



Pathways to Success: Douglas College Strategic Plan 2010-2015

Progress Update



Prepared by Scott McAlpine, President

February 13, 2012

Vision 2015



Douglas College is the largest and most progressive baccalaureate degree-granting College in British Columbia

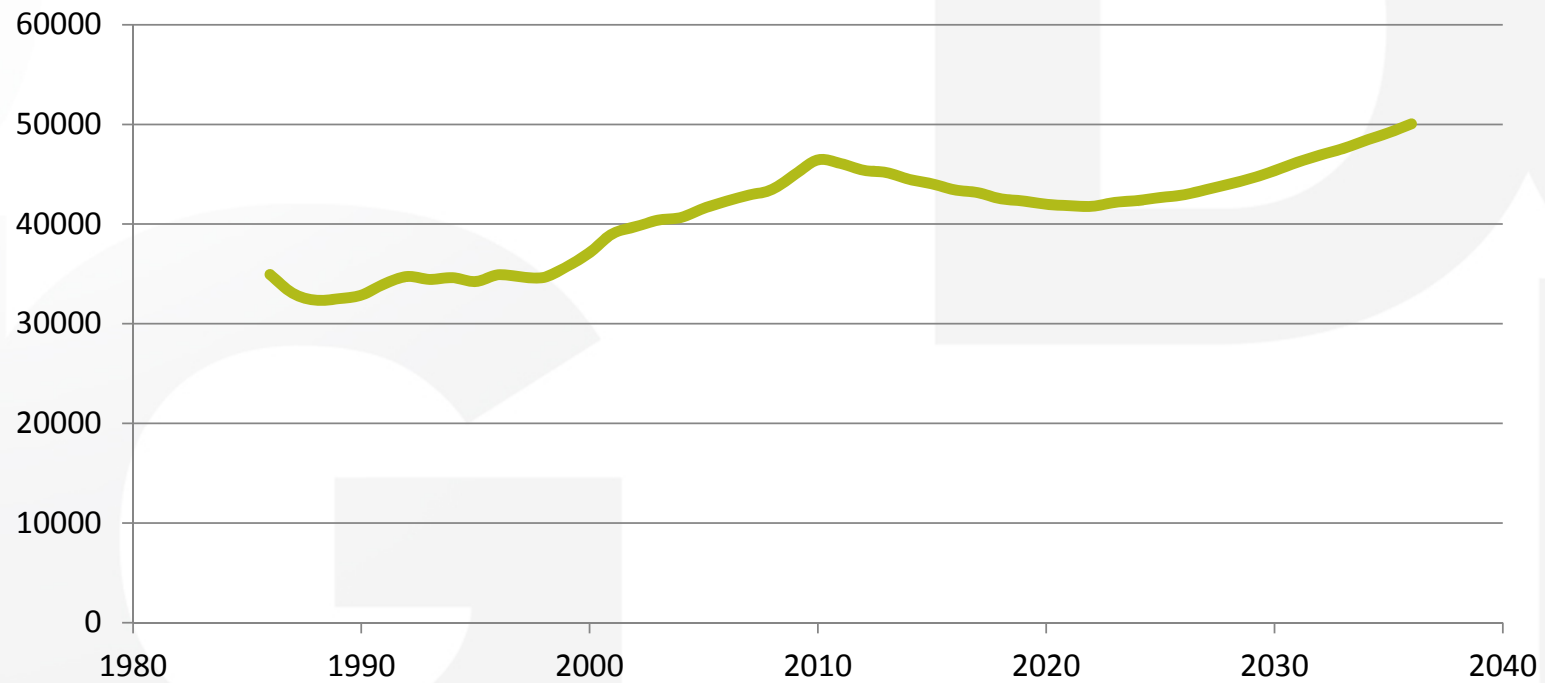
Goals:

- Seamless Learner Pathways
- Superior Teaching Quality
- Internationalization
- Experiential Learning
- Student and Employee Engagement
- Social Responsibility, Environmental Stewardship, Financial Accountability

