



# **Academic and Strategic Plans Consultation Process**

Consultation has been and continues to be at the heart of the entire academic and strategic planning process. These plans and their implementation represent the collective vision of Capilano University through 2018; they have been developed collaboratively and reflect the best hopes of our community.

# Academic Plan

## Information Gathering 2013:

- › New Faculty Orientation: Aug. 22
- › Capilano Faculty Association Executive meeting: Aug. 27
- › Fine & Applied Arts Faculty meeting: Aug. 29
- › Arts & Sciences Academic Planning meeting: Sept. 16
- › COPE Stewards meeting: Sept. 24

## Consultation & Input:

- › Campus community forum: Feb. 27
- › Campus community forum: Mar. 3
- › Campus community forum: Mar. 30
- › Campus community forum: Apr. 24
- › Campus community forum: Apr. 28
- › Faculty PD forum: May 9
- › Ongoing electronic submissions

**Fall 2013**

**Spring 2014**

**Summer 2014**

## Information Gathering 2013 Cont'd:

- › Coastal Corridor Consortium meeting: Oct. 1
- › Arts & Science Faculty meeting: Oct. 3
- › Education, Health & Human Development meeting: Oct. 3
- › CDO Department meeting: Oct. 4
- › Recruiter meeting: Oct. 22
- › Arts & Sciences All Coordinators meeting: Oct. 23
- › Business & Professional Studies meeting: Oct. 24
- › Alumni Association Town Hall: Oct. 24
- › Education, Health & Human Development Faculty meeting: Nov. 14
- › Academic Planning Advisory Committee formed at SAPPAC: Nov. 26 and informed Senate: Dec. 3
- › Ongoing electronic submissions

## Academic Plan Approval:

- › Senate & Board approval: June 2014

# Strategic Plan

## Consultation & Input:

- › Academic Planning Committee becomes the Strategic Planning Committee: Aug. 19
- › Campus community forum: Sept. 8
- › Campus community forum: Sept. 15
- › CUA Board meeting: Sept. 25
- › Campus community forum: Sept. 24
- › Foundation Board forum: Oct. 3
- › Board facilitated retreat: Oct. 3
- › Campus community forum: Oct. 6
- › Campus community forum: Oct. 21
- › CFA organized community forum: Oct. 21

## Consultation & Implementation:

- › Forums are being scheduled on Faculty Restructuring in April and onward as necessary
- › Consultation will continue in Senate meetings, Senate Sub-committee meetings, Department meetings, etc
- › Ongoing as-needed meetings and consultation

**Fall 2014**

**Spring 2015**

**Summer 2015**

**Fall 2015**

## Consultation & Input cont'd:

- › CSU student forum: Oct. 23
- › Leadership forum: Oct. 30
- › Student Voices meeting: Nov. 18

