work requests.

CAMPUS PLANNING & PROJECTS

- » Campus planning & projects are working on processes to streamline work intake to better serve the CapU community. The objective is to prioritize requests, new ideas and initiatives from the campus community to support *Envisioning 2030* and *Illuminating 2030*.

SAFETY & EMERGENCY SERVICES

- » In December, Natalia Skapski was promoted to director, safety & emergency services (previously associate director, safety & emergency services).
- » The safety team has worked to improve hazard awareness and safety communication by introducing a monthly safety campaign that is shared with the University community. Campaigns so far have included heat-related illness, contractor awareness, emergency preparedness and response and preventing slips, trips and falls.
- » On October 20, emergency management conducted the Great BC Shakeout—a province-wide earthquake drill. Prior to the Shakeout, we provided rapid damage assessment training to 40 facilities employees, along with employees at

student housing, CapU Lonsdale and Kálayay campus. We tested procedures for post-earthquake damage assessment and reviewed and revised our response plan in preparation for upcoming active threat and earthquake drills.

INFORMATION TECHNOLOGY SERVICES

- » Our accessibility services accommodation processes have been improved such that requestors can now avail of “one-stop shopping” when submitting requests. This is an advancement in the previous accommodation request process which entailed the creation of appointments separately from submitting a request form. This provides an inclusive and seamless experience for those students who need special accommodation.
- » IT services completed a redesign, in conjunction with the marketing & digital experience department, of the student services section of the CapU website in late November, including a new “Student Life” area. This provides students with an elevated user experience in navigating student-focused content with the addition of an improved user interface and a more convenient and intuitive grouping of related content.
- » IT services has completed the high-level technology assessment and planning needed prior to the construction of the student housing building. Working in collaboration with space planning, facilities and the office of student success, IT completed the necessary work to ensure that the technology in the new building will efficiently support students and employees as they live, learn and work in the new student housing facility.
- » With the introduction of new gender identification options offered by Education Planner BC (EPBC) last year, in alignment with the Ministry gender data standard, those new options are now integrated into CapU’s internal reporting. This means that as applicants choose their gender identification preferences through EPBC, those same choices will be retained throughout their student career at CapU and consistently reported.
- » Year-end Banner updates to income tax bands and Canada Pension Plan/Employment Insurance rates were successfully implemented for payroll between the last payroll run of 2022 and before the first payroll run of 2023, thereby ensuring accuracy and compliance. This was both a time sensitive update, as the tax updates were not available until December, and wide-reaching as all employee pay records’ accuracy was dependent.

PEOPLE, CULTURE & DIVERSITY

HUMAN RESOURCES

- » For the fifth consecutive year, CapU has been recognized as one of *BC’s Top Employers*. This designation acknowledges B.C.’s employers that lead their industries in offering an exceptional place to work. We continue to work towards achieving one of Canada’s Top 100 Employer awards. <https://reviews.canadastop100.com/top-employer-capilano-university>
- » This fall, the Learning & Development (L&D) team was certified in Everything DiSC—a personal development learning experience that measures preferences and tendencies based on the DiSC model. In 2023, DiSC will be rolled out to all administrators to forge the building blocks of creating our common language at CapU that we can leverage to drive our culture to achieving *Envisioning 2030* goals. DiSC will be rolled out to all employees over the next two years. The result will be a more engaged, collaborative workforce that can spark meaningful culture improvement whether we are remote, in the office or somewhere in-between by providing insights that unlock engagement and inspire effective communication.
- » Erin McFadden, manager, learning & development, co-facilitated with Pamela Findling, director, communications, an interactive and engaging Leadership Forum session to choose an administrator learning theme for 2023. Through

feedback from 40+ administrators in attendance, the learning theme is “project management”. A three-part learning series will be held over the 2023 Leadership Forum meetings focused on this important topic.



EQUITY, DIVERSITY & INCLUSION

- » Three new EDI courses have been created and rolled out as a pilot project with the Faculty of Fine & Applied Arts. The courses: EDI Foundations, Inclusive Classrooms and Systems Change, will be included in the *Learning & Development Strategy* for roll out to the campus community in the coming year.
- » During the EDI audit employees and students were invited to participate in focus groups and online surveys to provide feedback on EDI practices across the CapU Community. Veza Global is now summarizing the data and will be delivering a final report with recommendations in February.
- » All employees were invited to attend the Canadian Centre for Diversity & Inclusion (CCDI) Higher Education Roundtable on January 25, a virtual event covering the following topics: *Mantras and Mindsets—Dare to Decolonize; Understanding Ourselves and Understanding Others*; and *Lessons Learned—EDI Policy and Action Plan*.

