

Strategic Plan 2015 – 2018





Capilano University's **GUIDING PRINCIPLES**

Vision

Students are drawn to our dynamic and unique programs, passionate faculty, welcoming staff, and close-knit learning environment; graduates are independent learners, thinkers, and doers actively contributing to their communities.

Mission

We are a teaching-focused university offering a wide range of programs and services that enable students to succeed in their current studies, in their ongoing education, in their chosen careers, in their lifelong pursuit of knowledge, and in their contribution as responsible citizens in a rapidly changing and diverse global community.

Values

.....
Diversity, and the individuality
of learners
.....

.....
A culture of inquiry and evidence-
based decision making
.....

.....
Academic integrity
.....

.....
Open engagement with ideas
and respectful engagement
with each other
.....

.....
Personal accountability for the
integrity and success of the
University
.....

.....
Commitment to our communities
.....

.....
Transparency and an ethic
of fairness.

Core Themes

1 OPPORTUNITY

Through *exploration* and *inspiration*, our learners become empowered, confident and intentional.

2 LEARNING

Through *discovery* and *creativity*, our learners are well prepared to apply the knowledge and experience they have acquired.

3 COMMUNITY

Through *connection* and *engagement* our learners will make positive contributions that enrich and enhance their communities.

Institutional Goals — Student success in:

Ongoing education

Chosen career

Lifelong pursuit of knowledge

Contributing as responsible citizens in a rapidly changing and diverse global community

Student Learning Outcomes

In support of the specific knowledge, understanding, and skills developed in individual programs, Capilano has identified seven broad learning outcomes for all students. Student achievement of these outcomes is defined within the context of each program. While different programs of study will have differing emphases on each of these outcomes and different levels of expected competencies, all programs address every outcome.

Self-directed learning, awareness, and responsibility

Up-to-date information gathering and research skills

Communication skills

Quantitative reasoning ability

Group and social interaction skills

Creative, critical, and analytical thinking skills

Community/global consciousness and responsibility



Capilano University's **STRATEGIC PLAN 2015 – 2018**

Strategic Goal **STUDENT SUCCESS**

Capilano University is committed first and foremost to student success. It is our defining feature, the standard by which all things will be measured. During the next three years, Capilano will organize its activities to maximize the opportunity for all students to succeed in their educational objectives. This will happen not only in academic areas, but also across the university as a whole. While students themselves will have the final responsibility in this regard, everything we do as a teaching-centered institution will foster, support, and celebrate our students' success while attending Capilano and beyond.

Strategic **DIRECTION**

Capilano University's way forward will provide our learners with an education that helps them become engaged, informed, and committed citizens who are well prepared for success through career-related and professional degree pathways.

We offer our students an education that prepares them to become discerning and committed members of society. Our graduates leave university with more than skills, more than training in a prescribed field of practice; they are well-educated critical thinkers and engaged citizens who contribute to their communities. These kinds of capacities, these ways of thinking and knowing, are in high demand and necessary for committed citizenship.

Business and industry leaders consistently say that how students think and behave determines their success beyond university. Our students have traditionally been recognized as some of the best-prepared members of their professional communities, and many of our credentials are recognized and valued locally, nationally, and internationally. This distinction is one that we embrace and cultivate. To that end, Capilano will focus its resources not on traditional academic credentials, but on career-related and professional degree pathways that provide students with a direct link to the practical world they will experience after graduation.

Strategic **PRIORITIES**

As we pursue our strategic goal and direction, Capilano University will focus its efforts on three specific priorities representing key areas of renewal for the entire institution: determining program offerings, managing student enrolment, and enhancing learning environments. These priorities are drawn from the academic plan and the strategic planning process; they are informed by contemporary university practices, evidence drawn from across the post-secondary landscape, directives from government, internal data sources, and the knowledge and experience represented by participants in the community consultation process. Our priorities address student success and improvements in determining our program offerings, managing our student enrolment, and enhancing our learning environments.

