



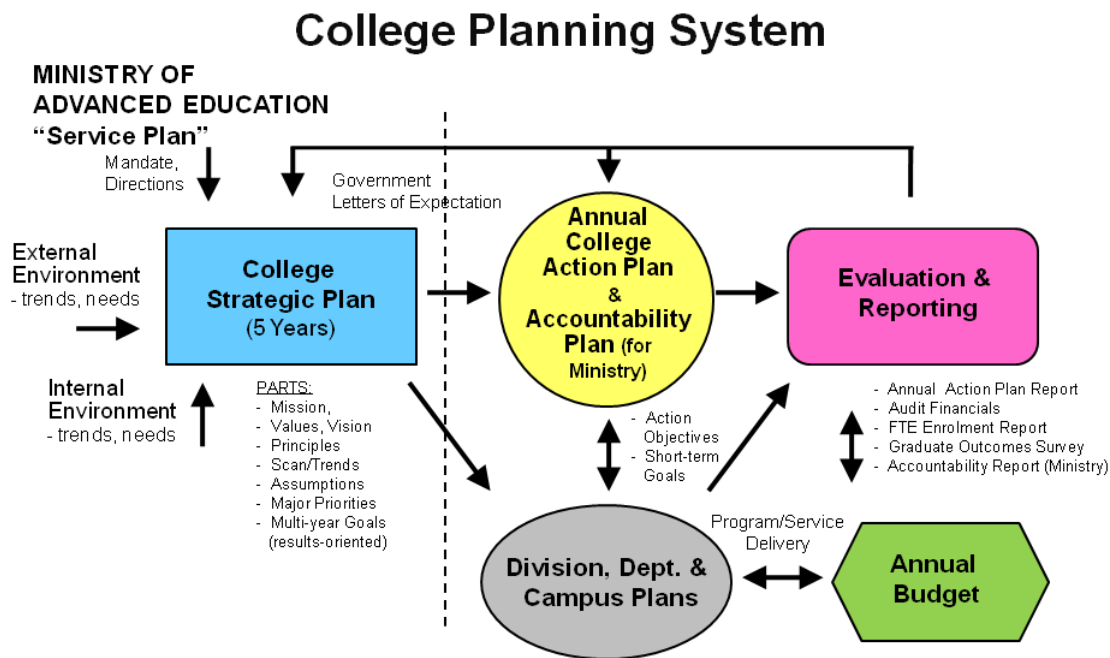
Strategic Plan, 2011–2015 (Draft)

A. Introduction

The College of New Caledonia Strategic Plan, 2011-2015 sets the mid-to-long term directions the College will follow in pursuit of achieving its mandate, mission, and vision. The Strategic Plan includes a comprehensive set of priorities and goals to be addressed in response to key issues and trends identified through an Environmental Scan complete in the Spring of 2010.

The Planning Context also includes a set of Assumptions which have been developed regarding other facets of the external and internal environments. The results-oriented strategic “goals” will be translated on an annual basis into more detailed action “objectives” and specific deliverables through the College Action Plan, as well as through alignment of division, campus and department plans. Ultimately, the Strategic Plan is intended to identify what will be significantly different, changed and improved over the five-year planning period. It cannot and does not touch on every aspect of the college’s operations.

The chart below provides a graphic representation showing the components and inter-relationships within the integrated college planning system.



The Annual College Action Plan, 2009 - 2010 (November 2009) and CNC Accountability Plan and Report, 2009/10 (July 2010) are available on the College website at the following links.

http://cnc.bc.ca/_shared/assets/College_Action_Plan_2009-201016363.pdf

http://cnc.bc.ca/_shared/assets/CNC_Accountability_Report_and_Plan_2009-1017946.pdf

The College Action Plan is updated annually in October/November and the Accountability Plan and Report is submitted to the Ministry of Advanced Education in July.

B. Planning Context

1. Environmental Scan Highlights: Key Trends and Issues

See: <http://tinyurl.com/33kcytt>

and

<http://tinyurl.com/2whotgw>

2. Assumptions

In addition to those trends that can be measured and documented in the Environmental Scan, we can also make some assumptions regarding aspects of the environment that are more difficult to quantify and predict (e.g. cultural and societal forces, government policy and funding priorities, technology).

We foresee a post-secondary and college system under pressure. . .

- * Challenged by increasing costs and relatively static or flat revenue growth from government funding and student tuition
- * Struggling to keep up with the speed and impact of technological change
- * Increasing competition amongst provincial institutions (colleges, regional universities and others) and across jurisdictions (including private trainers)

Populated with learners who have evolving needs and expectations. . .

- * Increasingly demanding choice and customization
- * Evaluating opportunities via cost-benefit analyses
- * Demanding greater intra- and inter-institution mobility
- * Requiring support systems for all learners

Faced with new employment and economic conditions . . .