COLLECTIVE BARGAINING

- » MoveUP: After an extended winter break, bargaining recommenced on January 13, 2023. Bargaining is anticipated to continue into the spring.
- » CFA: Opening proposals were exchanged on January 30, 2023. Bargaining is anticipated to continue into the summer.

STRATEGIC PLANNING, ASSESSMENT & INSTITUTIONAL EFFECTIVENESS

INTEGRATED PLANNING

- » All submissions for this year’s integrated plan were received and the team is currently compiling them in order for the final document to be posted on *Frontlines*.
- » As part of our efforts to improve the employee and learner experience, the integrated planning team gathered and compiled top priorities that each VP considered essential for the next fiscal year. This document has been used to report planning highlights to key community members.

ENVISIONING 2030

- » Planning is underway to design a process that will assess and report progress toward the completion of the first three years of implementation of *Envisioning 2030*. Along with this, the executive team has been refining an *Envisioning 2030* progress tracking tool that will assist in the above-mentioned process.

STRATEGY, ANALYTICS & INSTITUTIONAL RESEARCH AND CONTINUING STUDIES

- » We have completed Phase 3 of the retention ML project and have transitioned the knowledge and skills internally. We have also completed the first pilot outreach in partnership with the Registrar's Office and will be reviewing the results of the pilot in addition to understanding the longitudinal impacts. The immediate next phase will be focused on feature engineering 2.0, algorithm retraining and a design of a second outreach.
- » We have built upon the work of the summer analyst ENGL 100 project to understand the existing bottleneck and backlog demand. We also conducted an analysis of Numeracy 100 level courses. Although these are lagging indicators, the analyses provide critical insights for future sections planning. Currently, we are exploring whether there is a linear trend that can be leveraged to build a predictive model.
- » We continue to streamline our *Institutional Accountability Plan and Report* process and kicked-off the fiscal year 2022–2023 cycle, which starts with a review of the integrated plans and a review of relevant 2021 Census data.

INTERNATIONAL

- » International registration numbers have rebounded strongly. Due to our assertive actions to return to market as soon as travel restrictions were lifted, we had exceptionally strong support from our core markets. For the Spring 2023 term, we registered 742 new international students, bringing the total international student headcount for the term to 2590, which is only 29 students shy of our previous fall registration record in 2020.
- » A key strategic goal for international recruitment in the coming years is to diversify international registration so that more countries are represented at the University. Cristian Cano is embarking on new recruitment initiatives in Africa, notably Nigeria, Ghana and Kenya, and Jesse Yang is heading back to China to revitalize recruitment. This will be the first time we have been back in China since the beginning of the pandemic.
- » Fall 2022 and spring 2023 saw the first outbound study abroad cohort of 27 students since prior to the pandemic. We have 24 incoming exchange students from various parts of the world for the same period, plus 28 VISP students from Europe. In addition, the first field school since the pandemic is heading to Vietnam in April and has 22 students registered.
- » CapU International is leading the initiative to engage in, and embrace, Collaborative Online International Learning (COIL) activities. This is a creative and practical way to build intercultural learning and professional development opportunities whereby employees of CapU and other institutions around the world collaborate on learning activities together. We are pleased to share that faculty members Natasha Mrkic-Subotic from the business school and Jennifer Nesselroad from performing arts will work with CapU International to build COIL training, communications and partnerships throughout the University.

STUDENT SUCCESS

ACCESSIBILITY SERVICES

- » Gurjit Chaplin joined accessibility services in the role of advisor to students requesting academic accommodations.
- » Members of the accessibility service team shared information by presentation and mini fair table on how students arrange academic accommodations at the CapU High School Counsellors and Career Advisors' 2023 Event on January 27.
- » Upgrades for exam invigilation are 80 per cent complete, including monitoring software and cameras, handheld laptops and replacement of furniture and carpets.

- » 700 invigilated exams, including finals where administered in the 2022 Fall term. This is a significant increase over the previous fall term total of 460.
- » Over 100 textbooks requests in alternate formats, usually audio, were facilitated for students in 2022.

