Cape Breton University STRATEGIC PLAN 2019-2024

Year One Review



MESSAGE FROM THE PRESIDENT

I want to personally thank each and every member of our Cape Breton University community for their commitment and hard-work in helping to achieve all we have over the past year.

We are not quite through year one of our strategic plan, and yet, so much has been accomplished by our dedicated faculty and staff. I encourage you to read through the pages that follow that detail our successes and accomplishments as they relate to our five strategic directions.

Cape Breton University is a world-class Institution and one of Canada's most innovative universities. And just as was stated when we launched our strategic plan and started this journey, by working together and living our values, we will sustain and build on the momentum of year one as we execute the next four years of our plan.

Yours very truly,

David C. Dingwall

President & Vice-Chancellor

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Invest in our Students

We have enriched the living and learning experience by:

- drafting a new Academic Plan that will serve to drive the University's strategic academic priorities for the coming years. Approval will be sought from Senate in October 2019.
- striking a Presidential Task Force on Enrolment Management led by Drs. Richard MacKinnon and Tanya Brann-Barrett. With a constant lens on the student experience, the work of the committee includes looking at ways to improve processes for accepting students into programs, program capacity and space requirements. May 2019 ongoing.
- beginning upgrades and renovations to the cafeteria and the Pit Lounge. In
 order to best serve students, faculty and staff, construction is taking place
 to improve the campus common space, including the cafeteria servery
 and the Pit. This is a strategic investment that will improve the learning
 environment at CBU. There will be new flooring, seating, food options
 and common space. As well, investments have been made in furniture
 across campus to maximize casual space, to create more opportunities for
 collaboration and to increase the number of individual workspaces.
- formalizing a memorandum of agreement (MOA) between Cape Breton University (CBU) and the CBU Students' Union for the first time in CBU's history.
 The MOA covers topics such as the utilization of space, commitments to regular meetings, shared responsibilities with new student orientation, as well as a variety of other areas to ensure communication channels are open and foster the continued growth of the partnership between the organizations.
- opening the new Student Welcome Centre in the Great Hall. This will be
 the main point of contact when students and the community come to
 campus. It will have information and other services available and be
 staffed daily.



- initiating the Digital Signage project a joint endeavour of IT Services and Marketing & Communications.
 Twenty digital signs and kiosks have been installed in strategic points across campus that will provide continuous, updated information to students. In the event of an emergency, the signage will be used to provide direction on how to respond.
- utilizing the Lean Enterprise Method to examine the academic advising of students. This review and resulting consultations with academic chairs, deans and Student Affairs led to the integration of student advising appointments beginning and ending with the First-Year Advising Centre. Further development will be pursued between Student Affairs and the academic schools to look at improved processes for student advising for entry points in January and May as well as returning students.
- receiving Maritime Provinces Higher Education
 Commission approval to deliver Bachelor of Engineering
 Technology (BET), Chemical and Advance Chemical
 degree programs. These programs build on CBU's
 strengths in both engineering technology and
 chemistry to provide students with hands-on, high quality learning opportunities.
- completing a comprehensive review of CBU's current health services. As part of this review, a Manager of Health Services was hired and will coordinate the ongoing development of health and wellness services.
- signing, for the first time in the history of Cape Breton University, a memorandum of understanding (MOU) with the Cape Breton Regional Municipality (CBRM) to address student transit usage. In particular, CBU purchased three new buses to improve student transit.
- establishing a new Bike Program through the purchase of 25 bikes for use by the University community as an alternate mode of transportation.



Members of the Cape Breton University Board of Governors at the June 2019 meeting.



Enrolment Services staff the new Student Welcome Centre.



Faculty and staff gathered at the Academic Plan bootcamp in April 2019.