- * Multiple careers in a lifetime
- * Skills shortages in many sectors
- * Need for continuous learning
- * Need for close linkages with industry, business and other employers in a diversified regional economy
- * Where smaller communities are struggling with sustainability

Operating within a shifting political climate . . .

- * Need to achieve government objectives within funding limitations (deficits)
- * Continued and increased emphasis on accountability reporting
- * Growing importance of partnerships and collaborations
- * Competing for a fair share of provincial funding for education, health and social services

Living and working in a dynamic world . . .

- * Rapidly changing and inherently unpredictable digital culture
- * Growing importance of environmental issues

C. Priorities / Goals

Student Access, Learning and Success

1. Develop and implement a Strategic Enrolment Management (SEM) Plan and related strategies to increase and improve overall student access, recruitment, engagement, retention and program completion.

Intended results of this goal include (but are not limited to):

- Increase cross-college student learning supports and services
 - Increase the total number and proportion of regional secondary school leavers who make a direct transition to CNC programs
 - Increase the size of the College's overall total annual "applicant pool" by 5 percent annually and convert a higher proportion of "incomplete" applicants to "complete/qualified", and to "registered" in both cohort and open enrolment programs
 - Increase headcount and course registration enrolments in both university transfer and business programs (by 25% in first year and 50% in second year over five years)
 - Expand "access" program deliveries for applied and technical programs
 - Increase financial aid available to students through scholarships and bursaries
2. Expand and strengthen program and service delivery partnerships with UNBC and other post-secondary institutions.
 - Improve program articulations and pathways
 - Dual admissions and registration processes
 - Increased student enrolment and program options
 3. Expand and strengthen program and service delivery partnerships with School Districts 91, 57 and 28.
 - New program and course delivery partnerships
 - Increase "dual credit" course options and deliveries
 - Expand Career Technical Centre (CTC) programs and student enrolment
 4. Increase and diversify campus life for students, employees and community members (e.g. recreation, events, social, cultural, etc.) across the College.

Responsiveness to Community

5. Implement new programs and services in response to community and student needs. Priorities over the 2011-2015 time period include:
 - Medical Radiography Technology
 - Civil Engineering Technology
 - Psychiatric Nursing
 -
 - Mining-related training
 - Aviation Business
 - Transportation-related training
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6. Increase and strengthen college participation in local and regional social, economic and community development partnerships; increase engagement with and effective contributions of regional and program advisory committees.
7. Improve the sustainability of all campuses through the identification and establishment of “magnet” or “niche” program specializations at each campus.

Intended results of these goals include:

- Increased diversity of programming at each campus
- Overall enrolment stability and sustainable program and service growth

Aboriginal Education and Indigenization

8. Increase college recognition and supports for First Nations, Metis and Inuit students and communities’ in their pursuit of self-determination, social, cultural, economic and educational goals.
9. Demonstrate support for the principles defined in the provincial Aboriginal Post-secondary Education and Training Policy Framework (e.g. access, participation and success, appropriate resources, validity of traditional knowledge, language preservation, etc.)
 - Increase Aboriginal student access, enrollment, satisfaction and successful completion of college certificate and diploma programs (enrolment/completions by 6-10 percent annually and 30-50 percent over five years)
 - Provide for greater inclusion of indigenous cultural content and perspectives into student services, curriculum and program delivery, employee education, and campus life
 - Increase aboriginal participation in college advisory and governance processes (e.g. ASP Committees and Aboriginal Education Community Council)

College Resources and Capacity

10. Preserve and improve the College’s overall financial health and stability.
 - Develop and implement new entrepreneurial partnerships and activities
 - Increase the percent of annual operating revenues that are derived from sources other than base provincial grants and student tuition and fees
 - Increase net cost recovery program revenues
 - Increase fundraising and sponsorships contributions
11. Acquire additional funds to support instructional equipment, information and educational technology and facilities improvements.
 - Increase financial support and access to instructional equipment and technology
 - Create new additional more flexible teaching, learning and meeting spaces

12. Develop and implement a new Five-year Capital Facilities Plan.
 - Major priorities include: Student and Cultural Centre – Prince George, Aboriginal and family-oriented student housing – Prince George; Nechako and Lakes District region multi-use technical education facilities; and, Health Science Centre – Prince George.
 - Include prioritization of major maintenance and facilities improvement projects.
13. Increase college participation in effective government and community advocacy activities at the local, regional, provincial and national levels designed to garner additional sustainable college funding levels, as well as public policy decisions supportive of the college mandate and mission.

