



CAPILANO UNIVERSITY

RESPONSE AND ACTION PLAN

DECEMBER 4, 2025
BACHELOR OF ARTS WITH A MAJOR IN INTERDISCIPLINARY STUDIES
MINOR IN INTERDISCIPLINARY STUDIES
INSTITUTE OF INTERDISCIPLINARY STUDIES
FACULTY OF ARTS AND SCIENCES

Academic Unit Review: Response and Action Plan
 Institute of Interdisciplinary Studies (IIS)

Section 1. Response & Five-Year Action Plan

Goals

Effective Date of Action Plan Implementation: 2026-01-13

Goal #	Goal	Rationale & Supporting Evidence	Review Reports Page #
1	Create Department of Environment and Society within the Institute of Interdisciplinary Studies	- Facilitate faculty hiring and evaluation for Environment and Society (ENSO). - Establish Environment and Society as a functional area in keeping with Collective Agreement.	Self-study report (SSR): Priority 3.1 “Create a department of Environment and Society within the Institute of Interdisciplinary Studies” (sections 2.4 and 5.2.) External Review Report (ERR): Recommendation 5 “Streamline vetting processes, vetting criteria, and attendant course evaluation processes and criteria for each course and program.” (p.9). Recommendation 6: “Examine possibility of adding dedicated INTS faculty to the current faculty from other areas” (p.9)

Goal #	Goal	Rationale & Supporting Evidence	Review Reports Page #
2	Increase student and alumni engagement.	- Students report only developing sense of community within program at later stages of degree. - Individualized major programs have greater needs for resources to establish connections among students, relative to cohort programs and traditional majors. - review leads felt need for better alumni data and contacts.	SSR: Priority 1.2 “Continue to develop social, educational, and milestone opportunities for students.” See section 4.5 Priority 1.3: “Work with Alumni Relations to better implement existing tools for alumni engagement.” See sections 1.3 and 4.5 ERR: Recommendation 10: “Work with students and alumni to create engagement opportunities.” (7) Recommendation 18: “Advocate for dedicated physical space for IIS students and faculty on both campuses.” (11) Recommendation 19: “Provide modest funding to promote community-building activities and events hosted by ISS that will bolster its identity, presence, and ability to foster intra- and extra-university relationships and collaborations” (p. 21)



Goal #	Goal	Rationale & Supporting Evidence	Review Reports Page #
3	Revise and build IIS new curricula with an eye to student demand, clarity for students, and improved post-graduation pathways. This goal comprises 3 primary actions: (1) create concentration/specialization options for students in Bachelor of Arts with a major in Interdisciplinary Studies; (2) revise or discontinue INTS minor; (3) explore 3-credit alternative or supplement to one-credit INTS tutorials.	- Increase marketability of Interdisciplinary Studies; - Ease advising needs of the program by clarifying course selection process and offerings, especially for students seeking specific post-degree pathways (PDP programs); - Support development of future programs based on interest in concentration areas. - There is currently almost no student interest in the minor. - Minor does not currently attract students. But fitting the minor into the specializations above we can make this work. The minor would require one of	SSR: “Our program could benefit from a clearer set of concentrations that students can select from in preparation for particular professional or educations goals after graduating. We should consider creating opportunities for students to identify specific areas of concentration on the model of TRU’s concentrations or UFV’s themes.” (26-7) Priority 2.5 “Assess the profile of the INTS minor.” See pages 15-16. ERR: Recommendation 1: “Advocate for a dedicated Advisor for IIS programs” (p. 12) Recommendation 3: “Revise INTS110 or create new course to replace tutorial, along with vetting process and criteria for faculty teaching it.” (p.9) Recommendation 4: “Articulate utility of INTS minor’s learning outcomes for students through a course, Advising, alumni, and student recruitment and engagement initiatives.” (p. 10)



Goal #	Goal	Rationale & Supporting Evidence	Review Reports Page #
		the 3 credit directed study courses. - Fewer students are taking tutorials. It is not clear that the 3 1-credit tutorials are necessary from a curricular perspective, and student interest has been waining. - However, while dramatically less popular than in the past, they are still taken by some students. They are not expensive to run and so there is no urgency to get rid of them. Hence more consideration is necessary in tandem with other curricular changes.	Recommendation 7: “Advocate for additional administrative support, in part to dedicate to student and alumni outreach and engagement.” (p. 7) Recommendation 16: “Find ways to assess needs of student body in each program in a given semester as part of timetabling.” p.17. Recommendation 17: “Streamline program pathways” (p.17) Recommendation 14: “Work with IR to develop data colleciton tools” (p.7)
4	Clarify structure of IIS and its place within the Faculty of Arts and Sciences and the University by redrafting the IIS Terms of Reference	- Current Terms of Reference out of date. They also instruct revision when new program enters Institute, which has been triggered by BES.	SSR: Priority 3.4 “Ensure dedicated staff support within the Institute” (section 2.4) ERR:



