



# 2016-2020 CNC Strategic Plan Promoting Student Success



Year 1 Progress Report  
June 2017

# STRATEGIC PLAN YEAR 1 PROGRESS REPORT

The College of New Caledonia Board of Governors (the Board) approved the 2016-2020 Strategic Plan (SP) in June 2016. The college has since developed the Strategic Plan Implementation Framework (SPIF), which outlines how strategic objectives of the five-year plan will be prioritized over multiple years, shared between college areas, consistently measured, and resourced to ensure viability. This framework fits within the already established Planning and Accountability Model, which incorporates CNC's mandate, mission, vision, institutional values, and college wide initiatives. This model also incorporates CNC's budget cycle, which informs annual Divisional plans and Department plans.



This Year 1 Progress Report provides an overview of the SPIF development, outlines the plan for measuring progress toward the five-year goals, highlights success stories within each strategic priority area, and describes the college's plans moving forward.

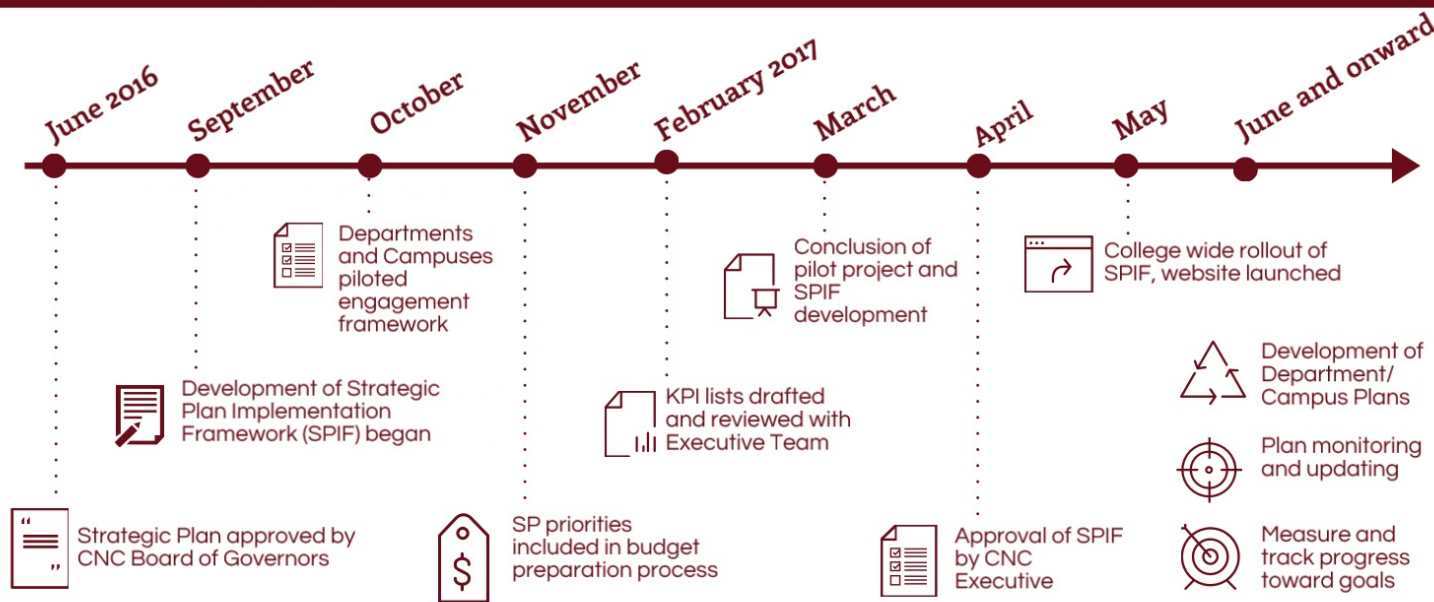
This report references tools, templates, and resources that are available on the CNC Strategic Plan webpage:

[www.cnc.bc.ca/Exploring/Services/Administration/Our\\_CNC\\_Strategic\\_Priorities](http://www.cnc.bc.ca/Exploring/Services/Administration/Our_CNC_Strategic_Priorities)



## A YEAR IN REVIEW

From the initial approval by the CNC Board of Governors until now



# STRATEGIC PLAN IMPLEMENTATION PILOT PROJECT



The purpose of the pilot phase was to collect feedback on the department planning methods, templates, and resources for the SP implementation and incorporate this feedback into the implementation framework prior to college wide roll out. The pilots have helped to ensure the implementation framework meets the needs of the college and is scalable for use across all departments and community campuses.

