Capilano University

Envisioning 2020–2030

ʔaʔitut – *"Have Dreams"*
(In Sháshíshálhem)

Message from the President

March 9, 2020

For more than 50 years, Capilano University has been building on its foundation of educational excellence and creative, experiential learning. Our commitment to students is reflected in the success of our alumni, the dedication of our employees and the support we receive from individuals and communities.

In January of 2019 we began Envisioning 2030—a year-long exploration to better understand our existing resources and capabilities, to hear what all our community partners think of CapU's future and to deepen our knowledge of the variables shaping our external environment. This process allowed us to conduct multiple virtual and face-to-face engagement experiences to foster an open dialogue with our community partners. In this way, we identified a unifying vision, purpose and values to guide our work, our learning and our relations with each other. Through this Envisioning 2030 document, we are proud to present the overarching direction that will guide our decisions and actions for the decade to come.

Envisioning 2030 finds its spirit in a unique synergy between a renewed institution inspired by imagination and the unprecedented engagement with the communities we serve. Through our efforts, a distinct and meaningful university experience, supporting a healthier and happier campus community, can grow. As we collaboratively embrace imagination to make it a transformative capability, we will develop a new CapU culture that is responsive and ready to evolve and contribute to a better place for our descendants.

I hope you will read and reflect upon this vision for our future. Within the design, there is room for all of us to imagine and identify implications and opportunities. I believe that, in adopting the vision, purpose and values and working with them on a daily basis, a new form of dialogue, leadership and thinking will emerge. Together, we will bring forward initiatives that will make Capilano University an innovative, engaging place to learn and work, continuously inspired by imagination.

Paul Dangerfield
President

2030 Vision

Capilano University: *Inspired by Imagination.*

We transform the lives of learners, employees and communities with experiences and engagement opportunities to actualize their passion and potential. We are a dynamic and accountable place of thought and action that inspires imagination, prioritizes health and well-being, and positively contributes to people and the planet.

Purpose

At Capilano University we cultivate life-enhancing learning experiences in diverse and inclusive environments. Our programs proactively respond to our fast-evolving world by sharing and creating relevant knowledge and timely skill development opportunities. We are committed to partnering and working with our communities for the greater good and for generations to come.

In our journey to grow, lead and innovate, we will embrace imagination as a foundational capability in order to discover new and better approaches to what we do. We will continuously reflect and learn from our decisions and achievements to effectively advance our commitment to co-create a distinct university experience. In this way, we will improve learning and research opportunities and the health and well-being of learners and employees.

At Capilano University we value:

Innovation as a result of curiosity and imagination

Commitment to Truth and Reconciliation, indigenization, and decolonizing approaches

Collaboration, authenticity and belonging

Health and well-being as a cornerstone of our culture

Transparency and honesty in everything we do

Sustainable actions to enable a better place for our future descendants

2030 Goals and Priorities

Capilano University is at the centre of a convergence of opportunities to lead and thrive. In a world of accelerating change, evolving learner demographics, new pathways, needs and aspirations, unique challenges are being introduced. Unprecedented technologies, shifting economic complexities, global population growth and more diverse societies. CapU must become increasingly agile to continue in its relevance and purpose.

To achieve this, we will focus our efforts on three key components of our Vision: Imagination, Community and Distinct University Experience. The synergy between the transformative power of imagination and engagement with our communities will allow us to co-create a distinct university experience for our learners, employees and communities. By enhancing what we mean by the CapU experience, we are positioned to achieve better levels of health and well-being for all, further elevating our status as one of the most appealing places to work in the region.

Imagination – ʔaʔitut *"Have Dreams"*

Imagination stimulates our thinking, ideas and appreciation of new realities beyond our immediate experience. It provides a limitless sense of freedom, as assumptions are challenged when we are open and collaborating with each other. At Capilano University, imagination is seen as an individual and collective ability that enables continuous growth. Imagination carries us through an exciting journey where possibilities become reality.

Goal 1: Learners, employees, alumni and communities embrace imagination as the foundational driver of positive change and innovation.

- **Year 1–3 Priorities**
  - Instil an institutional culture of curiosity, risk-taking and learning.
  - Provide physical and virtual spaces, resources, opportunities and incentives to allow imagination to flourish.
  - Enable the collaborative use of existing resources to implement new approaches and initiatives.
- **Year 4–6 Priorities**
  - Embed imagination as a key programming component across disciplines.
  - Collaboratively overcome institutional challenges by implementing pioneering solutions.
  - Contribute to addressing local and global questions, issues and challenges through creative activity, research and scholarship.
- **Year 7–10 Priorities**
  - Collaboratively identify and solve community challenges using leading methodologies as we embrace new ways of doing.
  - Develop and deliver transferable models/processes to enable the use of imagination as a positive transformative ability in other communities outside of Capilano University.