Context



Population 20-24 Douglas College region: actual to 2010; projected to 2036

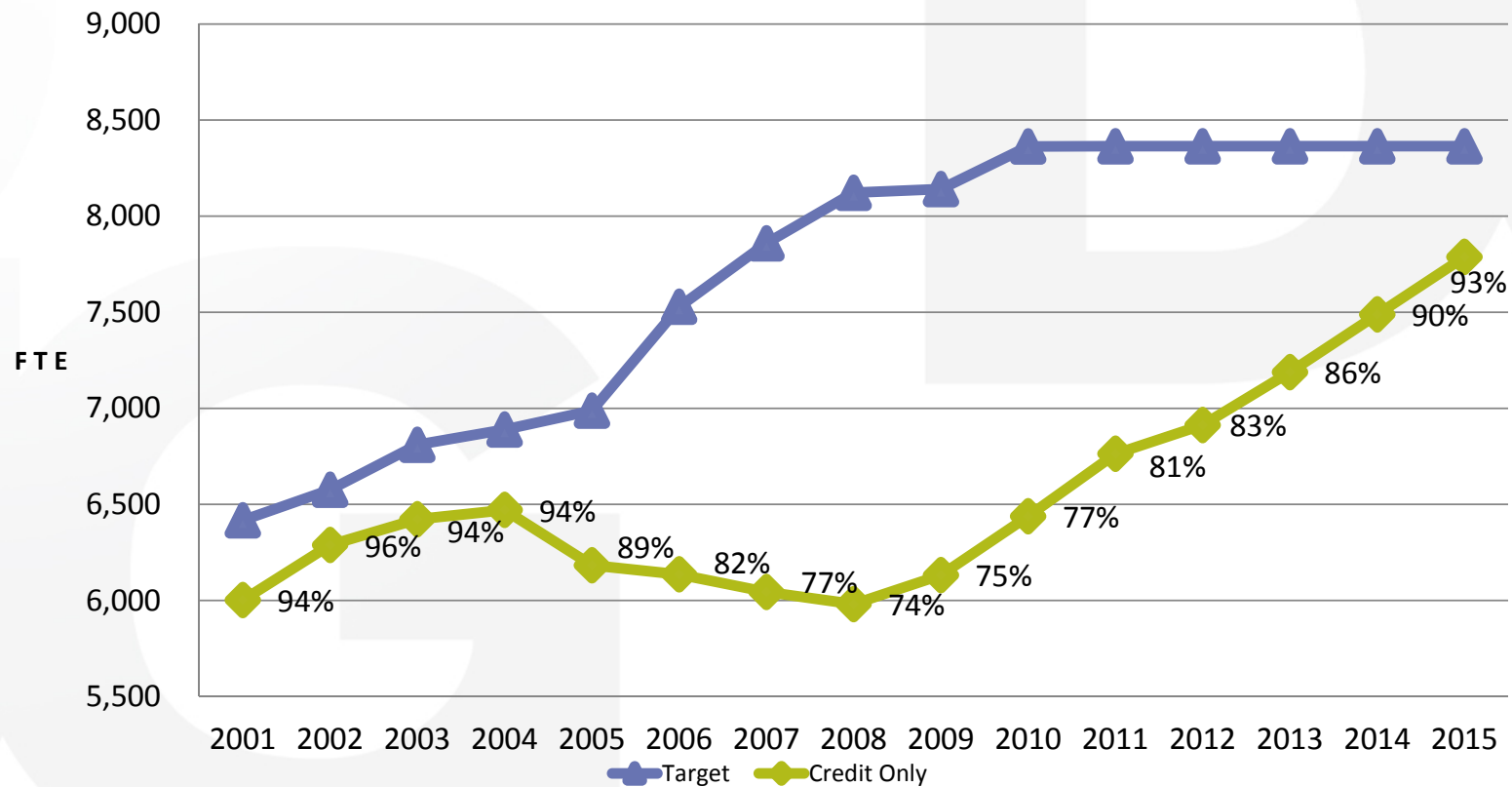


Source: BC Stats, People 36

Context



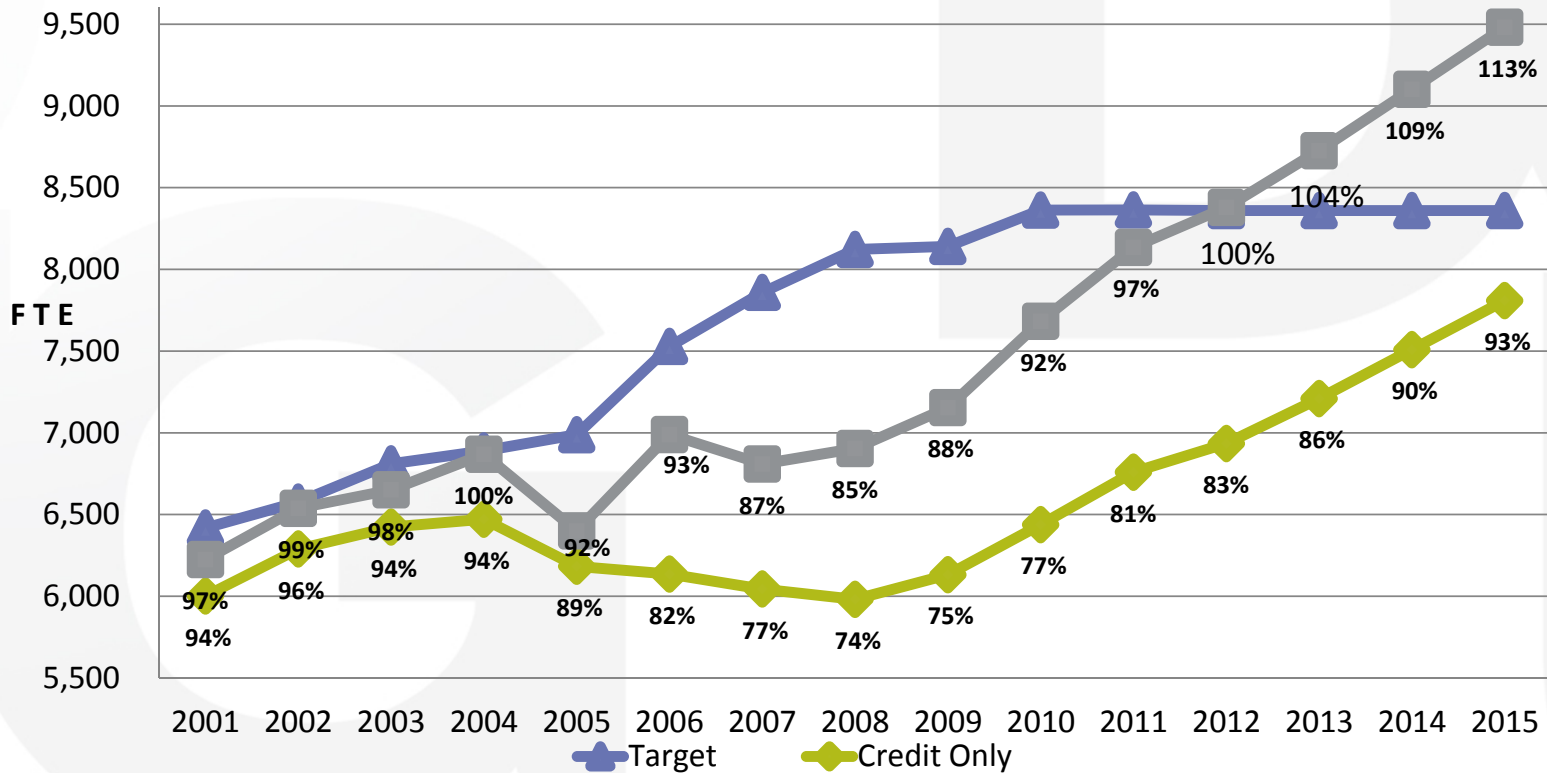
Douglas FTE performance 2001 – 2015 credit only



Context



Douglas FTE performance 2001 – 2015 including Training Group and Continuing Education at 5% growth



Progress towards our goals



Snapshot of implementation: June 2010 to October 2011

Goal area	# of strategies in main plan	# of strategies where some progress* made
Pathways	11	9
Superior Teaching Quality	21	17
Internationalization	13	9
Experiential Learning	4	3
Student, Employee Engagement	10	10
Triple Bottom Line	15	14
Total	74	62

*Includes strategies in main plan (excluding appendices) only. Progress means some action taken, not that strategy has been fully realized/completed.

Progress on Learner Pathways



Initiative category	Strategies	Examples of actions to date	Next steps
1.1 Develop and support pathways	a) Into Douglas from other PSE	<ul style="list-style-type: none"> - SFU co- admission expansion - International 2+2 -Tri-college MOU (Douglas, Langara, Camosun) -Updating transfer database to become a “receiving institution” 	<ul style="list-style-type: none"> -Implement tri-College MOU to support student mobility -Assembling
	b) Into Douglas through prior learning	Prior learning implemented in CFCS	-Evaluate and expand as appropriate
	c) Within Douglas	<ul style="list-style-type: none"> -Foundation Year developed -Access programs/courses embedded in faculties (Dev. Ed. re-alignment) -Pilot of co-registration in upgrading and college credit courses 	<ul style="list-style-type: none"> -Implement Foundation Year -Expand co-enrollment in upgrading and college credit courses
	d) External to/from Douglas through seamless transfer	<ul style="list-style-type: none"> -UBC Business pathways improved -Tri-College MOU (Douglas, Langara, Camosun) 	<ul style="list-style-type: none"> -Complete UBC Business Pathway -Evaluate UBC Science and other pathways -Improve transfer to SFU/UBC
	e) Guaranteed transfer out w/o loss of credit	- Science transfer revision – no credit loss to SFU	-Improve unassigned credit arrangements
	f) Clarity of pathways	Development of web-based pilot pathway advising guides	<ul style="list-style-type: none"> -Improve or restrict use of courses that transfer to only 1 research university -Implement and evaluate advising guide -Develop online advising tools