- undertaking refurbishments to the Canada Games Complex including a new modern floor to accommodate more University and community events and a new roof. Solar panels are being installed to address campus energy needs.
- establishing a Food Services Committee that will look at the quantity and quality of all food services on campus for students, faculty, staff and visitors. Working under the Director of Housing and Ancillary Services.
- reintroducing collaborative time in the academic calendar to ensure students, faculty and staff have dedicated time each week without scheduled classes. Tuesdays and Thursdays from 11:30am - 1:00pm will now be used for collaborative time.
- completing a campus-wide upgrade of the wifi system. During this
 project, the number of access points on campus was increased
 more than threefold, from 108 points to now providing excellent wifi
 capacity using over 400 access points across campus, including some
 areas not previously covered such as the Canada Games Complex and
 the Sullivan Fieldhouse. This is a crucial upgrade affecting students,
 faculty, staff and visitors.
- hiring an off-campus housing coordinator and creating an off-campus housing portal on cbu.ca.
- offering health services year-round at the Max Bell Centre to accommodate CBU's large student body.
- undertaking Student Life/Recreation Enhancements. Additional hours are available in the Sullivan Fieldhouse and the Dome, and there is additional and a more diverse set of activities available to students, staff, faculty and community members.
- working on upgrades to the CBU Nature Trail, which will provide additional outdoor space for students, faculty, staff and the community to enjoy.
- building a second microbiology lab to increase capacity in several courses to meet students' graduation requirements.



- welcoming students for the first time in three new programs in the Shannon School of Business (SSOB):
 Business Management Post-Baccalaureate Diploma (2 year), Supply Chain Management Post-Baccalaureate Diploma (2 year) and the Business Analytics Post-Baccalaureate Diploma programs constitute a new category for CBU and Atlantic Canada.
- initiating enhancements in Enrolment Services that created more seamless processes and services for students related to admission, registration and financial interactions to create a more holistic student experience at CBU.
 These enhancements include cutting processing time of applications for international students from eight weeks to 15 days and implementing a streamlined waitlist process.
- making physical improvements to the Library that include refreshed study rooms, new furnishings and increased seating that has diversified the choice of workspaces (including four conference pods and new hoop tables) ensuring maximum capacity and accessibility to the information resources required for student success.
- investing in the Writing Centre and the Math & Science Centre through the hiring of a seasonal writing advisor from September-April and a full-time math and science advisor.
- hosting the Cape Breton Unama'ki Summer Job Expo on March 29, 2019. Cape Breton University Career Services, the Cape Breton Partnership, Nova Scotia Works and NSCC collaborated on this event with the goal of helping to reduce employment barriers. The event was attended by 420 students.
- signing an agreement with the College of the North Atlantic (CAN) in Stephenville, NL. This agreement allows students who graduate from Business Diploma and Certificate Programs at CAN to transfer to CBU to complete their Bachelor of Business Administration degree.
- signing an articulation agreement with Université Sainte-Anne with the purpose of offering course options to students to complete academic programs at each respective institution.



Students break for a photo while enjoying a walk on the CBU nature trail.



Students utilizing the improved workspaces in the CBU Library.



One of our graduates enjoying Spring Convocation 2019.



Champion the Island's Prosperity

We have worked to bolster the overall health and development of Cape Breton by:

- establishing the World Tourism Institute (WTI) Tourism is a growth sector for Cape Breton, and CBU has recognized its importance. With the help of an advisory board made up of industry experts and Shannon School of Business faculty members, the WTI looks to build upon existing industry and community collaboration for the purpose of tourism excellence. The WTI will work toward:
 - Hosting a Cape Breton conference on tourism innovation in late 2019.
 - Hosting and leading an international tourism conference in 2021.
 - Changing the timing of start dates for the academic curriculum for students in the Bachelor of Hospitality and Tourism Management (BHTM) program to coincide with the end of the shoulder tourism season.
 - Implementing professional development sessions for local operators.
 - Creating a certificate in Mi'kmaw Tourism to be delivered with the support and partnership of Mi'kmaw knowledge holders and subject matter experts.
 - Strengthening the Cape Breton tourism industry through immigration.
- rolling out the spring 2019 scholarship campaign to the local high schools through personalized deliveries from President Dingwall. This was a major marketing success.
- enhancing recruitment and marketing efforts CBU.ca was re-designed to better serve prospective students by creating an improved brand and user experience.
- launching the CAPERS in the Community program This is a free, multisport program partnership between Athletics and the CBRM Recreation Department. The program touched 12 communities throughout the summer including Whitney Pier, New Waterford, Louisbourg, Glace Bay, Coxheath, Membertou, Sydney, Dominion, North Sydney, Sydney Mines, Prime Brook and Eskasoni.