Determining
**PROGRAM
OFFERINGS**

Managing
**STUDENT
ENROLMENT**

Enhancing
**LEARNING
ENVIRONMENTS**



STUDENT SUCCESS

Determining
PROGRAM OFFERINGS



Program
Pathways



Experiential
Learning



Common
Experiences



Aboriginal,
Community,
& Industry
Connections



Managing
STUDENT ENROLMENT



Targeted
Recruiting



Coordinated
Advising



Retention &
Completion



Financial Aid
& Marketing



Enhancing
LEARNING ENVIRONMENTS



Integrated
Academic Support



University
Wellness



Learning &
Teaching
Development



Community
Engagement



Determining **PROGRAM OFFERINGS**

Program Pathways

Over the next three years, Capilano University will refine its program offerings to focus on career-related and professional degree pathways. Undergraduate one- and two-year credentials will still be offered, but primarily in areas defined by provincial mandate or as exit points along the path to four-year degrees. In the first year of the strategic plan this will require a redistribution of resources in order to reduce offerings in some areas and plan for increases in others. Post-baccalaureate and masters options will be developed in programs with particularly strong demand and capacity.

Experiential Learning

Practice to mastery has long been a hallmark of Capilano's approach to pedagogy; central to this is our commitment to experiential learning, described in detail in the academic plan and including both service learning and community based learning. Over the next three years, Capilano will embark upon a program renewal process that ensures experiential learning, especially capstone courses linking academic work to professional practice, is included in all our degree and degree-path programs.

Common Experiences

To prepare well-educated and engaged citizens, Capilano University will develop an optional first-year experience and a required interdisciplinary general education core. The Cap Year Experience, described in detail in the academic plan, will be piloted in year one. The interdisciplinary general education curriculum will be built on Capilano's strategic goal, dedicated to foundational capacities and transferable skills, and constructed to begin operation in year two.

Aboriginal, Community, & Industry Connections

Capilano's reputation has been built on our consistently high standards and the reliably well-prepared graduates who leave our programs ready to contribute to their community as workers and citizens. Over the next three years, Capilano University will continue to work collaboratively with indigenous communities, forge new agreements with other post-secondary institutions, and build ongoing relationships with our partners in the K-12 sector. We will also continue to cultivate the already active connections with stakeholders in key community and industry sectors associated with our degree programs. Real world experience, input, advice and collaboration are central to our institutional identity, and shaping our program offerings to provide the best preparation for our students and their success will always involve ongoing dialogue with our local and regional stakeholders.

Managing **STUDENT ENROLMENT**

Targeted Recruiting

Beginning in year one, we will focus our recruitment resources on those students who are looking for and would benefit from the kind of university experience Capilano has to offer. This includes recruiting for the Cap Year Experience, specified career-oriented and professional degree pathways, and programs with a high rate of student success. One important focus will be international recruiting, which will be coordinated to align with successful pathways and areas of high demand. This is a high priority for the first year of the strategic plan.

Coordinated Advising

One of the most important contributions to student success at university is early, ongoing, consistent, and accurate advising. Over the next two years, Capilano will review and where necessary revise approaches to student advising at the entry level, along the pathway to program success, and into the world of work. This will involve a combination of self-directed options for students who are more intentional about their pathways, and both general and program-specific assistance designed to help every student chart a course to completion.

Retention & Completion

Attracting students to Capilano is only the beginning; we also need to help students survive and thrive during their time at university, supporting them as they pursue their educational dreams. To this end we will develop, over the next year, ways to consistently monitor all students' progress to completion, including mechanisms for identifying those in need of additional assistance before their circumstances become acute. Our ultimate goal, over the next three years, is that all students accepted by Capilano should be able to graduate from Capilano within the timeframe they choose.

Financial Aid & Marketing

Most students who come to Capilano University do so with the help of some form of financial aid. It is vital that we build and grow curriculum that enables students to access resources available at the provincial and national level. Financial support is also a feature of recruitment, retention, completion, and the building of good will within our community. Over the next three years, Capilano will assess the way we offer and award financial aid, with an eye to providing support for students in need and incentives for students to continue. Attracting the right students to the right programs also requires building awareness of our offerings in a variety of local and global markets. Resourcing the marketing of Capilano is an investment in the future that builds confidence in and enhances the value of the institution.