ATHLETICS & RECREATION

- » Blues Athletics basketball and volleyball teams' seasons are in full swing. The volleyball teams are in rebuilding years and creating solid foundations for the future. The basketball teams are vying for top spot in the PACWEST and will hopefully earn a birth to compete at nationals.
- » Athletics had a successful academic fall term with the overall average GPA of 2.96, across all teams. Women's basketball led the way with a department high 3.69. Interestingly, the highest ever single term average was spring 2020 (COVID-19 year, many final exams were cancelled or adjusted). So the 2.96 average for Fall 2022 term is the highest average for any regular academic term since 2011.



- » Janelle Eisler is our new campus recreation programmer. In her new role, she will direct CapU Rec, overseeing programs including drop-in activities and classes while continuing to build on the mission to meet the needs of the community.
- » The Move More North Shore program is now accepting new participants! Move More North Shore is aimed at improving well-being for people living on the North Shore who are currently active for less than 150 minutes per week.
- » Move More Speakers Series—We were excited to kick-off a brand-new workshop as a collaboration between the Move More North Shore Program and CapU Together Day. The interactive, one-hour workshop was led by Catrina McCrae, a certified personal trainer and holistic nutritionist and holistic health and wellness coach, who focuses on the connection between mental and physical health.

CAREER DEVELOPMENT CENTRE

- » We are thrilled to welcome back our Supervisor, Career Development Centre, Maja Horgas, who works closely with the career development advisors and oversees the student Career Ambassador (CA) team. We also welcomed our returning student CA Anmol Vig, BBA program and our new student CAs, Divya Jiandani, communications program, Seckin Topac, BBA program and Bianca Thielen, MOPA program.
- » Our team and the CAs were productive in engaging with students by introducing the CDC in classes, in the *Out and About* campaign, through Explore CapU and at the international student orientation, engaging with 525 new, current and prospective students. The CAs promoted career development by hosting two portrait photo booth events, generating 28 portraits for students. They created awareness of the culmination of students' experiences through the *It All Adds Up!* campaign during career development month in November, with 65 students participating.
- » Industry Day welcomed 31 of Sasha Sanandaji's students to meet and network with 10 representatives from H&R Block, Canadian WiseInvest, Bell & Source, Impact Recruitment and ContainerWorld Forwarding Services Inc.

- » We held our first community partners appreciation event at Steamworks in Gastown, celebrating students, community partners and faculty ambassadors who have contributed to CDC's programs. It was an intimate event with 28 in attendance.
- » Our two career development advisors supported 509 students through one-on-one virtual and in-person appointments. They also facilitated 16 workshops on various career development topics for 320 students and will be facilitating another 14 by the end of January.

COUNSELLING & LEARNING SUPPORT

- » Counselling & Learning support welcomed Divisional Assistant Marjorie Smales to the area. Indigenous counsellor Riel Dupuis-Rossi connected with the Ts'zil Learning Centre students and community on their annual visit to the K̓éxwusm-áya̓k̓n Indigenous Student Centre. Riel also hosted a vision board workshop, in partnership with Donna Cole, the CSU's director of Indigenous initiatives, at the Catalyst: Arts Activism event. Counsellor Saman Khan was interviewed by the *Capilano Courier* for an educational article about counselling supports and resources on campus. Counsellor Jeff Ross attended the Welcome Fair in early January, promoting our services to new international and domestic students. He also presented a workshop on managing stress and anxiety as part of the CapU Together community wellness event.
- » From November 1, 2022–January 31, 2023, 412 counselling appointments were attended (among them, 91 were drop-in/same day appointments). Top personal concerns raised were anxiety, depression, relationships, trauma and self-esteem. Top academic concerns included academic difficulties, attention difficulties, procrastination and time management, motivation and goal setting and career planning.
- » Learning support services have seen an increase in one-on-one student appointments and course/program-specific workshop requests. This points to an increased awareness of the services provided and a need to continue to develop further programs and resources for students across the disciplines.
- » In addition to his work with students, our Learning Strategist Adam Vincent recently served as a guest editor for *Transformative Dialogues: Teaching & Learning Journal* (<https://td.journals.psu.edu/td/>). The special issue entitled, "The Way of Rigorous Aesthetics," focuses on the influence of Arts-Based Educational Research (ABER) in teaching, research and scholarship. Adam also authored the guest editorial for the issue (<https://td.journals.psu.edu/td/article/view/1770>).