- implementing community engagement across Cape
 Breton Island. This project provided minivans as a mode of
 transportation to take students to communities around the
 Island for work. This project fills a much-needed summer
 employment gap identified by tourism operators that was
 amplified by the lack of local accommodation in some Island
 communities.
- initiating an advanced focus on domestic recruitment within Cape Breton. As part of this, unique events were hosted, such as the first local Cape Breton University event for "Students on the Island," which were held both on campus and in Inverness. As well, we hosted "The Stop Out Campaign" that focuses on a more mature student audience and assists them in completing their education at CBU.
- assisting the Government of Canada, through the Verschuren Centre, with implementing its "Greening Government Strategy" in Atlantic Canada. Working with the Government of Nova Scotia as well, part of that is a commitment to utilize former coal mining lands in Cape Breton for the future production of clean electricity. This electricity would ultimately be used at Government of Canada facilities throughout Nova Scotia. This commitment will result in a significant private infrastructure investment in Cape Breton in the coming years.
- opening the new CBU Innovation and Entrepreneurship Centre on campus. The Centre will help drive economic growth, innovation and the mindset that collaboration and strategic partnerships are the way to prosperity.
- *initiating a housing project.* In partnership with the Cape Breton Community Housing Association, CBU is working to establish both student and affordable housing units. A society has been formed and partnerships developed.
- hosting the 2019 Royal Canadian Legion National Youth Track and Field Championships. This event saw more than 800 athletes and 500 family members come to campus for the three-day meet. CBU will host the games again in 2020.
- undertaking the largest solar installation on Cape Breton Island under the leadership of the Verschuren Centre. The project will see roughly 500 solar panels installed on the Canada Games Complex through three, power purchase (PPA) agreements for 50kW of solar photovoltaic (PV) each.



The crowd eagerly awaiting the announcement of the World Tourism Institute.



Youth enjoying one of the events put on by the CAPERS in the Community programs.



Athletes compete at the 2019 Royal Canadian Legion National Youth Track and Field Championships.



- hosting the grand re-opening of the CBU Art Gallery on May 31, 2019. CBU
 understands the value of the arts to our campus and greater community. The
 arts open up a unique avenue to dialogue and inquiry, and they support and
 nurture creativity, which is such a critical factor in innovation, research and
 economic sustainability.
- graduating the first cohort of students from the new concept-based nursing curriculum. A concept-based curriculum aides in assisting students to develop the high level of clinical reasoning and nursing judgement needed to respond to the complexity of today's health care system (Rodehorst & Wilhelm, 2012). Concept-based learning is student-centred and student-directed. Students are encouraged to be active learners, to delve into course content and to learn how to access information independently.
- partnering with New Dawn, through the Verschuren Centre, to establish a new Green House Program. This program sees local seniors benefitting from nutritious meals.
- hosted an appreciation reception on campus for the Nova Scotia Health
 Authority Eastern Zone to highlight the value of community partnerships and
 CBU's renewed focus on health, wellness and extended learning.
- establishing a United Way/CBU Partnership to offer a March Break Camp for underprivileged youth.
- supporting and attending the Canadian Biosphere Climate Change Adaptation Forum sponsored by the Bras d'Or Lake Biosphere Reserve Association.
- regrouping the SSOB Advisory Board under the Chairmanship of inaugural board member, Lou Maroun.
- developing MicroResearch Nova Scotia Members of the CBU nursing department have worked in collaboration with community members from central Cape Breton on a MicroResearch project. MicroResearch activities provide community members with the research knowledge and tools to assist them in identifying and addressing local issues that contribute to the health of their communities and their members.
- signing a memorandum of understanding with the Atlantic Memorial Park (AMP) Society. CBU and AMP share a deep interest in Cape Breton's economic development, culture, history and tourism sector, and this MOU will facilitate collaboration between the two parties on mutually beneficial projects that relate to these areas.