Enhancing **LEARNING ENVIRONMENTS**

Integrated Academic Support

Because students come to Capilano with various levels of preparation, the first year of the strategic plan will see an integration of the often-disparate support services dedicated to academic success. From university preparation and developmental support to writing improvement and preparation for graduate school, students should have a clear sense of where and how they can access the help they need. Central to this will be a new commitment to peer-to-peer mentoring: students helping students navigate the ways and means of university life on their way to success in and beyond Capilano.

University Wellness

Capilano University is committed to fostering and supporting a thriving and healthy community. Wellness is essential to student success, and should be part of the entire academic enterprise. Over the next three years, Capilano will commit to a wellness agenda that includes consolidating services for physical, social, and psychological support, coordinating activities that enhance student life, and establishing initiatives to address gaps in our institutional safety net including housing, employment, and career services.

Learning & Teaching Development

Capilano University has a well-deserved reputation for excellence in teaching and learning, often stemming from the experience of our instructors and the relevance of our instruction. No teaching-focused university can grow and excel without dedicated support given to the understanding and improvement of learning. To this end, each of the next three years will see resources dedicated to development activities supporting faculty in their roles as instructors, facilitators, mentors, and scholars of learning and teaching.

Community Engagement

One of the most prominent features of a Capilano education has been our commitment to service and community support. We are known as an institution that promotes student activism and provides the foundation for students as change-makers. But community engagement is more than a small group of students working with individual faculty on discrete projects; making meaningful change requires a sustained and coordinated approach to service learning and outreach. To support and promote engagement across the curriculum and the institution as a whole, Capilano University will, over the next two years, establish an office for community connections. This will be a crossroads for service opportunities, a gathering place for students, and a conduit between the needs of the community and the potential of the classroom.

Outcomes

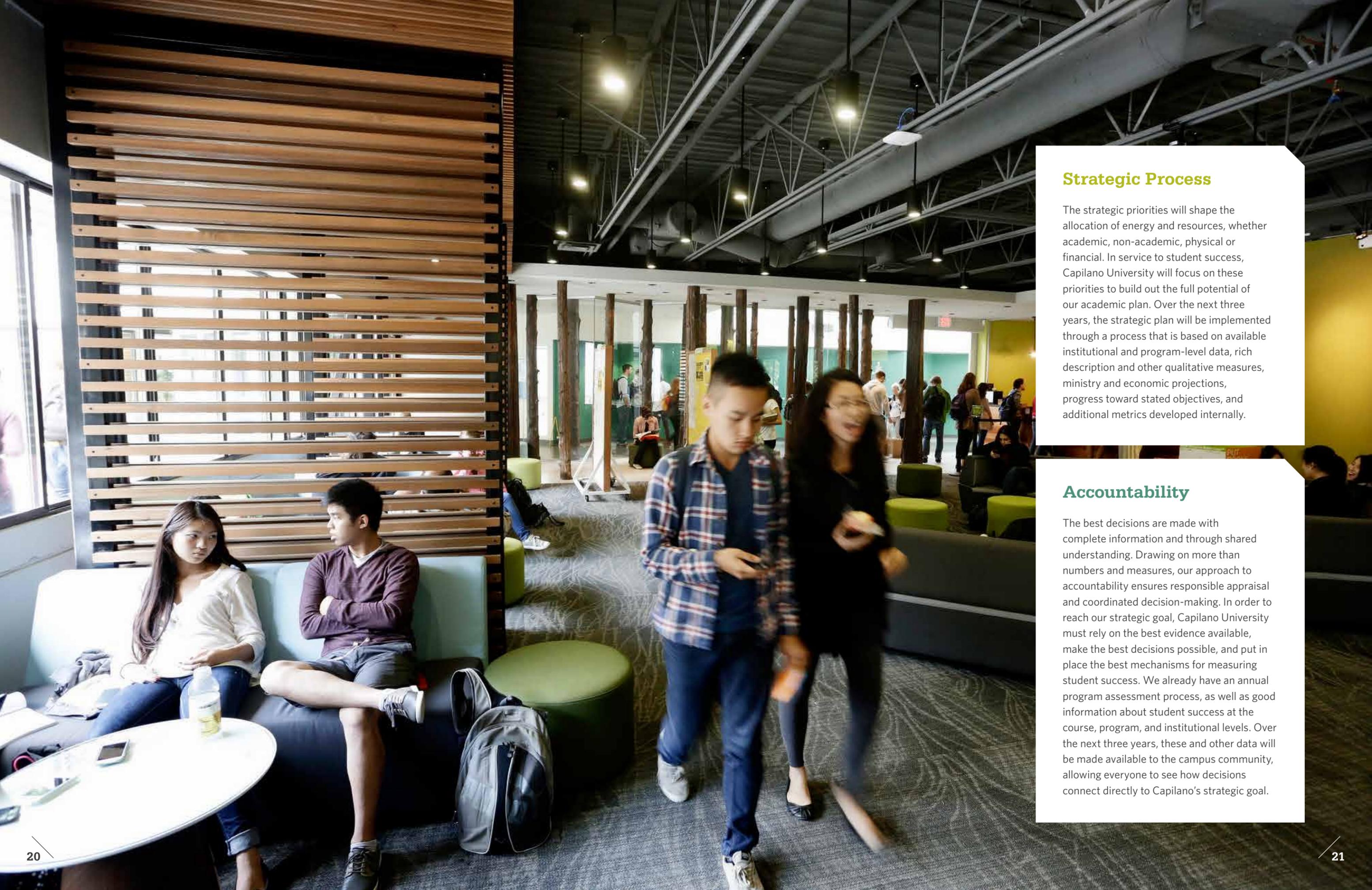
This three-year strategic plan identifies the direction necessary to achieve our goal of student success. It articulates the defining elements and experiences of a Capilano education, establishes priorities for the next three years, and informs the decision-making processes that will chart a successful path forward to excellence, distinctiveness, and sustainability.