To ensure regional, service-oriented, and educational areas were all represented and included in the pilot project, the following departments/regions were engaged:

- >Two departments: Student Services and the Resource Centres
- >Two regions: Quesnel Campus and Nechako Region
- >One program area: Academic Upgrading in the School of University Studies and Career Access

Strategic Plan  
Implementation Pilot  
Departments/Regions:

Student Services

Resource Centres

Quesnel Campus

Nechako Region

Academic Upgrading

Pilot area Administrator(s) were involved in the early planning stages and informed how best to engage their staff and faculty in the strategic planning discussion. During the planning sessions, the groups discussed how their areas are already working toward strategic priorities, and came up with ideas of new ways they could operationalize the strategic actions. The Administrators from each area then selected several of the initiatives to focus on during the coming months. Action plans for each initiative were created to identify targets, track progress, and to identify leads and timelines.

Department and Campus Administrators played a key role in the pilot project. Their support and willingness to participate helped to ensure the final methods and resources being proposed for the SPIF college wide roll-out serve the needs of our various departments and community campuses.

The pilot project was iterative in nature, and the tools, templates and resources evolved with each pilot area's use and review. The templates and resources developed based on what worked best for pilot areas are available on the CNC 2016-2020 Strategic Plan webpage:

[www.cnc.bc.ca/Exploring/Services/Administration/Our\\_CNC\\_Strategic\\_Priorities](http://www.cnc.bc.ca/Exploring/Services/Administration/Our_CNC_Strategic_Priorities)



# IDENTIFICATION OF SUCCESS INDICATORS

Tracking metrics and performance indicators for each strategic action will allow CNC to measure progress over time, and to make adjustments as required to ensure the long term strategic goals are being met. For each strategic direction and its accompanying actions, there are success indicators. The details of the indicators can be found on the CNC Strategic Plan webpage.

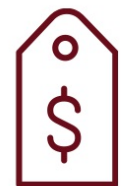


Some of the success indicators are drawn from existing data sources, such as the Institutional Research department's Ministry reports regarding student headcount and enrollment. Others will need to be captured for the first time, and tracked moving forward. These new measures will create the success indicators relating to employee and community engagement, for example.

CNC will use benchmarks from previous years for those sources where comparative data is already available. During 2017, baselines will be established for the identified indicators where there is either no or insufficient comparative data. These baselines will establish a starting measurement and allow the college to analyze trends over time.

## BUDGET AND RESOURCE ALLOCATION

The strategic priorities were gradually aligned with the budget preparation process as CNC planned for the 2017/2018 fiscal year. Requests that were shortlisted for consideration by the Budget Committee required an explanation of alignment with the strategic priorities before being considered further.



For the 2018/2019 budget, the strategic priorities will be directly embedded into the budget preparation process for the college as a whole, and all budget officers will be required to identify the strategic priority area(s) that their budget proposals support.

## 2016/2017 SUCCESS STORIES

The CNC community has worked hard over the last year to promote the success of our students, and make the college an even better place to learn and work. Below are some highlights from 2016/2017 that have advanced the college toward achieving the five-year strategic goals outlined in the Strategic Plan.





## STRATEGIC DIRECTION #1 - STUDENT SUCCESS

Support and enhance the student experience to enable the engagement and success of our learners.

### Expansion of Digital Delivery Instruction



Digital Delivery Instruction at CNC saw tremendous growth during the 2016/2017 academic year with 23 courses delivered and 643 registrations in DDI courses. Our first Intercession DDI classes were introduced this year with Burns Lake Campus as a new receiving location along with Prince George and Quesnel campuses that continue to send and receive DDI courses. Feedback from students enrolled in DDI courses has been positive, and the success rate is over 90 percent. All CNC campus locations are now outfitted with DDI equipment, a significant step in making quality educational opportunities accessible in more locations and to more students.

### Tanzania Capacity Building Partnership

The CNC International Education and Trades departments in collaboration with the College of the Rockies (COTR) have just completed the first year of a three-year international capacity building project to improve the ability of Tanzanian technical and vocational training institutions to deliver effective skills training programs. CNC, COTR and Shinyanga Vocational Training Centre in Tanzania have been working to develop a heavy-duty equipment mechanics program aligned to the mining industry requirements in Tanzania. The Colleges contribute project management personnel and heavy duty trades instructors as well as technical training and guidance. This international partnership supports student success globally and allows staff and faculty to bring intercultural competencies and awareness back to our classrooms and communities.

### Nursing Field School in Bangalore, India

The International Education department and the CNC Nursing program collaborated with Narayana Hrudayalaya in Bangalore to offer a Nursing Field School in India. A cohort of thirteen second-year nursing students and two CNC instructors travelled to Bangalore for four weeks between April and May, 2016. The expansion of international education opportunities and the increasing number of programs with study abroad trips available at CNC supports the development of global citizens and promotes diversity and cross-cultural acceptance.