People, Planning and Organization Development

14. Increase and diversify employee learning, leadership development and succession opportunities.

Intended results of this goal include:

- Increase faculty, staff and administration participation in high quality college sponsored professional development activities.
 - Provide support for employees who wish to develop and share (confidentially and at their discretion) Individual Learning Plans (ILP) and career goals
 - Increase employee access to and participation in leadership development education, exchanges, secondments, short-term project assignments, and mentoring relationships
 - Review and modify (where appropriate) the college administrative organization and team structures as well as staff and administrative job descriptions to support additional pathways of progression within the College
15. Expand and strengthen employee recruitment, recognition, retention and celebration of excellence initiatives.
 16. Develop and implement an employment equity program.
 17. Increase organizational effectiveness and efficiency through greater internal collaboration, coordination and standardization of processes and workflows.
 - Increase integration and collaboration among departments, programs and campuses
 18. Increase employee participation in health and wellness initiatives.

Innovation

19. Increase the College's capacity to undertake Applied Research; and, implement projects in partnership with other organizations in the following focus areas: Natural Resources and Environmental Technology, Health, Aboriginal Education/ Culture, Trades and Heritage Conservation.

Intended results of this goal include:

- Establish institutional support roles
 - CNC Research Forest Society operating effectively
 - College successful in obtaining NSERC accreditation and grant funding
 - Number and quality of applied research projects, and faculty and staff involved
20. Support ongoing college website development and other Information and Communication Technologies (ICT) as key communication, marketing, student and employee recruitment tools.
21. Demonstrate environmental stewardship in the management and development of our facilities, programs and services.
- Achievement of Strategic Energy Management Plan (SEMP) energy conservation targets and greenhouse gas emission reductions
 - Develop and implement a College Sustainability Policy and related processes
22. Expand International Education programs, contracts, services; provide appropriate student and college supports; and, increase student and employee opportunities to develop cross-cultural and global perspectives and skills.
- Increase the number of international students enrolled (25-35 percent over five years)
 - Achieve a greater proportional balance among students from various countries of origin, and increase the total number of countries from which CNC attracts students
 - Increase cultural and social diversity in curriculum and campus activities
 - Provide greater opportunities for employees and students to work in and learn about cross-cultural settings

D. Principles

The following principles will guide the College's operations and permeate the institution.

Student and learning focus

Ultimately, all of our activities support the teaching and learning processes for students and community members.

Respect for every individual

Mutual respect between people is expected and fostered. The contributions of everyone are important to the success of the whole institution.

Teamwork and collaboration

Teamwork is nurtured and recognized. Collaboration and effective communication within and across college departments and campuses enables development of win-win relationships.

Leadership through involvement and by example

College management is actively involved in facilitating, reinforcing and supporting positive change and improvements.

Quality and continuous improvement of methods and outcomes

The College is dedicated to excellence and continually improving.

Factual approach to decision-making

Decisions are based on data and an understanding of the cause and effect mechanisms that are at work in any system.

Process and systems orientation

We strive to understand and improve how tasks are organized and completed through the many interdependent work processes that comprise the College's service and program related systems.

Accountability

As a part of the larger society, the College has important responsibilities and expectations to fulfill for all of its internal and external stakeholders. We are accountable through effective planning, decision-making, evaluation and reporting systems that are open and transparent.

Environmental Sustainability

Principles and best practices of environmental sustainability are incorporated into the College's operations.

Partnerships and community connections

Co-operation with other institutions and organizations is a core approach for achieving desired results for students and stakeholders. Program and community advisory committees provide an essential mechanism for consultation, feedback and learning.

E. Mandate

The College Mandate is defined in provincial legislation (Colleges and Institutes Act) and through Ministry Service Plans, as well as Minister of Advanced Education directives (e.g. June 8, 2008 letter).

For details see:

http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96052_01

<http://www.bcbudget.gov.bc.ca/2010/sp/pdf/ministry/almd.pdf>

http://cnc.bc.ca/_shared/assets/Mandate_Letter13033.pdf

F. Mission

The College of New Caledonia (CNC), as a comprehensive community college, provides access to lifelong learning and facilitates the achievement of personal and educational goals. We are responsive to the diverse needs of our students, our employees, and the communities in our region. In a dynamic, consultative environment, we deliver quality programs and promote the success of every student

See: Strategic Plan, 2006-2010 at <http://tinyurl.com/26tlz42>

G. Values

The College of New Caledonia is a learning and teaching community that cares, serves, and leads.

See: Strategic Plan, 2006-2010 at <http://tinyurl.com/26tlz42>

H. Vision

The College of New Caledonia's education and training are accessible and of high quality. We work with our communities to build success. We provide opportunities for outstanding learning and service. Our graduates are confident, self-reliant citizens and leaders.

See: Strategic Plan, 2006-2010 at <http://tinyurl.com/26tlz42>