- Signing a memorandum of understanding with the Department of National Defence (5th Canadian Division). CBU and the 5th Canadian Division will provide student reservists and former military personnel the opportunity to identify possible academic pursuits within the University and provide, where warranted, credit towards their academic efforts while providing students information regarding career opportunities within the Canadian Armed Forces.
- doing research within the Biology Department on re-establishing the Bras d'Or Lake oyster aquaculture industry and protecting the oyster industry throughout Atlantic Canada, working with many Mi'kmaw communities around the Island.
- doing research within the Biology Department on the Eastern Pearl Mussel monitoring in Cape Breton.
 The presence of this species is a bio-indicator of the presence of juvenile Atlantic salmon and the health of their habitat. Both species are threatened globally.
 There is a partnership in place with the Mi'kmaw Guardians and Margaree Salmon Association to do this monitoring.
- actively researching and publishing on community development, including housing, migrant workers and economic impact analysis. SSOB faculty have collaborated with the CBRM on a housing study, assisted local companies and organizations on export readiness for the European market, collaborated with community organizations like the Horizon Achievement Centre and conducted economic impact studies for the Co-Ops and Mutuals Canada.
- undertaking community projects by the SSOB:
 - Iona Extensive MicroResearch project which resulted in a successful research proposal by the community.
 - Margaree Continuing consultation with the Margaree Area Development Association.
 Teams of our MBA students have worked on community-initiated projects, such as the day care project feasibility study.



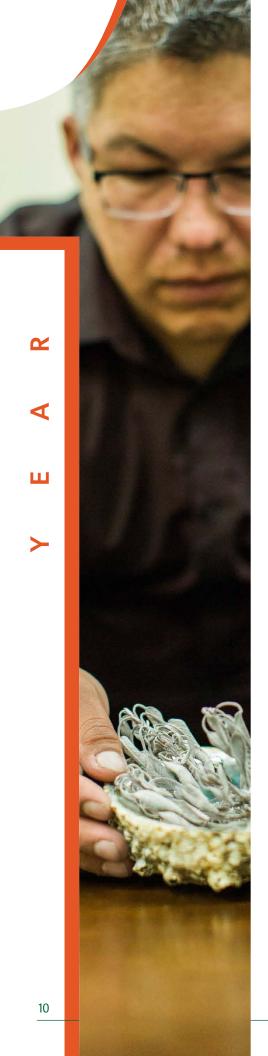
President Dingwall makes personalized scholarship deliveries to students at Sydney Academy.



Some of the crowd enjoying the grand re-opening event for the CBU Art Gallery.



Celebrating the signing of the MOU with the CBRM and the addition of three new CBU buses.



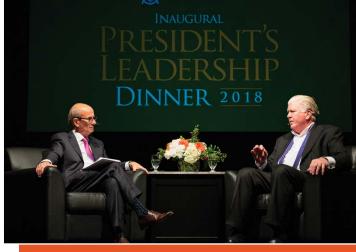
- signing a memorandum of understanding with the Dr. W.B. Kingston Memorial Community Health Centre, L'Ardoise, NS. This MOU is to facilitate collaboration on mutually beneficial projects that utilize the expertise, resources and community relationships of each organization.
- signing a memorandum of understanding with the Cape Breton Partnership to establish an Innovation and Entrepreneurship Centre on the Cape Breton University campus.
- signing a memorandum of understanding with the Gaelic College that will
 facilitate collaboration on mutually beneficial projects. In general, such joint
 projects may include teaching, research and community engagement;
 conferences, workshops and other educational programming; tourism,
 marketing and fundraising initiatives, and commemorations, performances,
 and special events.
- signing a memorandum of understanding with Destination Cape Breton Association. This MOU will seek to develop collaborations in fields of shared interest and expertise through the following types of activities: co-branding of Cape Breton Island and CBU, creating authentic Cape Breton experiences for CBU students, expanding experiential learning opportunities in the tourism sector for CBU students, organizing lectures and meetings related to tourism, designing and delivering professional development training for the tourism sector, exploring opportunities to grow Indigenous tourism and exploring mutually beneficial strategies that support the Canada-China tourism strategy.
- hosting conferences including Atlantiar Knekk Tepaw: A Basque-Mi'kmaw Cultural Exchange Symposium and the National Feminist Philosophy Conference: Insiders and Outsiders.
- hosting Empowering Women in Chemistry: A Global Networking Event.
 This is an International Union of Pure and Applied Chemistry event held across the world and, currently, CBU is one of several sites across Canada.
- hosting the inaugural High School Theatre Festival at the Boardmore Playhouse.
- holding the inaugural President's Leadership Dinner on September 17, 2018, and launching the CAPERS Hall of Fame that celebrates and recognizes the rich tradition of sport at CBU. Work will be done to create a physical space.
 To date, the hall of fame includes Dr. Carl "Bucky" Buchanan and the 1977-1978 national champion men's hockey team. The 2007 national champion women's soccer team will be inducted in September 2019.