**CNC's International Student headcount increased by 56% in 2016/2017**

### Dental Hygiene Intake open September 2017

The Dental Hygiene faculty have been instrumental in developing the new curriculum and are excited about the reinstated Dental Hygiene program. Faculty have also been working with the dental community to create an effective model for the clinic, and to ensure the program and curriculum is relevant and meets the needs of employers. The new CNC Dental Hygiene program will ensure that the program accommodates new dental hygiene practices and meets the provincially-mandated outcomes within the program's timeframe, all while addressing the unique need of communities within our region and beyond.







## STRATEGIC DIRECTION #2 - CULTURE OF SERVICE

Ensure quality service and an excellent experience for all those engaging with CNC.

### Implementation of PeopleAdmin Software



The recently implemented PeopleAdmin software has automated CNC's job-posting processes. This new software has created efficiencies by expediting the job-posting approval process, allowing for efficient screening of applications, and decreasing duplication of work for both the job seeker and hiring manager. All external job applicants as well as the entire college community will be able to search for and apply on jobs, and manage their applications, resumes and other documents themselves. The HR department did an amazing job implementing the software, communicating changes, and providing training and support to college employees across the region.

As part of the pilot project, the Student Services department staff, faculty, and management team compiled an inventory of initiatives and improvements undertaken in the 2016/2017 fiscal year. This inventory consists of an impressive list of 73 changes or improvements made within the department. These changes include process improvements, efficiencies in serving students, new systems and ways of operating, and improved communication channels. To see the full list of achievements, visit the CNC Strategic Plan webpage.



Student Services Department changes, improvements, and efficiencies



## STRATEGIC DIRECTION #3 - ABORIGINAL EDUCATION

Work in collaboration with Aboriginal communities to support Aboriginal Students and incorporate Aboriginal cultures throughout CNC campuses and programming.

### Tiz Beyikh – The Place of the Talking Stick (May Contain Bannock)

Aboriginal Resource Centre, "Tiz Beyikh – The Place of the Talking Stick (May Contain Bannock)" opened in February at the CNC Burns Lake campus. The ARC has created a place for Aboriginal and non-aboriginal students to receive help with course work and offers a quiet place to study. College of New Caledonia acknowledges that Aboriginal students have specific needs. Creating culturally relevant and supportive spaces is an important step to supporting Aboriginal learners in a meaningful way.

### Aboriginal History Week



During the Aboriginal History week that took place in March, a series of over 20 presentations, workshops, contests, and events were hosted at CNC campuses for everyone to enjoy. The events were well attended and Burns Lake hosted Grand Chief Stewart Phillip, Union of BC Indian Chiefs, as a Keynote speaker.



### Indigenizing the Curriculum Workshop

The Centre for Teaching and Learning at CNC hosted a three-day workshop, Indigenizing the Curriculum, facilitated by Dr. Wendy Burton from the University of the Fraser Valley. This workshop provided faculty with strategies and techniques to address the absence of Indigenous ways of knowing and history in the curriculum. During this hands on three-day workshop, 17 faculty from across educational areas of the college participated in the opportunity to experience aspects of Indigenous culture, traditions, scholarship and learning strategies that can be incorporated into a wide variety of courses and programs.





## STRATEGIC DIRECTION #4: ORGANIZATIONAL DEVELOPMENT

Create a values-based organizational culture rooted in the established institutional values.

### Departmental Climate Audits and Functional Analyses

Departmental Climate Audits and Functional Analyses are being undertaken in order to ensure CNC is creating an employment culture that will support the Strategic Priorities, where employees feel that they are a part of the decision-making processes, and in turn where we create the best possible experience for students. The process involves interviewing employees and putting recommendations forward from which action plans are developed to support implementation. This process has helped the college to better understand the perspectives of all employees so that the Leadership can address issues and continue to take steps to work towards improving the current working environment.



### Coaching Out of the Box and Change Management Workshops

Coaching Out of the Box along with Change Management Workshops have been made available to CNC employees as professional development opportunities. These training opportunities help CNC to support positive working relationships and empower employees through times of change.

## Operational Employee Probationary and Performance Review Program



The Operational (CUPE) Employee Probationary review program was significantly improved and a new performance review process was designed. The new program was developed by a joint committee comprised of CUPE and Administrative employees, piloted over the winter and rolled out in the spring of 2017. This new performance review process provides a regular, ongoing opportunity for managers and employees to discuss performance expectations, provide clarity around roles and responsibilities, celebrate successes, establish goals, and identify training needs to support these goals and professional development interests. This review process will encourage a culture of accountability for the employees and also for the managers who support them in their work.

