



CAPILANO COLLEGE
MISSION AND VALUES
&
STRATEGIC DIRECTIONS

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Bid. 1971-2005



MISSION At Capilano College our mission is to enable student success in current and continuing studies, in a chosen career, in the pursuit of knowledge, and in contributing effectively as responsible citizens in a rapidly changing and diverse global community.

To accomplish its mission, Capilano College strives to provide a dynamic and secure learning environment committed to excellence in education and to equity of access. It seeks to offer, either selectively within its own resources or more broadly in partnership with others, high-quality and flexible preparatory, academic, career and vocational programs that provide opportunities for a wide range of students. It does so in the context of the following values:

VALUES

Students

Student needs are the first concern of Capilano College. The College values the diverse backgrounds and cultures from which our students come and strives to provide curricula and support services that will sustain all students' personal growth and cultural enrichment. It believes that students should leave the College with the knowledge, skills and attitudes that will enable them to become independent learners and thinkers; with enhanced skills in literacy, numeracy, and critical thinking, and with a positive attitude toward learning. The College expects and values the commitment of students to the learning process and to the maintenance of secure and supportive learning conditions.

Community

The College is an important resource in the educational, economic and cultural life of all the communities it serves. It recognizes the unique needs of its Regional Centres, and of the diverse populations served by its programs. The College offers its expertise and leadership by actively helping all its communities anticipate future problems and opportunities, and actively seeking partnerships to meet those needs which are identified. The College serves as a model for its community by providing equality of access to its services, its facilities and its employment opportunities.

Employees

The College values everyone involved in the teaching and learning process. It regards its employees as its greatest assets in providing excellent programming and services. The College recognizes that faculty, staff and administrators serve as active models of citizenship, scholarship and professionalism, and expects that

they will work together in a responsive, equitable, and collegial manner. The College strives to establish and maintain exemplary teaching, learning, and working conditions.

Accountability

The College is accountable fiscally, educationally, and socially. It commits itself to allocating resources fairly to ensure that students receive an education suited to their needs; to explaining its policies and achievements to the public; and to exercising its influence within the community in a thoughtful and ethical way. To this end it establishes policies and procedures that reflect the best standards of financial management, graduate assessment, personnel practice, and environmental stewardship.

Innovation

The College encourages rigorous, continuing analysis and evaluation of its own effectiveness. It supports those wishing to develop instructional methods and curricula to improve the teaching of present programs and to meet the emerging needs of students and the community. It supports the use of appropriate partnerships and technologies to meet these needs. The College accepts the reality of constant change and the need for planning and flexibility to meet the demands of change.

STRATEGIC VISION

Capilano College will be recognized as an educational institution dedicated to excellence and to providing the best possible service to its students and its communities.

STRATEGIC DIRECTIONS

The most serious threat to the College's ability to achieve its mission is that the most important revenue source, the government, plans both to reduce the quantity of money it supplies and to change the mechanisms by which it supplies the money. This is a critical threat because the College cannot always compress its costs to be equal to or less than the diminishing government grant and at the same time keep faith with its mission and values. To counter this threat, the College must take positive action, thus

Capilano College will continue to be an advocate for publicly funded education and will continue to argue for the government funding of the delivery of programs and services which are consistent with its Mission

and,

Capilano College will strive to be no longer singularly dependent upon a government grant, but will actively develop alternative sources of revenue. In being more responsive to the competitive marketplace, the College will deliver programs based upon the excellence and efficiency of its existing services and on the proactive development of new services, to meet emerging needs.

To accomplish this, the College must be more active in its marketing and identification. Therefore,

Capilano College will plan and implement a coherent and continuous marketing and

promotion program using appropriate media to:

- **build the reputation of our graduates;**
- **improve the image of the College;**
- **develop the name recognition of the College; and**
- **foster support for a publicly funded post-secondary education system.**

In order to enable the College to function effectively in an uncertain funding environment, financial projections must be for a longer period of time; consequently,

Capilano College will plan on a multi-year basis and will encourage the government similarly to do so.