Goal #	Goal	Rationale & Supporting Evidence	Review Reports Page #
		- External reviewers pointed to need to clarify roles of steering committees and members (11), and evaluation processes (9). Terms of reference should indicate role of program steering committees; faculty hiring and course evaluation processes. We can also look at roles for students within the Institute (ERR 11).	Recommendation 5 “Streamline vetting processes, vetting criteria, and attendant course evaluation processes and criteria for each course and program.” (p.9). Recommendation 9: “Define more fulsomely the roles and responsibilities for steering committee.” (p.11) Recommendation 11: “Apply for a work-study student to enhance the website and social media.”
5	Design and implement systems for tracking students and alumni achievements and satisfactions in IIS programs	SSR and ERR note need for better data tracking student experience, progress, and alumni pathways. As more programs share core INTS courses (such as CAPS 499, and INTS 110 and 345), we need better data to ensure we are meeting defined course- and program-learning outcomes.	SSR: Priority 1.1 “Develop processes for more regular and consistent feedback from current students.” See section 5.1. ERR: Recommendation 7: “Advocate for additional administrative support, in part to dedicate to student and alumni outreach and engagement.” (p. 7)



Goal #	Goal	Rationale & Supporting Evidence	Review Reports Page #
			Recommendation 13 “Design a study survey and/or focus group to gather quantitative and qualitative data.” (p.7)
6	Design course evaluations for courses run within the IIS.	Addressing general need at Capilano University to regularly evaluate effectiveness of courses outside of the program review process. As stated above (goal 5): As more programs share core INTS courses (such as CAPS 499, and INTS 110 and 345), we need better data to ensure we are meeting defined course- and program-learning outcomes.	SSR: Priority 1.1 “Develop processes for more regular and consistent feedback from current students.” See section 5.1. ERR. Recommendation 5: “Streamline vetting processes, vetting criteria, and attendant course evaluation processes and criteria for each course and program.” (p.9)



Action Plan Overview

Goal # 1	Create Department of Environment and Society within the Institute of Interdisciplinary Studies
Action	1. Create Department of Environment and Society within the Institute of Interdisciplinary Studies
Milestone/Measurable Outcomes	Creation of department; holding meetings; hiring.
Timeline (AY1–AY5)	2025-26: Determine pathway to department creation, in discussion with dean of Faculty of Arts and Sciences (FAS) and other members University of administration 2026-27: 2027-28: 2028-29: 2029-30:
Lead(s)	ENSO coordinators and steering committee; Chair of IIS.
Support(s)	Dean of FAS; Senate; Academic Initiatives and Planning (AIP), Finance, Registrar's Office

Goal # 2	Increase student and alumni engagement.
Action	1. Increase regular events for current IIS students. 2. Establish physical spaces for IIS students and faculty. 3. Increase presence of IIS program alumni, including at Student Research Symposium (SRS) and program-level events.
Milestone/Measurable Outcomes	- Establish opportunities for students to connect, recreate, and work together; - Create physical spaces for INTS students and faculty to gather;



Goal # 2	Increase student and alumni engagement.
	- Create more opportunities for program alumni to visit CapU, meet with students, and share experiences.
Timeline (AY1–AY5)	2025-26: - Create one or more semi-regular events for INTS students, including program social events and information sessions; - Re-establish student position in INTS steering committee or for institute, with clear role in facilitating student engagement (see Goal 3). - Advocate physical space for student/faculty gathering. - Invite CapU Alumni to Student Research Symposium (SRS) 2026-27: - Create fall capstone celebration event that brings together IIS and other FAS program graduating students. - Ensure that IIS Terms of Reference reflect importance of student and alumni engagement activities - Assign new student in IIS student position or student positions; assess 2027-28: Review student engagement in IIS, drawing on survey information (see Goal #5) 2028-29: 2029-30: Review student engagement in IIS
Lead(s)	Chair of Institute of Interdisciplinary Studies; IIS and ENSO coordinators and steering committees
Support(s)	Philanthropy and Alumni Relations; Campus Planning; CapU Student Union;