Indigenize the L'nu Way

We are building on our past and embracing new responsibilities by:

- developing "Learning About the L'nu Way" an Institution-wide course designed to educate the campus community. It is widely acknowledged that the public education system has historically left many Canadians without a proper understanding of Indigenous peoples, their cultures, their histories or their languages. Unama'ki College and the Centre for Teaching and Learning have created a learning experience that aims to provide faculty and staff with a foundational knowledge of who the L'nu (Mi'kmaq) are, their history and their culture.
- hosting two events to celebrate the launch of Dr. Jane McMillan's book titled "Truth and Conviction: Donald Marshall Jr. and the Mi'kmaw Quest for Justice."
 One event was on campus and the other was in Membertou. The family of Donald Marshall Jr. and members of local Mi'kmaw and CBU communities attended.
- working toward strengthening Indigenous research capacity and ethics through Unama'ki College's receipt of a Social Sciences and Humanities Research Council Connections Grant valued at \$48,890. The grant helped fund a two-day event in Membertou.
- continuing the renewal of Unama'ki College. As part of this, CBU senior leadership, in cooperation with the five Indigenous communities, have had conversations with the Government of Nova Scotia to engage with the University in a more meaningful manner.



(I-r) David C. Dingwall, President and Vice-Chancellor, conducts an interview with Brian Burke as part of the inaugural President's Leadership Dinner.



Students enjoy the closing of the first High School
Theatre Festival held at CBU.



Dr. Jane McMillan (front) pictured in the crowd at the CBU launch of her book, *Truth and Conviction:*Donald Marshall Jr. and the Mi'kmaw Quest for Justice.



- presenting an exhibition of work by Michelle Sylliboy, Loretta Gould and Alan Sylliboy (Komkwejwi'kasikl, April 2019). The CBU Art Gallery worked in partnership with the Cape Breton Centre for Craft & Design, Unama'ki College and the Membertou Heritage Park on this project.
- hosting the Mythologies & Truisms exhibition at the CBU Art Gallery
 (May 31 July 26, 2019) that reflected an effort to incorporate Indigenous knowledge into curatorial design.
- improving online descriptions of Mi'kmaq records and collections in the Beaton Institute. Inappropriate wording is being replaced with accurate and culturally appropriate terms and helpful subject tags in the Mi'kmaw language will increase accessibility to L'nu learners.
- hosting a school-wide event on May 7, 2019, in the School of Education and Health on Indigenizing the curriculum, with internal and external Indigenous speakers. The Nursing Department also held a separate workshop focusing on Indigenizing the curriculum.
- working on Mi'kmaw methodologies in the BEd program that will allow for Mi'kmaw language endorsement in teaching. This will help to further reconciliation as recommended by the calls to action of the Truth and Reconciliation Commission Report.
- committing to delivering two Master of Business Administration in Community Economic Development (MBA CED) First Nations Business electives every year to all cohorts across Canada using web-based videoconferencing.
- developing a new course titled "Aboriginal Business in Canada" in the Shannon School of Business as an elective course for both undergraduate and graduate students.
- retrofitting of new and improved videoconferencing equipment in the Mi'kmaw Language Lab and hiring staff to digitize important teaching documents.
- holding a professional development day in Eskasoni, organized by the School of Science and Technology. 55 Mi'kmaw Kina'matnewey teachers attended this event.
- increasing the CBU Art Gallery's exhibition programming with respect to the presentation of contemporary Indigenous art and content in response to the Truth and Reconciliation Commission. In the fall of 2018, the Gallery presented a solo exhibition of work by Teresa Marshall (Red Rising Hoods), an established Mi'kmaw artist based in Millbrook Reserve, NS.