## Strategic Plan Approval:

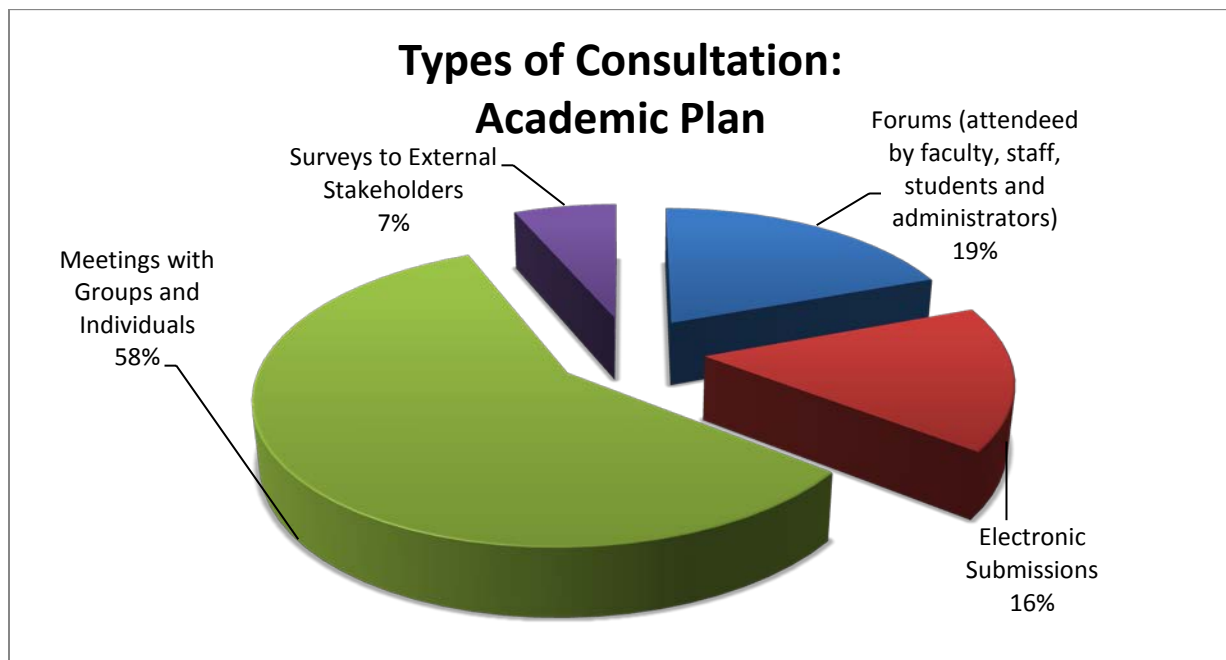
- › Senate & Board approval: Nov. 18

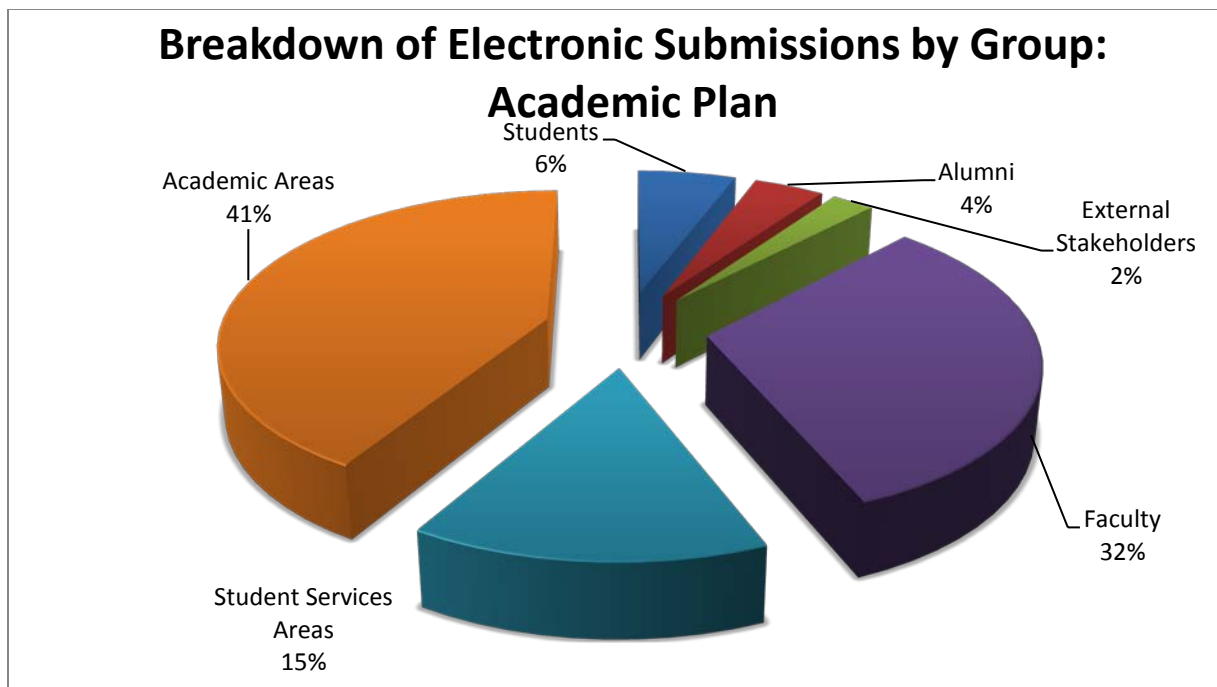
## Consultation & Implementation:

- › Annual Assessment process for academic and non-academic areas initiated: Sept. 19
- › Committee on Collaboration convenes: Dec. 2
- › Student Voices meeting: Jan. 27
- › Strategic Enrolment SEM Works with faculty, staff, administrators, and students: Feb. 2-4
- › First of ongoing General Education Committee meetings: Feb. 3
- › First of ongoing Credential Review meetings with chairs, coordinators, & deans: Feb. 11
- › Board Retreat on implementation: Feb. 20
- › First of ongoing meetings with the Cap Year Committee: Feb. 23
- › Draft Strategic Data Plan: Feb. 25
- › SEMWorks report received: Feb. 28
- › Cap Year Brainstorming session with alum and high school students: Feb. 28
- › Senate form Ad-Hoc Committee on Faculty Structures convened
- › Policy review starting with Program Review Policy: Mar. 3
- › Developed Institutional KPIs presented to SAPPAC: Mar. 10
- › Aboriginal Student Success Plan to Board: Mar. 17 and forum: Mar. 31
- › General Education Report received: Mar. 31

# Academic Plan

The academic planning process began with open information gathering, continued with collaborative plan development and drafting, and resulted in ultimate approval by the Capilano University Senate and Board of Governors. Plan development and drafting, including the review and synthesis of information received, was delegated by the Senate Academic Planning and Program Assessment Committee (SAPPAC) to a subcommittee made up of two faculty members (Michael Fleming and Kim McLeod), one staff member (Darin Feist), one student (Natasha Prakash), and one administrator (Rick Gale). The deans from each Faculty also worked with this group, which was chaired by the Vice President, Academic and Provost. Information gathering took many forms including an open call for submissions, meetings with individual areas in an effort to promote dialogue and debate, multiple public forums, surveys to stakeholders, and a wide variety of informal meetings between members of the Capilano community. There were over 100 electronic submissions and attendance at each of the six forums averaged eighty people representing alumni, students, staff, faculty, and administration.





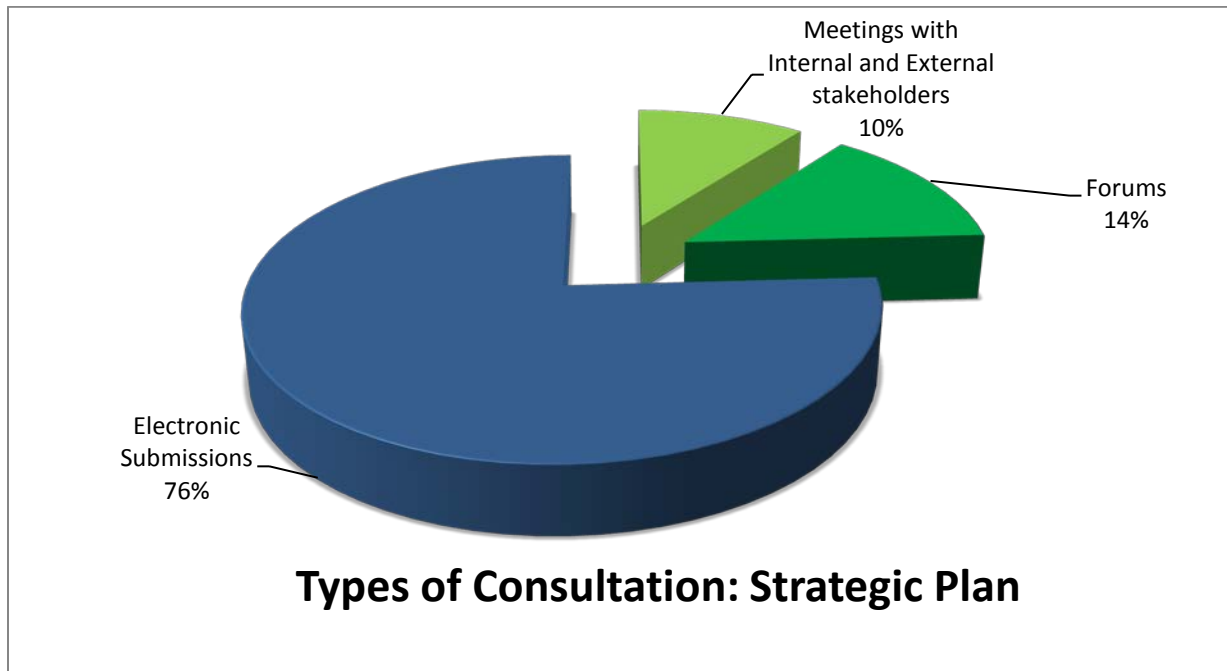
All of the feedback received during the community forums can be found on the academic and strategic planning website in the archive section (<http://www.capilanou.ca/about/academic-strategic/>), but a subset is provided below.