STUDENT AFFAIRS

- » In December 2022, Kate Phifer joined the student affairs team as student success facilitator. Kate joined the team from the university events team, and will be focusing on orientation and transition programs for the University.
- » Capilano University became a new community agency partner with the Greater Vancouver Foodbank to provide more comprehensive food security support to students. CapU is also working with Vancouver Food Runners, as they expand onto the North Shore, to redistribute surplus food from grocery stores into the hands of students in need.
- » CapU hosted its second annual Sexual Violence Awareness Month in January to increase education and awareness of sexual violence and how to create a culture of consent. This initiative provided a variety of educational workshops, interactive events and new resources for students and employees which included the launch of an online, self-paced module on sexual violence prevention.

» In collaboration with various campus partners, student affairs hosted a peer leader appreciation luncheon and celebration for student leaders and campus contributors on November 30. Despite the fact that the luncheon took place after a heavy snowfall, we had over 75 peer leaders attend to be recognized for their contributions to the CapU community as leaders, mentors with orientation, recruitment, athletics, recreation, residence and more.

» On January 3, student affairs hosted an online orientation for all new students. Approximately 180 new students attended the sessions to learn about academic advising and registration, campus resources and ways to get involved. On January 4, student affairs collaborated with the Centre for International Experience to host a welcome fair on campus. Over 470 new students attended the welcome fair and had the opportunity to connect with CapU resources and employees, learn about all the resources on campus and try their skills on our inflatable snowboard machine!



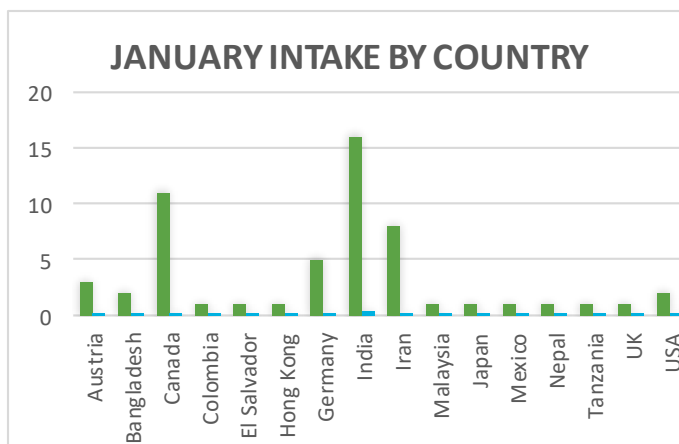
» On January 19, student affairs partnered with the CSU to host Ice Cap, the mixer for new students. This was an extremely popular event with over 400 students in attendance throughout the evening. Ice Cap gave students the opportunity to dance, play games and connect with fellow students.

STUDENT HOUSING SERVICES

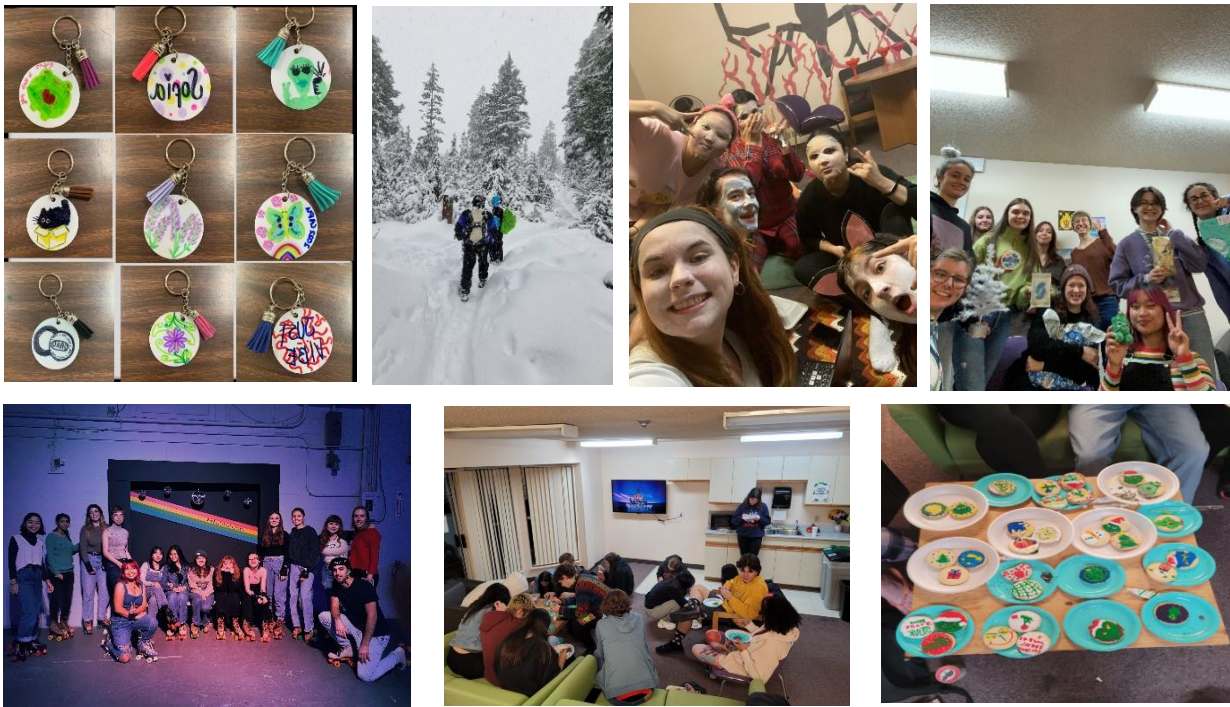
» Fifty-five students stayed in housing over the winter break, which represents a 4 per cent increase from last year. Our residence advisors did an outstanding job in organizing interactive holiday activities that engaged and kept the students entertained during their stay. This is a testament to the high-quality services we provide to our students, and we are proud to continue to meet their housing needs.