- hosting the Atlantiar Conference, which saw over 50 delegates from the Basque country come to Cape Breton for a full week of cultural and academic events.
- signing a memorandum of understanding with Memorial University of Newfoundland (MUN) –
 Grenfell Campus. This agreement will allow MUN
 to deliver a Newfoundland provincial version of the
 In.Business Program that encourages Indigenous youth
 to pursue post-secondary business studies. This program was first piloted by CBU.

Artist, Alan Syliboy, with a portrait he painted of Chanie Wenjack for the occasion of the opening of the legacy room in Wenjack's honour at the CBU library.

John Ryan, Director of Athletics & Student Life, speaks during the CAPERS Athletics Awards Night.

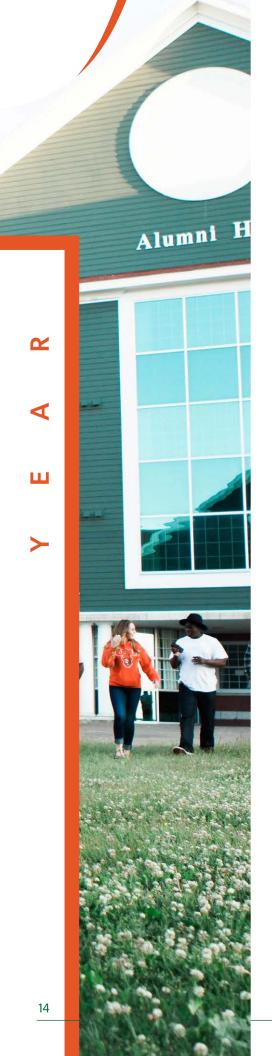
More than 2,000 people joined in the celebration of Diwali.

STRATEGIC DIRECTION 4

Globalize with a Difference

We have embraced differences and learned from each other by:

- enhancing CBU's commitment to equity, diversity and inclusion. CBU received a Natural Sciences and Engineering Research Council (NSERC) Equity, Diversity and Inclusion Capacity-Building Grant. The University was one of only 15/51 successful applications. The project entitled, "Better Together: A CBU Commitment to Equity, Diversity and Inclusion," was awarded \$383,100 over the next two years. This project will build opportunities for training and education, take a complete environmental scan of EDI in the CBU culture, foster discussion on EDI with the community and give CBU leadership tools for sustaining a culture of EDI responsiveness.
- initiating the International Student Communication project which involved an audit that looked at our existing communications with international students and resulted in recommendations for improvement in this area.



- signing an International Education Cooperation Agreement with Beijing
 Jiaotong University located in Beijing, Peoples Republic of China. This
 agreement will allow each institution to exchange and train faculty
 and staff, cooperate in academic research, exchange students and
 cooperate in education.
- signing a memorandum of understanding with Panstwowa Wyzsza Szkola Zawodowa im Angelusa Silesiuse w Walbrzychu, Poland, to develop collaborations, visits, exchanges and eventually projects in areas of shared expertise, teaching, research and service.
- signing a memorandum of understanding with Mondragon University in Basque Country, Spain. This MOU will facilitate visits and informal exchanges of faculty, scholars and administrators; cooperate in post-graduate education and training; organize joint conferences, symposia and other scientific meetings; exchange academic information and materials; pursue avenues for student exchanges, and explore joint research programs.
- strengthening and growing our relationships in China, Cairo and India through visits by President Dingwall and senior staff.

Empower Faculty and Staff

We have enabled employees to flourish by:

• beginning the development of CBU Compass, a new ERP System. A team of CBU employees, facilitated by consulting expertise from Ellucian, began the implementation of a new Institution-wide software system called CBU Compass. Compass will become the 'go-to' tool for all CBU business processes including a student portal, course management with access to student advising and academic records, automated degree audit, timetables and will fully integrate with the learning management system, Moodle. Ease of online access to the Compass system will empower both faculty and staff to access the information they need, and perform the actions they wish safely and securely from wherever they are located.



