**Exec Summary**

This plan began with a great deal of listening, learning, and consideration; it was crafted collectively and collaboratively, taking into account the ideas, thoughts, suggestions, and dreams of our community. It is a declaration of hope; not a mirror, but a telescope that looks ahead so we can move forward. Because it is a living document, this plan must be made real on a daily basis through hard work and good faith effort.

embrace change and participate in growth toward a goal that is different from and perhaps more challenging than any experienced.

a teaching-focused university, Capilano will always put student learning first, and as a learning institution we will foster a culture of accountability

Capilano has prepared them to apply and adapt their talents to a changing world through evidence-informed academic methods and state-of-the-art commercial, industrial, and community practices.

Our programs favour experiential learning and real-world proficiencies, with credentials that are rigorous, current, relevant, valued, and in demand. Capilano students participate in the formation of their professional selves in a transformational context.

Students are full partners in this educational enterprise, so we will focus more attention on advocacy and peer learning.

Potential directions include new possibilities for student access and preparation, pathways to completion, and the nature of a Capilano University degree

**A learning university**

serve two primary purposes: to deliver instruction that led to communityspecific certificates and diplomas, and to provide lowerlevel courses that enabled students to transfer smoothly to the larger provincial universities.

university status in 2008; this came in part from a recognition that the college had been successful in developing programs and curriculum that provided graduates with degrees that would contribute to their long-term success.

At Capilano, we also embrace three core themes (opportunity, learning, community) (check p. 8)

A basketball team’s quality, statistically, is based on the ability of its best player. A hyper-dominant player can lead any team to success. A soccer team, on the other hand, is based on the ability of its worst player. Teamwork is fundamental to success. From an operational standpoint, a basketball team aims to make the best better, whereas a soccer team strives to lift the floor, and