» Housing applications for spring 2023 opened on October 1, 2022, and we received an impressive number of applications. 197 applications were started, 121 of which were completed and submitted and 62 students moved in January 2023. This represents a 35 per cent increase in completed applications compared to prior years, making this the highest number of completed applications we have received for the spring term.

» We are thrilled to report that we are currently at capacity for the spring term. We continue to see an increase in international students for all terms, and this spring term the top four countries new students came from are India at 36 per cent, Iran at 18 per cent and Germany at 11.4 per cent with 24.4 per cent being domestic students. This is a clear indication of the high level of interest and attractiveness of our student housing.



- » With housing running over 20 community engagement events monthly, student engagement continues to grow. Some pictures attached.



REGISTRAR'S OFFICE

- » At the January Senate meeting, over 400 CapU students had their names presented as graduates. These students will have the opportunity to receive their credentials at our convocation ceremonies in June.
- » myCapMap is now live for academic advisors and other CapU employees. Launching for all students on February 6, this is a major accomplishment for the University and will enable students to track their progress in their academic programs. Announcements were made on *Frontlines* and will be sent to all students in the first week of February. A very big thank you to the RO and IT services project team who made this 14-month project a success.

FINANCIAL AID & AWARDS

- » The team partnered with RBC to facilitate virtual workshops in budgeting and fraud awareness to students.
- » The team offered two workshops on how to apply for scholarships, bursaries and awards. 50 students attended.
- » Both the academic advising and financial aid teams participated in both the Welcome Fair for students and the high school counsellors event in January with over 200 attendees visiting our booth.

ACADEMIC ADVISING

- » For this reporting period, the team saw 485 students via online and in-person appointments, 200 students through Zoom drop-ins and responded to over 4,200 emails.
- » The team offered four course planning workshops in November with over 200 students attending

RECRUITMENT & ADMISSIONS

- » After a two-year hiatus, student recruitment and the Ca pU community hosted over 70 high school counsellors from B.C. and Alberta. The Re-Discover Ca pU-themed event showcased new and existing bachelors, including new minors, diplomas and certificate programs from every faculty, while highlighting the various student services potential Ca pU student can experience at Ca pU. The recruitment team would like to thank the entire University community who contributed to making the event a success.
- » Our year-over-year numbers are up 20 per cent for domestic applications, almost exceeding pre-pandemic levels, and we are optimistic for a strong fall 2023 intake. The increased application numbers are correlated to the number of in-person events the recruitment team and academic units attended this fall.

UNIVERSITY RELATIONS

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

COMMUNICATIONS

The team provided communications expertise for a number of initiatives, including the new Change Education series, Black History Month, the [Scarborough Charter statement](#), the employee engagement survey and Sexual Violence Awareness Month.