Capilano College is well positioned to respond to the emerging trends in post-secondary education. Within the College catchment area, there will continue to be a large demand for the services that the College already provides and provides well. We should build on our strengths and reputation, taking into consideration the post-secondary education needs of our regions. For reasons of either expertise or resources, we may be unable to meet all identified needs, and we should therefore provide for those needs in conjunction with other institutions. Hence, a strategic goal will be that:

Capilano College will continue to respond to the education and training opportunities required for the changing economy and do so by developing new programs that are built on the College's strengths in its existing Academic, Career, and

Vocational and Preparatory programs or that meet emergent needs and are consistent with these programs. The College will cooperate with other institutions or organizations to provide identified programs for which the College is unable to provide needed expertise or resources.

In recognition of the need for advanced levels of education and training, and of the limitations in opportunity that currently exist:

Capilano College will continue to expand employment oriented or applied degrees in appropriate areas. These will be offered either by itself or in full partnership with other institutions. The degree granting status we will continue to seek is that of a four year college where teaching is paramount and where the granting of such degrees is but one of the missions of the institution. The maintenance of quality and high standards for students and faculty will be a priority in the development of these programs. The College will not seek to compete with the established universities in offering traditional discipline based degrees in Arts and Science, although it may well choose to offer alternative degree programs in liberal studies or with an integrated curriculum.

The value of the general knowledge and skills as developed in traditional academic programs in meeting both the personal needs of students and the employability skills as identified by the Conference Board of Canada is recognized. Thus:

Capilano College will continue to offer academic programs that promote the understanding of general principles in a wide variety of disciplines and provide the flexibility for a lifetime of continued learning.

There is a need to provide specific employment oriented programs for learners who have either previous work or educational experiences. Hence:

Capilano College will continue to offer specialized certification in appropriate areas. Some of these programs may be post diploma or post baccalaureate while others may not require any formal educational credential for admission.

Since the problem of upgrading existing workers and of coping with a large high school dropout is a continuing concern, another goal is:

Capilano College will continue to offer courses and programs for students with a wide range of entry qualifications. Specifically, Capilano College will provide preparatory and support courses for students who are not yet able to enter other programs of study because of lack of academic preparation. In order to encourage high school completion, Capilano College will explore with the high schools the possibility of laddered programs that integrate high school preparation and College diploma programs.

STRATEGIC DIRECTIONS Students

To provide for the needs of returning workers and to provide future flexibility to all students, a goal of the College will be:

Capilano College will design all its programs, specifically the degree programs, so that students can enter and exit at different points with different credentials including, in particular, the two year Associate degree. Thus Capilano College will provide students with the opportunity to attain an appropriate degree if they so desire.

The needs of new Canadians to access the services of the College at all levels are recognized, and thus a goal is:

One of the strengths of the College is the high quality of the instruction, support and assistance given students and the student recognition that this is a virtue of the institution. We must build on that strength to enhance and further acknowledge the importance of the learner choosing Capilano College as their institution of choice. Specifically,

Capilano College will continue its commitment to excellence in instruction and to making students feel welcome and supported and will undertake continuous follow-up to monitor the amount and quality of the services received.

The curriculum of the College must reflect the identified needs of the students. Therefore,

Capilano College will offer support courses in English Language training for students who are not yet able to enter programs of study or who require concurrent support in order to succeed in their studies.

As the expectations of the public and the student continue to focus on the need for increased preparation for employment, the College must adopt strategies to meet that need. Hence:

Capilano College will develop and accept industry recognized curricula in appropriate areas of the curriculum and will expand the opportunities for Cooperative Education programs.

Capilano College will design curricula to meet both the specific skills and knowledge needed for employment, upgrading, or future education and the generic skills and knowledge needed to enable students to work and contribute effectively as citizens in a global context. These include:

- numeracy and literacy
- technological competence
- critical thinking and analytic skills
- communication skills
- general knowledge
- learning skills
- multicultural experiences
- language skills
- international awareness

STRATEGIC DIRECTIONS Community

Capilano College recognizes that financial barriers to students are likely to increase, and consequently

Capilano College will actively pursue the goal of finding innovative ways to reduce the financial barriers to student access.