Goal # 3	Revise and build IIS new curricula with an eye to student demand, clarify for students, and improved post-graduation pathways/ this goal comprises 3 primary actions: (1) create concentration/specialization options for students in Bachelor of Arts with a major in Interdisciplinary Studies; (2) revise or discontinue INTS minor; (3) explore 3-credit alternative or supplement to one-credit INTS tutorials
Action	1. Create new degree pathways/concentrations for BA with major in Interdisciplinary Studies; 2. Revise Interdisciplinary Studies minor profile; 3. Explore 3-credit alternative or supplement to one-credit INTS tutorials.
Milestone/Measurable Outcomes	
Timeline (AY1–AY5)	2025-26: Begin work on new degree concentrations for INTS major. Build small set of degree pathways that provide scaffolding for students to pursue teaching Professional Development Programs (PDP); also other degree options that build on areas of growth and student demand within the Faculty of Arts and Sciences. - Assess viability of minor and options for revision or removal. - Evaluate effectiveness and demand for tutorials in light of above. 2026-27: Get SCC and Senate approval for concentrations/minors or other new programs. 2027-28: Monitor enrolment in new or redesigned programs. 2028-29: Monitor enrolment in new or redesigned programs; work with Alumni Relations to evaluate any change in alumni enrolment in PDP programs 2029-30: Monitor enrolment in new or redesigned programs.
Lead(s)	Chair of IIS; coordinators of IIS programs; Interdisciplinary Studies steering committee.
Support(s)	FAS curriculum committee; FAS strategic planning committee; AIP; Deans Office; Alumni Relations; Institutional Research (IR); Marketing and Digital Experience



Goal # 4	Clarify structure of IIS and its place within the Faculty of Arts and Sciences and the University by redrafting the IIS Terms of Reference
Action	1. Redraft terms of reference.
Milestone/Measurable Outcomes	- Completion of Terms of Reference - Integration of IIS into FAS administrative and planning structures in the Faculty of Arts and Sciences
Timeline (AY1–AY5)	2025-26: Review and redraft existing Terms of Reference - Reestablish student role on INTS steering committee and/or as member of the IIS. 2026-27: Approve ToR at FAS Governance subcommittee and Faculty Council. 2028-29: 2029-30: Review Terms of Reference and redraft if necessary
Lead(s)	Chair of Institute of Interdisciplinary Studies; coordinators of Environment and Society; relevant steering committees
Support(s)	Faculty of Arts and Science Governance Committee.; FAS Faculty Council; Marketing and Digital Experience

Goal # 5	Design and implement systems for tracking students and alumni achievements and satisfactions in IIS programs
Action	1. Create surveys for students at key degree milestones; 2. Initiate processes for alumni tracking and outreach in IIS;
Milestone/Measurable Outcomes	- A consistent collection of student satisfaction and achievement data; - Involvement of Alumni in IIS activities and promotion
Timeline (AY1–AY5)	2025-26: Create student surveys for key degree milestones (to be determined).



Goal # 5	Design and implement systems for tracking students and alumni achievements and satisfactions in IIS programs
	- Determine processes for collecting and reviewing survey data. - Work with Alumni Relations on identify alumni; invite select alumni to participate in Student Research Symposium 2026 2026-27: If not already completed in AY 1, begin to circulate surveys and collect data. - Invite alumni to Student Research Symposium and at least one other event in academic year; 2027-28: Review surveys, and alumni engagement. 2028-29: 2029-30: Review surveys and alumni engagement.
Lead(s)	Chair of Institute of Interdisciplinary Studies; coordinators of Environment and Society; relevant steering committees
Support(s)	Philanthropy and Alumni Relations; Creative Activity, Research, and Scholarship (CARS); Institutional Research (IR)

Goal # 6	Design course evaluations for courses run within the IIS.
Action	1. Design course evaluations for courses run within the IIS.
Milestone/Measurable Outcomes	- A collection of data on student learning and experience to inform future curriculum design and unit reviews.
Timeline (AY1–AY5)	2025-26: - Consult with CFA on course evaluation processes. - Design course evaluations for IIS courses. 2026-27: Begin to circulate and collect course evaluations for INTS courses.