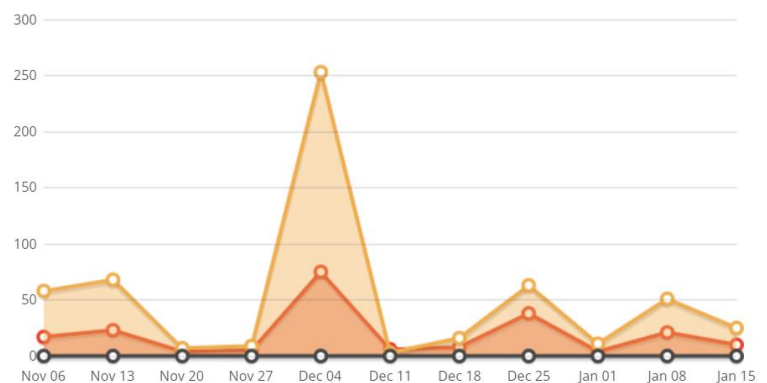
The latest [President's Letter](#) was released in January, highlighting the important role of international students in cultivating life-enhancing experiences for students and employees. The team shared the letter on social media and the Ca pU website and pitched it as an op-ed to outlets.

Working with MDX and with music from Daniel Hersog (academic coordinator and Brad Turner, instructor), the team led the creation and sharing of the [annual holiday card](#). See image on right.



Communications shared several stories with an external and internal audience, including: [Capilano University partners with Qmunity to deliver Gender Diversity and Queer Inclusivity Learning pilot project](#); [Capilano University Children's Centre becomes \\$10 a Day child care centre](#); [Capilano University announces new Interaction Design Diploma](#); and [Sunshine Coast donor puts students' needs first](#).

During multiple snow storms and power outages, communications worked closely with the safety and emergency management team to ensure the University community received regular updates and notices about campus closures and re-openings. The Ca pU Safe App was downloaded by almost 800 new subscribers during this period. See graph on right.



GOVERNMENT RELATIONS & COMMUNITY ENGAGEMENT

Following the B.C. municipal elections on October 15, 2022, President Dangerfield sent letters of congratulations to all re-elected and newly elected mayors in the jurisdictions where Capilano University operates and maintains community engagement. This includes the District of North Vancouver, City of North Vancouver, District of West Vancouver, District of Squamish, Resort Municipality of Whistler, Town of Gibsons and District of Sechelt.

On November 9, the University hosted Parliamentary Secretary Greg Fergus and MP Terry Beech for a roundtable discussion on technology and the role it will play in Canada in 2032. Participation in this event allowed for CapU to be involved in “Canada 2032,” a national public consultation process seeking to take a comprehensive look at the global context in which Canada is likely to find itself in the year 2032. The Canada 2032 group is focusing on five key areas to study: climate, economy, foreign policy, democracy and technology.

President Dangerfield met individually with many re-elected and newly elected mayor between November 2022 and January 2023. Meetings were held with Linda Buchanan, Mayor of the City of North Vancouver; Mike Little, Mayor of the District of North Vancouver; Armand Hurford, Mayor of the District of Squamish; Silas White, Mayor of the Town of Gibsons; and John Herderson, Mayor of the District of Sechelt.

In January 2023, CapU’s Senior Advisor, Public Affairs Linda Munro, met with Susie Chant, MLA North Vancouver-Seymour, and President Paul Dangerfield met with Jordan Sturdy, MLA West Vancouver-Sea to Sky.

On January 31, Jennifer Ingham, VP university relations, presented to District of North Vancouver mayor and council at the public hearing for the proposed development by Darwin Construction Ltd. to develop 315 housing units at 1310 Monashee Drive, adjacent to the main campus. In the revised proposal, 126 of the 315 rental units will be guaranteed for university students and employees.

MARKETING & DIGITAL EXPERIENCE

On the employee front, Marketing & Digital Experience (MDX) welcomed a new digital media student assistant. CapU student Daniela Perez joined the team in early January to support the department’s growing TikTok channel and to develop general marketing content. Daniela is enrolled in the North American Business Management Post Baccalaureate Diploma program with a concentration in Marketing. She is fluent in English and Spanish and has a Bachelor of Law degree from her home country of Colombia. We are thrilled to welcome Daniela to the team for the duration of her practicum and to provide her with a practical learning opportunity as she moves toward graduation.

MDX partnered with recruitment & transition and university events to promote the Explore CapU Open House on November 19. We developed a full marketing plan, event branding, promotional materials, web page and pop-up registration form, digital advertising campaign on Facebook, Instagram and Google and an automated email campaign to encourage registrants to attend the event and to apply to CapU. We also developed materials for the event itself, including an Explore CapU passport distributed to guests, which ran out due to the high demand. The in-person event was a huge success, exceeding all our targets and reaching an unprecedented turnout.