Capilano College must have the resources in place to serve its communities. Consequently,

Capilano College will

- **Plan for the implementation of the final phase of the Master Site Development Plan;**
- **Plan the expansion of the existing physical facilities in the regional centres;**
- **Expand the presence of the College in traditional and nontraditional regions through the use of partnerships and electronic technologies.**

Capilano College is unique among colleges in large urban areas because it serves two rural regions. Recognizing the role that the College plays within these communities,

Capilano College will undertake regional strategic planning, consistent with the College Strategic Plan, to address the needs of adult learners on the Sunshine Coast and in the Howe Sound - Pemberton corridor.

This will involve traditional fund-raising as well as other cooperative ventures with business and industry that will provide students with the necessary assistance to continue their studies.

The value of community support and involvement is critical. Hence;

While maintaining its autonomy and ethical values, Capilano College will expand community partnerships as a general expansion of the resource base of the College. These might be individuals, groups or organizations who have unique strengths that are synergetic with our strengths and who might pay fees for courses, refine or develop products or express their commitment to Capilano College in other ways. This expansion will come from

- **traditional student groups**
- **alumni**
- **business and industry**
- **labour**
- **community service groups**
- **federal, provincial and municipal governments**
- **international students**
- **foreign governments.**

The aboriginal peoples of Canada are articulating a variety of educational needs, some of which require that colleges cooperate in the design of innovative educational and community services strategies that are initiated and controlled by First Nations themselves.

As an educational partner, Capilano College will develop programs and

STRATEGIC DIRECTIONS Employees

In order to use its human resources most effectively, the College must adopt appropriate governance and management practices. Thus,

Capilano College will

- **Develop Board and Education Council governance practices that enable these governing bodies to determine values and desired outcomes for the organization, and also enable flexible, effective and responsive management.**
- **Continue to devolve the making of management decisions to the appropriate point in the organization (generally closest to those affected by the decision).**
- **Adopt management practices designed to encourage entrepreneurial activities.**
- **Rationalize the internal patterns of consultation and collegiality to enable and encourage quick response and initiative.**
- **Enlarge the practices of open management.**
- **Develop practices that allow and encourage internal partnerships.**

services that recognize the unique training and educational needs of First Nations students and of the various First Nations organizations within the College region, with the objective of increasing the participation and completion rates of First Nation post-secondary learners.

The College must use its human resources most effectively. Thus,

Capilano College will strive to ensure that every employee is provided:

- **with the training and skills for the tasks required;**
- **the opportunity to maintain currency in their job or discipline and in the teaching and learning process;**
- **with multicultural skills;**
- **with skills and information so they have a student centred focus;**
- **the opportunities for professional development to enhance their ability to work in other areas of the College.**

The College has a highly specialized workforce which can be of value to the community in many ways. Both from an entrepreneurial perspective and from a community service perspective, the College should build on that strength. Thus,

Capilano College will use its human resources to transfer knowledge and provide services in a wide variety of methods.

STRATEGIC DIRECTIONS
Accountability

Capilano College has a long history of program evaluation and graduate follow-up. These processes should be continued and expanded into new areas of the College. Hence

Capilano College will incorporate appropriate assessment and accountability processes into the ongoing review and planning process of all its activities.

Capilano College will develop and use critical success factors to

measure the success it has had in attaining its Mission.

Capilano College will undertake continuous follow-up of all services to measure the appropriateness and quality of the services provided.

Capilano College will enhance its commitment to environmental integrity and sustainable development.

STRATEGIC DIRECTIONS
Innovation

As a knowledge-based organization, Capilano College must be visible in the use of contemporary electronic tools. Therefore,

Capilano College will, in general, be proactive in the use of current technologies.

In order to better serve its students and community, the College will make the best possible use of technology, but will do so in a humane manner. Hence

Capilano College will expand the electronic network services of the College to develop technologically based processes and systems for those aspects of student support for which such processes and systems are appropriate.

The College recognizes the barriers to the effective delivery of educational services to both the traditional market and to emerging markets. Consequently,

Capilano College will adopt strategies including the creative use of educational formats, delivery and assessment methods, and technologies to reduce the barriers of

- geography
- time and scheduling
- organization of materials
- differing learning styles
- cultural and equity factors
- articulation problems
- physical disabilities.

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