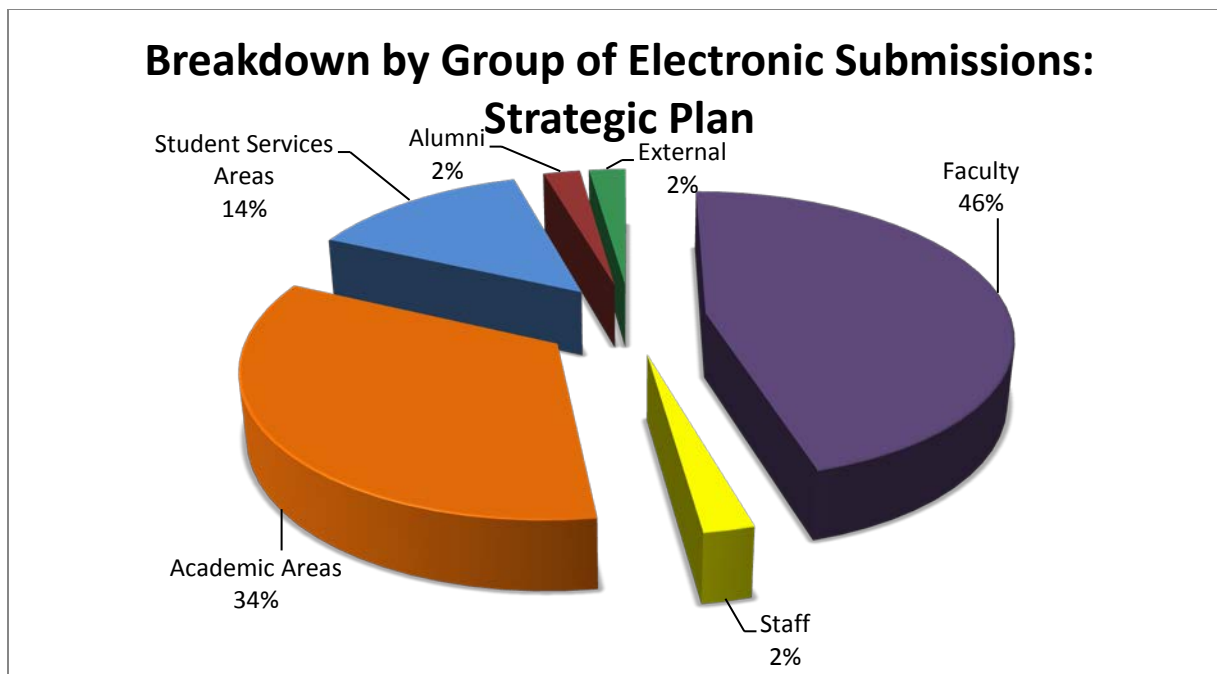
#### **What was heard:**

- Keep timelines and activities realistic and achievable.
- Commitment to access, alternate pathways, and diversity of learners is highly undervalued. We suggest that the plan explicitly include action items with respect to the following groups: people in need of additional academic support; First nations; Immigrants and newcomers, and People who require support to overcome social, economic and academic barriers.
- Facilitate meaningful opportunities for “experiential learning” via student participation in, or planning and staging of events.
- Increase opportunities for exchange & collaboration among disciplines, for both students and faculty.
- Commit to sustainability in ALL programs, every aspect of university.
- Commit to community in ALL... this should shape all we do.
- Some of the educational initiatives being proposed come with the extra costs and likely increased commitments on the part of faculty –the CAP Year and Capstone projects proposals are two that immediately come to mind. Here we need to do some careful strategic planning ....
- What are the next steps? People are going to find themselves in the plan and this should spawn conversation to tactical and resource allocations.
- There will be trade offs. There is the plan and then there is the implementation of the plan. Some will be easier to accomplish than others.

# Strategic Plan

At its August 19, 2014 meeting the Capilano University Senate empowered the same subcommittee that was charged with creating the academic plan to take responsibility for drafting the strategic plan. This decision was made because of the continuity necessary between the two plans, and because there was a clear sense that one would need to build on the other. Community engagement for the strategic plan followed much the same course as that for the academic plan, but as there was so much material to draw on from the previous process, and so much learned during the previous year, the consultation process was shorter and much more intense.