Progress on Learner Pathways (con't)



Initiative category	Strategies	Examples of actions to date	Next steps
	g) Student Placement Office	-Environmental scan of BC institutions' approach to placement	-Develop plan and implement
1.2 Expand institutional/system partnerships	a) Collaborate with other BC colleges	-Tri-college MOU (Douglas, Langara, Camosun) -Participation in Education Planning Pilot with BCcampus (Business Programs) -Douglas/TRU collaborative degree in Psych -UPASS coalition	-Implement tri-college MOU -Continue to explore and develop collaboration opportunities
	b) Expanding collaboration with research universities	-SFU/Douglas co-admission Faculty of Arts and Social Sciences; Sciences; Environment	-Expand and promote
	c) Municipal partnerships	-Research partnership and program location discussions with Maple Ridge -Discussion on capital expansion with New Westminster (See Financial Accountability)	-Identify and pilot program location in Maple Ridge -Expand offerings in Coquitlam
	d) Develop PD partnerships	-Participate in PD network with other colleges	-Expand as needed

Progress on Superior Teaching Quality



Initiative category	Strategies	Examples of actions to date	Next steps
2.1 Excellence in program and course delivery	a) Program review	-Program review process initiated -Two year schedule created	-Increase number of programs reviewed annually
	b) Faculty evaluation	-Under discussion	-Negotiate and implement
	c) Enhanced PD	-Review of CAFD in progress, collaborations between CAFD and Human Resources	-Complete review and consider recommendations
	d) Capacity – innovation and knowledge	-Review of research -Research and Innovation Office recommended -CFI, SSHRC, and NSERC eligibility secured -Leadership role on ACCC/BCC	-Develop vision, funding protocols, policies for Research and Innovation Office -Work with AVED, JTI and ACCC on funding and models
	e) recognition of excellence	-In discussion	-See Employee Engagement
2.2 Increased responsiveness to trends	a) Streamline process for development	-Program Development and Implementation Funding Envelope (PDIFE) established -Program approval process under discussion - Simultaneous EDCO and VPAC/SMT deliberations now possible	-Continue implementation of PDIFE -Approve and implement revisions to program approval processes
	b) Develop new pathways	-Foundation Year developed	Continue growth
	c) Develop new degrees	-5 new degrees in development	Continue growth

Progress on Superior Teaching Quality (con't)



Initiative category	Strategies	Examples of actions to date	Next steps
	d) Develop new post-baccalaureate credentials	-2 New PDDs implemented -Several new PDDs proposed	Continue growth
	e) Develop curriculum for working professionals	-Proposal submitted	Develop
	f) Mandate cross-faculty and community consultation	-Program approval process under discussion -Program advisory committees established	Implement
	h) Integrate TTG and CE into College	-New CE program in Science (Building Energy Resource Management)	Continue integration
	i) Diversify health offerings		Explore opportunity subject to budget
	j) Develop degree exits	-5 new degrees in development	Continue development
	k) Develop additional PLAR		Evaluate, implement as warranted
2.3 Enhance learning technology adoption	a) Expand online and hybrid	-Growth recorded	Continue
	b) Integrate with BCcampus	-In progress: President is Chair of BCcampus Advisory Council	Continue integration
	c) Enhance PD		See Employee Engagement
	d) Develop Q/A standards		Develop
	e) Use video conference	-Proof of concept - David Lam/ New Westminster successful	Expand pilot subject to demand and cost

Progress on Internationalization



Initiative category	Strategies	Examples of actions to date	Next steps
3.1 Internationalize the College	a) Increase the number of offshore students at Douglas	-Over 25% increase	Continue
	b) Increase co-teaching arrangements	-Re-signed HIST and SIFT agreements	Negotiate additional agreements where warranted
	c) Expand Field Schools	- Over 20% Increase in Number of Students Participating	Continue
	d) Increase cross-cultural PD and research	- Expanded opportunities with SIFT, SAI, Beijing Union University	Continue
	e) Pilot domestic programs in language other than English		Develop and pilot
	f) Develop curriculum and services	-Web portal for Douglas International developed	Continue
	g) Expand partnerships	-New partnerships developed with UC Riverside, Tokyo School of Tourism, etc.	Continue
	h) Expand PLAR assessments		Develop and pilot
	i) Assess domestic campus life, etc. to reflect international perspectives	-New strategic implementation plan developed -International participation in new student orientation	Continue to evaluate and modify