In collaboration with IT services and student success, we launched a new [Student Services](#) web section of more than 200 pages on November 30, integrating a revised information architecture, updated page designs and new content for current and prospective students. The new section improves usability and accessibility for all learners and spotlights the many supports and opportunities CapU offers to students on their educational journey.

The creative team supported the Philanthropy and Alumni Relations team's *We Believe* event on December 7. We designed save-the-date invitations and produced a [video](#) about alumna Amina El Mantari telling her story about the impact of donor support on her education.



In January, MDX created promotional videos for the Bachelor of Business Administration and new Interaction Design diploma. Produced in collaboration with the program areas and our film production partner, Georgia Street Media, the videos include a full-length version (90–150 seconds), as well as two 15-second versions for use in digital advertising campaigns. We intend to build on our program video series going forward, with three additional videos planned by March.

From November to January, we expanded Capilano University's *Bring It* recruitment campaign that was launched in October to new channels. The creative team designed bus ads to run in Vancouver and North Vancouver. We also developed *Capsule* stories featuring students who participated in the campaign video and photo shoots, to celebrate their individuality and how they bring their unique voices to CapU. The first [story](#) of the series is written by Bachelor of Motion Picture Arts student, Kate Henderson. The *Bring It* campaign, which formally launched in October, is performing well with an 8 per cent increase in apply now clicks, 40 per cent increase in Google search impressions and a 35 per cent increase in website visitors.



PHILANTHROPY & ALUMNI RELATIONS

PHILANTHROPY

- » An annual sponsorship gift was received in November from BlueShore Financial for their naming of the BlueShore Financial Centre for the Performing Arts.
- » Through the generosity of the CapU community \$63,806 was raised during the fourth annual *We Believe Breakfast* event on December 7. Hosted by Catherine Dangerfield, the event raises funds for the Paul & Catherine Dangerfield Women's Bursary and 24 other awards that support self-identifying women studying at CapU. There were 204 attendees at the breakfast which featured a keynote from Anna Maria Tremonti, acclaimed journalist, podcaster and longtime host of CBC's *The Current*. Amina El Mantari, CUAA Board member, shared [her personal story](#) of how the support she received through CapU bursaries allowed her to study at CapU. Thanks to our generous corporate partners, \$18,000 was received in sponsorship for this event. Thank you to our Presenting Speaker Sponsor, TD Private Giving Foundation; our Champion Breakfast Sponsors, G3 Terminal Vancouver and KPMG; and our Breakfast Sponsor, Revery Architecture. The KMPG Foundation also announced they will provide a \$20,000 education grant over the next years to support students through the Paul & Catherine Dangerfield Women's Bursary.



- » The annual *Chancellor's Dinner* took place on January 26, 2023 at CapU Lonsdale in The Shipyards. Guests were treated to culinary journey with wine pairings from the generous sponsorship of Mission Hill Family Estate. The event, hosted by Chancellor Yuri Fulmer, brought light to the current rate of food insecurity being experienced by our students. An auction was held to help build the Eat Care Share fund, a fund created specifically to help support students in need of

food and financial assistance in order to complete their studies at CapU. Thank you to the donors that made this event a huge success, and to our dinner sponsor, Neptune Bulk Terminals.

- ➔ In December, the CapU Foundation connected with current and lapsed donors, alumni, and our faculty and staff with a series of three emails as part of our year-end appeal with a focus on the Eat Care Share Fund. The fund was created to help students who are food insecure and having a hard time focusing on their studies due to financial burdens. Gifts to the year-end appeal provided an opportunity for donors to make a meaningful impact and receive a tax receipt before the end of 2022.



ALUMNI RELATIONS

The CUAA Board hosted their annual strategic planning session on November 5 at CapU Lonsdale. Led by Board Chair Brittany Barnes and guest facilitator Chris Girodat, the board welcomed its new board of directors and launched into setting priorities for the year to ensure CapU alumni voices are represented at the University and provide continuous learning for CapU alumni.

In November, the alumni relations team launched cohort two of the CUAA mentorship program. Over the next 12 months, mentees will participate in the program to receive one-on-one monthly mentorship sessions, professional development workshops and networking opportunities.