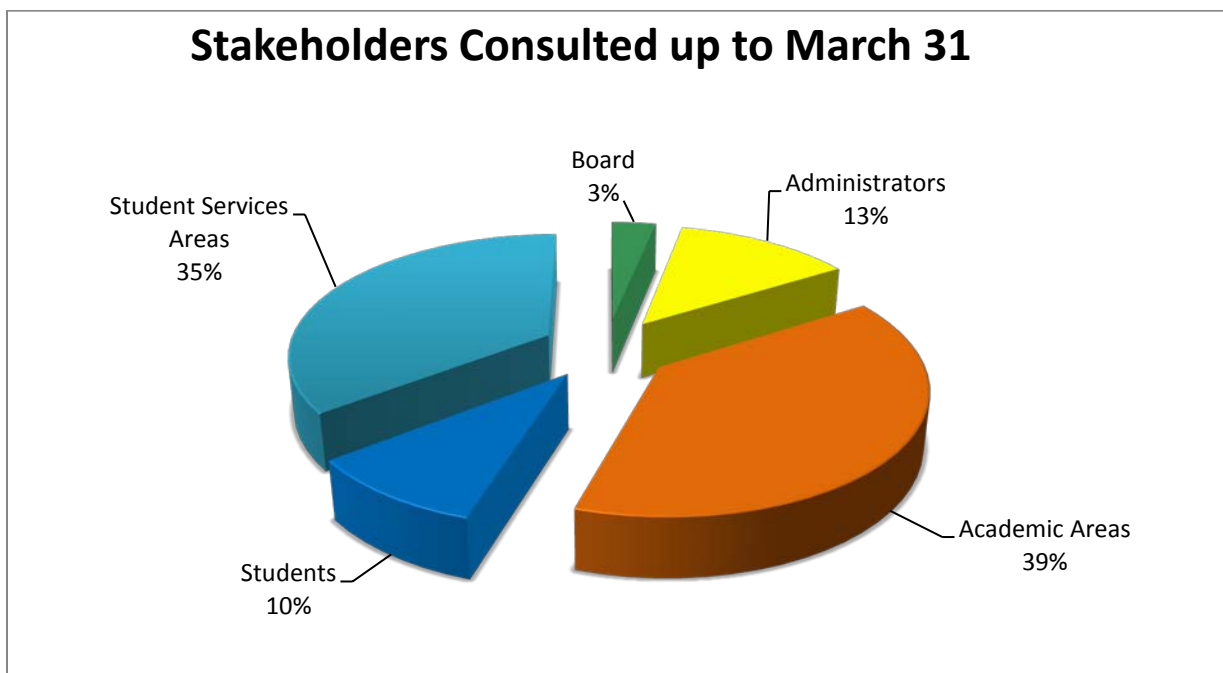
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#### **What was heard:**

- Student success must be defined and measured.
- Student support services (an administrative function) are critical to the achievement of Cap's student success goals.
- Wellness initiatives are important to enhance the university experience and support the whole person. The university should consider incentives for healthy behavior; opportunities to improve fitness spaces (perhaps thinking differently about how student spaces are used)
- Technology should be enhanced, and connectivity improved on campus
- Demonstrate how it teaches transferable skills.
- Increase interdisciplinary study and create a variety of different student pathways.
- Cap become a leader institution in environmental stewardship.
- More spaces for student to connect.
- Learning center
  - Enforces center
  - General learning –overall program help
- Housing –peer to peer—university life
- Academic support
  - Positive accessibility
  - Teacher/student relationship
  - Accountability

# Implementation

The Capilano University 2014-2018 Academic Plan offered an institutional focus on the academic principles, academic programming, and academic support necessary for the institution to grow and thrive in the coming years. That plan was followed by the Capilano University 2015-2018 Strategic Plan that called for, among other things, putting student success ahead of all other measures and focusing our curricular efforts on helping students become “engaged, informed, and committed citizens who are well prepared for success through career-related and professional degree pathways.” Implementing the vision of these two plans has taken many forms, from hiring external consultants to striking advisory committees.