Goal 2: Use imagination to drive CapU's digital transformation.

- **Year 1–3 Priorities**
  - Identify and implement groundbreaking uses of existing technological resources across our campuses.
  - Use imagination as a key component of the process to develop and implement a University-wide digital transformation plan.
  - Identify innovative ways for technology to enhance the digital experience for our communities.
- **Year 4–6 Priorities**
  - Use existing and new resources to implement the strategies outlined in our digital transformation plan.

- Invest in new resources, systems and processes to allow technology-enabled initiatives and change to evolve seamlessly.
- **Year 7–10 Priority**
  - Deepen actualization of CapU's digital transformation plan according to emergent technologies and trends.

Community

Capilano University's local mandate is to serve the North Shore, the Sea-to-Sky corridor and the Sunshine Coast, home of five First Nations traditional and unceded territories. Surrounded and shaped by nature, this region, with its vibrant and growing communities, presents simultaneous opportunities and challenges. In the years to come, we will commit time and resources to gradually reduce the boundaries that have separated the University from the communities it serves, collaboratively closing the space between to improve our relationships, and service through engagement, relevant programming and effective problem-solving.

Goal 1: Identify and implement novel approaches to build closer connections and engagement with the communities we serve.

- **Year 1–3 Priorities**
  - Continue to advance Capilano University's alumni engagement initiatives.
  - Continue to engage our communities in agile consultation processes to better understand needs and trends.
  - Communicate and explain our values to the communities we serve in order to build awareness and to increase interest in, and financial support of, Capilano University.
  - Continue to grow the number of touch points and partnerships with our communities.
  - As part of the HR People Plan, partner with local communities and organizations to drive positive workforce planning to develop an employee community that enhances the university experience of our learners.
- **Year 4–6 Priorities**
  - Use innovative processes to identify opportunities to connect and engage with our communities in order to become a key problem-solving partner.
  - Translate CapU's engagement with our communities into learning and growing opportunities for all.
- **Year 7–10 Priority**
  - Maintain boundless interactions and outreach with communities by sharing talent, knowledge, capabilities and resources.

Goal 2: Imagine and develop sustainable actions to minimize our ecological footprint.

- **Year 1–3 Priorities**
  - Continue to advance existing Capilano University's sustainability policies and initiatives.
  - Take steps to plan the alignment of our operations using the CleanBC accountability framework along with the Climate Change Accountability Act.
  - Become an engaged partner in research questions and projects that tackle local, national and global sustainability issues and initiatives.
- **Year 4–6 Priorities**
  - Collaborate with our communities in the implementation of regional sustainability initiatives.
  - Embed a holistic sustainability framework that looks at all aspects of University governance with a sustainability lens.
- **Year 7–10 Priority**
  - Lead breakthrough discussions and implement initiatives around sustainable actions in our region.

Goal 3: Instil a culture of equity, diversity and inclusion in all our operations and outreach.

- **Year 1–3 Priorities**
  - Continue to advance Capilano University's Human Rights, Diversity, Inclusion and Equity policies and initiatives.
  - Establish a procedure to permanently update the existing Human Rights, Diversity, Inclusion and Equity policies according to related best practices, new approaches and scholarly activities.
  - Embrace the federal government's equity, diversity and inclusion framework for inclusive research through its Dimensions program.
  - As part of the HR People Plan, celebrate and enhance our equity, diversity and inclusion in ways that support all members of our campus community to feel seen, valued and heard.
- **Year 4–6 Priority**
  - Collaborate with our internal and external communities to advance equity, diversity and inclusion initiatives.
- **Year 7–10 Priority**
  - Be recognized as leaders in best practices, policy, research and scholarly activity in equity, diversity and inclusion.

Distinct University Experience

An exciting synergy between imaginative approaches to everything we do and deepened engagement with our communities will enable Capilano University to deliver a valuable,

relevant and distinct university experience. Innovative educational approaches, relevant programming, collaborative community projects, and creative physical and virtual spaces will contribute to a culture of health and well-being. Supported by groundbreaking processes and new financial support, we will change the ways in which we relate to people, knowledge and resources. At Capilano University, being second to none comes as an intentional result of our long-standing commitment to student success.

Goal 1: Collaboratively instil a new Capilano University culture around the set of values outlined in the 2020–2030 Plan.