Excellence will be demonstrated through measurable indicators of student success, learning outcomes achievement, and experiential learning that is constantly renewed and kept current through pedagogical innovation and review.

Distinctiveness will be demonstrated through accreditation, assessment, and ongoing measures of accountability; through an interdisciplinary focus on transferable skills and preparation for citizenship; and through career-oriented and professional degree pathways that are valued and in demand.

Sustainability will be demonstrated through high levels of stable enrolment and stakeholder satisfaction, efficiency of operations and resource management, and community support that is based on integrity, ecological and social sensitivity, and entrepreneurial spirit.





Strategic Process

The strategic priorities will shape the allocation of energy and resources, whether academic, non-academic, physical or financial. In service to student success, Capilano University will focus on these priorities to build out the full potential of our academic plan. Over the next three years, the strategic plan will be implemented through a process that is based on available institutional and program-level data, rich description and other qualitative measures, ministry and economic projections, progress toward stated objectives, and additional metrics developed internally.

Accountability

The best decisions are made with complete information and through shared understanding. Drawing on more than numbers and measures, our approach to accountability ensures responsible appraisal and coordinated decision-making. In order to reach our strategic goal, Capilano University must rely on the best evidence available, make the best decisions possible, and put in place the best mechanisms for measuring student success. We already have an annual program assessment process, as well as good information about student success at the course, program, and institutional levels. Over the next three years, these and other data will be made available to the campus community, allowing everyone to see how decisions connect directly to Capilano's strategic goal.

Acknowledgement

Many members of the Capilano University community have spent time and energy in helping to shape this strategic plan. Whether participating in forums or providing individual or collective submissions, many have come forward with thoughtful and creative ideas for addressing some of our challenges. Given the specific nature of many of these suggestions, it is impossible for them all to be reflected in the strategic plan. However each of the submissions forms part of the background for implementation, and will be considered as Capilano University moves forward. Our entire community acknowledges the hard work that has gone into this strategic plan, and appreciates the collegiality and collaboration that has led us to this milestone.





APPLIED SMARTS

NORTH VANCOUVER CAMPUS

2055 Purcell Way
North Vancouver, BC
V7J 3H5

SQUAMISH CAMPUS

1150 Carson Place
Squamish, BC
V8B 0B1

SUNSHINE COAST CAMPUS

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