Some areas of implementation, involving various forms of consultation, include:

- **Aboriginal Student Success Strategy** – crafted by a collaborative group of students, staff, and faculty (including Capilano’s Indigenizing the Academy committee), and presented by David Kirk (First Nations Advisor), this document establishes important steps toward expanding indigenous ways of learning and improving aboriginal student achievement.
- **Committee on Campus Collaboration** – called for in the Academic Plan and organized by faculty member Sandra Seekins, this working group is "dedicated to collaboration and cooperation between academic units across the campuses, making public the good work already underway and promoting still more."
- **Committee on General Education** – chaired by Dean Julia Denholm and including representation from each of the Faculties (Kim McCleod, Aurelea Mahood, Kathleen Kummen, Judy Snaydon,



and Mary Giovannetti) and the Library (Jocelyn Hallman), this committee will help the university define and describe the structures and outcomes of a Capilano general education.

- **Committee on The Cap Year Experience** – chaired by Dean Jean Bennett and including representation from all Faculties (Lorraine Argatoff, Lydia Watson, Karen Matthews, Cheryl Schreader, Joanne Charley, and Natahsha Prakash), this committee will help the university define and describe the structures and outcomes of The Cap Year Experience.
- **Draft Strategic Data Plan** – developed by Capilano’s Institutional Research team (Frank DiPuma, Jeff Lee, and Dianne Ashbourne), this plan sets the stage for a more data-informed approach to university accountability at all levels.
- **Key Performance Indicators** – developed by the Senate Academic Planning and Program Assessment Committee (SAPPAC), these measures (enrolment trends, A-O-R report, seat utilization reports, retention, D-W-F reports, grad rate reports) form the foundation of our institutional approach to accountability and improvement.
- **Strategic Enrolment** – in February of 2015 Jim Black of SEMWorks spent several days on campus meeting with students, staff, faculty, and administrators in an effort to develop a better understanding of our enrolment processes, with an eye to strategic improvement.

As the implementation of our academic and strategic plans continues there will be numerous and ongoing opportunities for consultation, dialogue, and debate. These will be organized and facilitated by the administration, the Senate, or the CSU as appropriate. Examples of this direct consultation include:

- **Academic and Strategic Plans Website:** Launched in January 2013, this site website is regularly updated and provides opportunities for feedback via direct email link. The Office of the Vice President, Academic and Provost monitors this site.
- **Academic Program Area Meetings:** The Vice President, Academic and Provost, Deans, School Chairs, Coordinators and Convenors (where appropriate) have been meeting to review existing credentials and programs and assess alignment with the academic and strategic plans. These meetings began in February and will be ongoing as needed.
- **Board and Senate Policy Considerations:** The development of board policy in accordance with the B.C. University Act is an integral part of the community consultation process, and the administration is working with the Board and the Senate to review, revise, and create policies on program review, the establishment and discontinuance of faculties, the reorganization of Faculties, and other matters.
- **Community Gatherings:** Following on the development of Capilano University’s Aboriginal Student Success Strategy, the First Nations’ Advisor hosted a community gathering in March to discuss the opportunities and implications of this plan, and its alignment with the goals and directions of our academic and strategic plans. There will be another gathering scheduled for later in the year.
- **Non-Academic Area Meetings:** The Vice President, Academic and Provost has been meeting with functional area managers and directors across campus to discuss alignment with the academic and strategic plans. These meetings began in February and will be ongoing as needed.

- **Senate Academic Planning and Program Assessment Committee (SAPPAC):** SAPPAC will review and respond to the academic aspects of implementation, with special attention given to timelines, priorities, and resources. This review will be ongoing.
- **Senate Ad-Hoc Committee on Faculty Structure:** The Senate has created an ad-hoc committee to focus on the implementation recommendation regarding faculty structure. Administration will work with that committee as it facilitates consultation, including campus forums in April and other direct feedback opportunities.
- **Senate Credential Policy Review Committee:** The Senate has tasked this committee with reviewing all aspects of credential definition and granting processes. This committee has been meeting and will continue to do so until it presents recommendations to Senate in the fall.
- **Student Consultation:** The President and the Vice President Academic are committed to working with students through the Capilano Student Union (CSU), and to that end are developing opportunities for consultation and dialogue focused on implementation. One issue of particular interest to the CSU is campus wellness, and in response there will be an all-campus wellness world café organized in May.