- launching a branding exercise to ensure the CBU brand fully expresses the strategic ambitions of the University. The process was guided by a Brand Enhancement Committee and involved consultation with many internal and external stakeholders. The refreshed CBU brand strongly positions CBU as an innovative post-secondary institution that is building a prosperous future for its students, Cape Breton Island and beyond. The project also led to a new, modern visual identity and included a redesign of CBU.ca.
- implementing employee recognition. The inaugural employee recognition event was held on June 13, 2019, to celebrate employee contributions to CBU. The event formally recognized a number of individuals based on their demonstration of CBU values following a nomination and committee selection process. As well, the event formally recognized retirees.
- enhancing our focus on campus wellness. The Wellness
 Fund Program for faculty and staff was implemented and
 Human Resources hosted a children's Christmas party
 for employees with their children and grandchildren.
- renewing our commitment to equity and compensation.
 Human Resources commenced a review of all non-union
 job descriptions and evaluations. HR engaged Korn
 Ferry Hay to provide job evaluation training and created
 a revised job evaluation committee.
- preparing to launch a new Intranet for CBU employees.
 A partnership between Marketing & Communications,
 Human Resources and IT Services, this project involved the development of a robust and interesting Intranet for internal communications at CBU.
- implementing the LEAN process. Lean is a term for an approach to continuously improving workplace activity.
 Lean activity aims to increase value-added activity and decrease non-value-added activity or waste and; therefore, the work becomes "leaner." The goal is to bring the collective talents of everyone together to create a culture of excellence and high performance.



Dr. Tanya Brann-Barrett, Associate Vice-President, Academic & Research, presents an employee recognition award to Shannon Garnier, Functional Lead, on the Compass Project.



(I-r) Dr. Peter MacIntyre, Dr. Matthias Bierenstiel, Dr. Stephanie Inglis, Dr. Andy Parnaby and Dr. Heather Sparling at the Faculty and Staff Appreciation Champagne Reception and unveiling of the new University Regional Teaching Award Winners Portrait Series.



CBU staff showing their university spirit at the employee recognition event.



- creating a new committee in the School of Education and Health to empower colleagues by recognizing the important and diverse forms of inquiry/scholarship all colleagues are engaged in and to further promote the development of an inquiry-orientation within the school: SEH-CARES (School of Education and Health-Committee for the Advancement of Research Excellence and Scholarship.
- hosting a Faculty and Staff Appreciation Champagne Reception and unveiling the new University Regional Teaching Award Winners Portrait Series. This signature event, organized by the Centre for Teaching and Learning and the Office of Research and Graduate Studies, set a new tone for the level of recognition and appreciation designed to empower faculty and staff to strive for teaching and research successes.
- developing, launching and awarding four inaugural University Research Chairs. This was a competitive process that followed a peer-evaluation model to recognize and select for excellence in research. The University Research Chairs will implement a community-engaged research plan that includes knowledge mobilization activities and communityuniversity research collaborations in their areas of research expertise. Chairs receive \$8,000 per year for three years to carry out their plan.

2018-2019 saw record enrolment with more than **5,000 students**

INTERNATIONAL STUDENT GROWTH

approximately **2,800 students** are international students from **over 40 countries**

Dr. Lachlan MacKinnon

was awarded a Canada Research Chair in Post-Industrial Communities





Established the new Farley Mowat Chair in the Environment with inaugural Chairholder, Silver Donald Cameron

> Raised more than **\$3.2M** in cash and pledges



Dr. Bettina Callary

was awarded a Canada Research Chair in Sport Coaching and Adult Learning

EMERGING SCHOLAR CANARD

\$500 for **new CBU students** in any undergraduate program

B R E T O N BEE

FACILITIES SAPE BREITY UNIVERSITY WANAGEMENT WORK

campus beautification, refresh of the Cape Breton Health Recreation Complex, new microbiology lab, painting in the Marvin Harvey building and refurbishments in the residences.

The CBU Library welcomes on average 14,000 students, faculty and staff through its gate each week.



At the 2019 Spring Convocation,

CBU had its largest graduating class to date with 760 new graduates.

\$482,275 in scholarships and \$135,000 in bursaries for the 2019/2020 academic year, with the subsequent investment of an additional \$820,000 in scholarship renewals and \$25,500 in bursary renewals.

58 NEW FACULTY

and an additional 15 at various stages in the hiring process.

Cape Breton University

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