- **Year 1–3 Priorities**
    - Develop and implement a creative approach to share the new set of values and to strengthen Capilano University's experience for learners, employees and partners.
    - Provide strategies and resources to support our learners, employees, alumni and communities in the process of making our new values a living reality.
    - Plan and deliver cohesive and meaningful learning and development for all employees that supports the 2030 shared set of values and priorities.
    - Move from onboarding to socialization of employees by taking employee engagement to an employee experience second to none.
    - Strengthen creative activity, research and scholarship initiatives on and off campus.
    - Strengthen relationships with our partners and external community to further encourage investment.
- **Year 4–6 Priorities**
    - Provide learners, employees, alumni and communities with a consistent second-to-none university experience driven by living our values.
    - Celebrate the achievement of the new CapU culture.
- **Year 7–10 Priority**
    - Identify and implement strategies to extend our institutional values into the region we serve in order to build stronger connections.

Goal 2: Provide learners with imaginative, unique and life-enhancing learning experiences that give them the opportunity to actualize their passion and potential.

- **Year 1–3 Priorities**
    - Develop and implement academic programming systems and processes that enable the use of imagination as a foundational driver for curriculum innovation.
    - Achieve membership in Universities Canada.
    - Consolidate program review processes.
    - Develop and implement strategies to assess the quality and impact of learning experiences on the lives of our students and alumni.

- Continue to develop creative and effective learner support models.
- **Year 4–6 Priorities**
  - Develop innovative programming to support a smoother transition from K-12 to Capilano University, and to support existing and future required skills and knowledge.
  - Develop upgraded approaches that allow Capilano University to offer flexible and portable programming to a wider learner base.
  - Increase the number of work-based learning opportunities.
- **Year 7–10 Priority**
  - Create and implement an innovative Subscription University Model (SUM) that enables a diverse population to have access on demand to educational and training resources.

Goal 3: Fulfil Capilano University's health and wellness commitments as outlined in the Okanagan Charter.

- **Year 1–3 Priorities**
  - Allocate resources to implement health-promoting initiatives.
  - Identify creative approaches and processes to update our Health and Well-Being Plan.
  - Plan and deliver increased programming for employees that enriches our overall well-being and resilience, both at work and at home.
- **Year 4–6 Priorities**
  - Assess tangible progress achieved toward the fulfilment of the requirements outlined in the Okanagan Charter.
  - Continue to implement the updated Health and Well-Being Plan.
  - Embed health and well-being into the University's governance structure.
- **Year 7–10 Priority**
  - Develop transferable models of health and well-being for communities beyond Capilano University.

Goal 4: Indigenize and decolonize education and campuses, including First Nations language, culture and knowledge.

- **Year 1–3 Priorities**
  - Continue to support the recently passed Declaration on the Rights of Indigenous Peoples Act, the Calls to Action of the Truth and Reconciliation Commission and the United Nations Declaration of the Rights of Indigenous Peoples.
  - Develop and implement an action plan to integrate and coordinate diverse initiatives and efforts to indigenize and decolonize education and campuses at Capilano University.

- o Deepen relationships to co-develop and implement processes to establish a continuous dialogue with First Nations communities on whose unceded territories the University is located.
- o Partner with Indigenous communities to better understand the challenges and opportunities that Indigenous employees face in recruitment and onboarding, and work to remove barriers to entry and increased access to resources.

- **Year 4–6 Priorities**
  - o Update Capilano University's indigenization and decolonizing plan by incorporating emergent trends and models, including Indigenous epistemologies and culture.
  - o Continuously strengthen Capilano University's engagement and connection with our First Nations communities to better understand their needs.

- **Year 7–10 Priority**
  - o Identify imaginative approaches through creative and scholarly activity and research to further indigenize and decolonize education.

Goal 5: Develop and implement infrastructure plans to support Envisioning 2030 in accordance with the Campus Master Plan framework and guidelines.

Goal 6: Instil a culture of reflective practice and continuous improvement for learners and employees.

- **Year 1–3 Priorities**
  - o Promote the concept of continuous improvement as a way to actualize passion and potential.
  - o Generate and provide new strategies, frameworks and resources to enable reflective practice.
  - o Enhance the current Performance and Development Program (PDP), employee recognition, and career development opportunities for employees to instil a culture of continuous development and growth through reflective practice.

- **Year 4–6 Priorities**
  - o Assess the impact of reflective practice on the health and well-being of learners and employees.
  - o Assess the impact of reflective practice on learner satisfaction rates.
  - o Assess the impact of reflective practice on operational efficiencies.

- **Year 7–10 Priority**
  - o Develop transferable models of reflective practice as it applies to continuous improvement in post-secondary education.

Long-Term Institutional Key Performance Indicators

- Student FTE
- Enrolment
- Overall Level of Learner Satisfaction
- Overall Level of Employee Satisfaction
- Overall level of Indigenous partner satisfaction
- Overall level of employer and community satisfaction with graduates' skills and knowledge

Appendix with relevant Situational Analysis findings