On November 19, seven of our wonderful CapU alumni returned to campus for CapU Explore Open House to participate in a panel session for prospective students and discuss how their education and experience at CapU have impacted their journey and career. Thank you to Cynthia Shore, Reuben Evans-Galeski, Israel Lobo, Orkut Polat, Adrian Vlastic, Andres Rios and Harshleen Kaur for sharing your stories.

On December 1, the team hosted their final session of the Truth & Reconciliation Learning Circle. For the past seven weeks, participants met weekly to discuss assigned readings from Chief Robert Joseph's book, *Namwayut: We Are All One: A Pathway to Reconciliation*. Discussions were facilitated by Crystal Henderson and Carman McKay. We are thankful to all the participants who joined to learn, share and grow together.



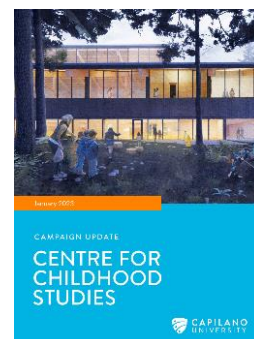
The Alumni Association awarded a funding grant of \$1,000 to Cassie + Friends through the Community Sponsorship Program which provides funding to CapU alumni affiliated non-profits that serve the community. Cassie + Friends is on a mission to transform the lives of kids and families living with juvenile arthritis and other rheumatic diseases through research, education, connection and support.

To spread some holiday cheer, the alumni relations team launched nine days of holiday giveaways offered to our CapU alumni. Daily prizes were generously provided by our Perks App partners.



UNIVERSITY CAPITAL CAMPAIGNS

By January 2023, \$5,652,694 (11 per cent over goal) was raised through the Centre for Childhood Studies (CCS) campaign. On November 25, campaign co-chairs Derek and Carlota Lee were recognized for their philanthropic contributions during the Association of Fundraising Professionals' annual Award Luncheon, receiving 2022's Outstanding Volunteer Fundraiser award. The campaign continued its stewardship phase with the release of its second Stewardship Report in January 2023 and livestream video of the Centre's construction was initiated in mid-January 2023, enabling students, employees, leadership, donors, Childcare Centre families and community members to view the construction's progress.



UNIVERSITY EVENTS & CEREMONIES

In early November, university events were delighted to welcome back Ceremonies & Protocol Officer Alexa Morgan from her parental leave but were sad to say farewell in December to Events Specialist Kate Phifer who moved into a role with student affairs. Fortunately, we were able to recruit quickly and welcomed Vanessa Massi Campanholo to the role of events specialist on January 16. Vanessa had previously covered Alexa's parental leave so was in a great position to step into the role and take the reins quickly.

On November 19, university events assisted the recruitment team with Explore CapU, an in-person event aimed at high school students and their families to learn about all that CapU has to offer. After careful evaluation and consultation with recruitment, university events devised an event that reinvented the historical format and allowed prospective students to explore all over the main campus, meeting faculty in the program areas and getting involved in workshops and activities. Thanks also to support from the marketing & digital experience team, the event saw an unprecedented turn out of approximately 1,500 attendees, a 200 per cent increase from the previous year.

University events were proud to support the philanthropy and alumni relations team on this year's *We Believe Breakfast* on December 7. This year's event was extremely well-attended with over 220 guests enjoying a presentation from guest speaker, journalist Anna Maria Tremonti, and raising funds for student awards that support female students at CapU.

Just after the exams were finished for students in mid-December, university events invited portrait partner Grad Images to provide grad portrait sessions for 2023 graduates. The sessions were almost completely full and the team is excited to be able to offer the sessions again in the spring.

Some fun and lively employee holiday events were held in mid-December. Alongside the human resources team, university events assisted with the annual and highly competitive gingerbread house competition. The next morning, employees enjoyed a President's Festive Breakfast where they viewed and voted on the gingerbread houses. Look out Hyatt Regency, CapU has a keen team of gingerbread masters!

Photo caption: Winning entry from members of the PAR and university events team.



The *Chancellor's Dinner*, the most prestigious fundraising event in the CapU calendar, was held on January 26 at the Lonsdale Shipyards campus. The themed event of *Eat, Care Share* was extremely well attended by over 100 of CapU's most honored supporters, honorary doctorate recipients, faculty and friends. The guests enjoyed a performance from Musical Theatre student Ava Stark and jazz from current and Alum Jazz program musicians.