### Work Environment Survey



Work Environment Survey project has been approved for rollout in 2017. The survey will be conducted through BC Stats and is similar to surveys being undertaken by several post-secondary institutions province wide. This will allow CNC to compare results and findings. The survey will allow CNC to establish an employee engagement and satisfaction baseline from which to measure progress in this strategic priority area and build on during the coming years.

### Three Administrators hired into Human Rights Special Program designated positions

During the 2016/2017 fiscal year, three Administrators across the college region were hired into Human Rights Special Program designated positions. The special program designation allows for Aboriginal Ancestry to be a bona fide employment preference or requirement for positions at the college. One of the goals of the program is to have our workforce more closely represent our student population and the communities we serve. The program also supports CNC to increase the Aboriginal knowledge and culture present within our workforce. The college, CUPE, and the Faculty Association are committed to the principles of employment equity and developing a workforce that supports and reflects the diverse population of our region.





## STRATEGIC DIRECTION #5: COMMUNITY ENGAGEMENT

Create active connections to community by ensuring those connected to the college are engaged with and informed of college activities.

### Education Plan Community Consultation



The community consultation on CNC's Education Plan saw the engagement of internal and external stakeholders who provided valuable insight into the educational directions the college can pursue in the coming years. There was a broad reaching survey with hundreds of submissions received, along with consultation circles that took place in all campus communities within the CNC region.

### 2016 Industry Partner Award - Duz Cho Group of Companies



DuzCho Group of Companies won the 2016 Industry Partner Award in recognition for their role in the development of the innovative Heavy Equipment Operator partnership with the CNC Mackenzie Campus.

### Global Best Partnership Award

CNC was recognized for its partnership with Dunkley Lumber and the CNC Research Forest Society by receiving a silver medal in the 2016 Global Best Awards in Oslo, Norway. The Global Best Awards celebrate partnerships among educational institutions, private businesses, and other stakeholders that boost learning and employability through collaboration. The Research Forest provides a source of revenue to support the NRET program, an exceptional outdoor teaching facility for students, and an applied research facility for regional companies. These partnerships enhance job-relevant experiential learning, leading to increased educational attainment and advanced skills development for students.



### Chinese New Year Celebration

International student leaders organized the biggest-ever Chinese New Year celebrations in January 2017, which featured a variety of Chinese cultural displays and entertainment. Nearly two hundred people attended the event, held at the First Baptist Church. Local politicians such as Mayor Lyn Hall and MLA Shirley Bond joined our students, college staff, homestay families and members of the public, and together learned Chinese calligraphy and how to make dumplings.

### Community Engagement a priority at CNC

An Executive Director of Communications was appointed in March 2017 to increase internal and external communication effectiveness and ensure meaningful connections with stakeholders. As well, a Vice President Partnerships position has been created to establish meaningful connections with the CNC community, develop partnerships, and bring the voices and perspectives of external stakeholders to the Executive table.



# ACCOUNTABILITY

The Executive Team has identified Accountability as the theme for implementing our strategic priorities during the 2017/2018 year. Being accountable and ensuring our goals and commitments are achieved requires a coordinated approach to college wide planning.

## Engaging Leadership

Members of Executive have begun to engage with their Leadership (Management) teams to discuss the CNC annual strategic priorities, what they mean to the departments, and how they can be executed. These annual priorities cascade into the Department/Campus plans that are now in the process of being developing. These plans work in support of their own mandates, in support of the Strategic and Plan, and in support of the college wide plans (e.g. DDI and Aboriginal Education).

April - May

## Engaging Staff and Faculty

College administrators, staff, and faculty play an important role in identifying initiatives to be included in annual Department/Campus plans. Those working in the department are an excellent resource in identifying what is already underway in support of the Strategic Plan, and how to build on those initiatives to advance the college toward the strategic goals. During the planning phase, department staff and faculty involvement is essential, and engaging all levels of college employees in these discussions broadens the perspective and yields a more comprehensive plan. Department managers can decide on the appropriate level and method of staff engagement.

May - September

## Create Department and Campus Plans

The Department/Campus Planning Guide along with several templates have been created to support the planning process. The use of templates for documenting, tracking, and reporting goals will make monthly updates along with quarterly and year-end reporting much easier. These resources are available on the CNC Strategic Plan webpage: [http://www.cnc.bc.ca/Exploring/Services/Administration/Our\\_CNC\\_Strategic\\_Priorities.htm](http://www.cnc.bc.ca/Exploring/Services/Administration/Our_CNC_Strategic_Priorities.htm)

June - July

## Link to Administrative Performance Development Plans

Goals outlined in the Department/Campus plans will move into the Performance and Development Plan(s) (PDP) of the Administrator(s) responsible for that area. The PDP annual cycle is tied to the Academic year, and the planning phase takes place between August and September. Connecting Department and Campus plan commitments to Administrative PDPs supports accountability at all levels of the institution.

August - September