Goal # 6	Design course evaluations for courses run within the IIS.
	[AY 2]: If not already completed in AY 1, begin to circulate surveys and collect data. 3. Invite alumni to Student Research Symposium and at least one other event in academic year 2027-28: Review surveys and alumni engagement 2028-29: 2029-30: Review surveys and alumni engagement
Lead(s)	Chair of Institute of Interdisciplinary Studies; coordinators of Environment and Society; relevant steering committees
Support(s)	CFA; Institutional Research; Centre of Teaching Excellence (CTE); Alumni Relations

Anticipated Resource Needs

For each action, indicate the required funding or support source and approximate the amount needed. Add rows to the table as needed.

Action #	Resource Type	Source Category	Amount/Notes
Goal 2 action 1: Increase regular events current students.	May require additional speaker fees, catering for students, etc.	Ongoing modest increase to program operating budgets.	
Goal 2 action 2: Establish physical spaces for IIS students and faculty.	Physical space.	Space allocation.	



Section 2. External Review Recommendations Not Addressed in the Action Plan

Recommendation(s)	Source (self-study/external review report(s)) & page #	Rationale for Not Addressing	Potential Directions for Institutional Consideration
Priority 1: Advocate for a dedicated Advisor for IIS programs; Priority 2 Add a dedicated IIS Advisor, or in the interim an Advisor elected through a call, to the Terms of Reference for the IIS Steering Committee.	ERR p. 12	The concerns about needs for student guidance will be addressed by (1) curricular changes that give greater clarity to program, and (2) creation of physical space devoted to institute students and faculty. In addition to centralized advising office, IIS coordinators already hold office hours to support students.	
Priority 7: Advocate for additional administrative support, in part to dedicate to student and alumni outreach and engagement.	ERR p.12	concerns about needs for student guidance will be addressed by (1) curricular changes that give greater clarity to program, and (2) creation of physical space devoted to institute students and faculty. In addition to centralized advising office, IIS coordinators already hold office hours to support students.	
Priority 8: “Advocate for a Co-ordinator for Faculty of Arts courses at the Squamish campus.”	ERR p.10	Need for greater support for Squamish coordination exceeds institute.	



Recommendation(s)	Source (self-study/external review report(s)) & page #	Rationale for Not Addressing	Potential Directions for Institutional Consideration
Priority 15 Meet with Deans and the Registrar to create more desirable registration processes for students in INTS programs.	ERR p. 17	Student time-ticketing and registration issues are in flux due to shifting enrolment picture across the university.	

Action Plan Submission and Monitoring Process

The review liaison will notify unit leadership of upcoming deliverables with at a minimum of three months' advance notice.

- **Action plans Submission:** to Senate Academic Planning and Review Committee (SAPRC) for approval.
- **Implementation Oversight:** the unit chair and dean jointly oversee the plan's implementation.
- **Mid-Cycle Progress Reports:** progress reports are due in Years 3 and 5 of the five/six-year period. Before SAPRC review, each report is discussed by unit instructors and the dean at Faculty Council (or Faculty Strategic Planning Committee).
- **SAPRC Review:** finalized progress reports are presented to SAPRC for feedback and record-keeping.

Year 1 of the five/six-year plan	2025-26
Year 3 [progress report]	2027-28
Year 5 [progress report]	2029-30
Next scheduled cyclical review	2030-31



Section 3. Decanal Response to Review Findings

Dean's Response to Results of Cyclical Review Process

Goal 1: Create Department of Environment and Society

- The Dean's Office is working with University leadership to implement this change.
- Goal: operational sustainability

Goal 2: Increase student and alumni engagement

- We have provided (modest) funding for student community-building events and for an External Advisory Committee (EAC) for the BES degree.
- Goal: recruitment and retention, high quality learning experiences

Goal 3: New IIS curricula

- We will be working with the Centre of Teaching Excellence (CTE) and AIP/APQA on new concentrations/ revisioning of the INTS degree.
- Goal: recruitment and retention, high-quality learning experiences.

Goal 4: new terms of reference (ToR)

- Will be supported by Dean's Office as necessary
- Goal: operational sustainability

Goal 5: tracking students and alumni

- Working with Alumni office and other relevant areas on this.
- Goal: recruitment and retention

Goal 6: redesign course evaluations

- Part of broader work with CTE to re-think evaluation process.
- Goal: high-quality learning experiences.



Response and Action Plan Review and Approval

Document verified by:

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Dec. 4, 2025



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