Progress on Internationalization (con't)



Initiative category	Strategies	Examples of actions to date	Next steps
3.2 Expand service to new Canadians and foreign-trained professionals	a) Expand services and courses	a) Training Group offering of Skills Connect b) Offerings expanded in CFCS to foreign-trained professionals	Continue to assess and improve
	b) Develop transfer pathways	Several 2+2 or 2+1 arrangements developed and implemented (Wales, Tokyo, UC, etc.)	Develop and implement
	c) Expand community outreach		Increase collaborations with organizations
	d) Work with community organizations		Increase collaborations with organizations

Progress on Experiential Learning



Initiative category	Strategies	Examples of actions to date	Next steps
4.1 Development of opportunities	a) Enhance linkages with associations and accreditation bodies	-Nursing curriculum revision -Proposed Accounting PDDs	-Continue to enhance
	b) Expand co-op and placements	-Review completed	-Draft implementation plan
	c) Integrate “service learning” and research	-Re-Organization of community partnerships to External Relations -Development of Research and Innovation Office -Draft in progress for service learning model	-Inventory experiential learning -Develop protocols and funding models -Evaluate support for service learning
	d) Develop applied and contract research capacity	-Development of Research and Innovation Office -SSHRC, NSERC and CFI eligibility secured -Recognition of student research enhanced	- Develop protocols and funding models

Progress on Student and Employee Engagement



Initiative category	Strategies	Examples of actions to date	Next steps
5.1 Enhance student engagement	a) Expand working relationship with DSU	-Douglas/DSU Leadership on UPASS -Campus Life integration with DSU on clubs	Develop routine consultation on budget/strategic plan
	b) Establish speaker series	-Year of Science speakers series -Engaging Minds speakers series -Environmental film fest	Continue development
	c) Develop Douglas College Press and Douglas journal	-Event Magazine continues -H&SS online journal developed and implemented	Explore, develop, and implement as warranted
	d) Seek membership in community organizations	-Douglas/Solutions by Design community needs assessment participation (Coquitlam) -Re-structuring of community partnerships	Continue exploration and development
	e) Welcome greater community use of Douglas	-Douglas participation in New Westminster Art Walk, Writers' Conference -Concourse renovations to improve sense of campus -Aboriginal Gathering Space opened and used by community	Continue to expand where warranted
	f) Continue implementation of Academic Signature	-Fully implemented within programs but largely supplanted by Pathways, Internationalization, and Experiential Learning as priorities	

Progress on Student and Employee Engagement (con't)



Initiative category	Strategies	Examples of actions to date	Next steps
5.2 Excellence in service delivery	a) Implement service reviews	-In process: CEIT -Complete: Registrar business processes, Foundation business processes	Continue
	b) Continue to implement "Students First"	-Largely supplanted by Strategic Plan	
	c) Conduct anti-bullying and anti-harassment workshops	Implemented	Continue
	d) Conduct cross-cultural and internationalization workshops	Implemented	Continue

Progress on Triple Bottom Line: Social Environmental, Financial



Initiative category	Strategies	Examples of actions to date	Next steps
6.1 Serving needs of under-served populations	a) Aboriginal learners: expand course, program, service	-Building and Use of Gathering Space -Report on Aboriginal Services Complete -Increased # of Aboriginal Learners	-Explore increases in Aboriginal services in Coquitlam -Review report recommendations and implement as warranted
	b) Second Career and part-time learners	-Expanded number of part-time students -Matrix (timetable) review complete -2 post-degree diplomas Implemented -Expansion of online	-Implement new timetable -Develop increased offerings where warranted
	c) "Third Age" learners	-Expanded number of part-time students	Review demand and best practices
	d) Persons in under-served geographic areas	-Review of opportunities in Maple Ridge -Expanded online	Continue to review and develop
6.2 Develop outstanding hiring practices	a) Adopt principles of employment equity		Review potential
	b) Involve Human Resources in hiring	-Training of selection committees commenced	Expand involvement
	c) Develop Strategic Recruitment Plan	- Re-visioning of Employee Relations to Human Resources complete -Re-focus of Human Resources from contract administration to employee success complete	Development of person-based succession plan

Progress on Triple Bottom Line: Social Environmental, Financial (con't)



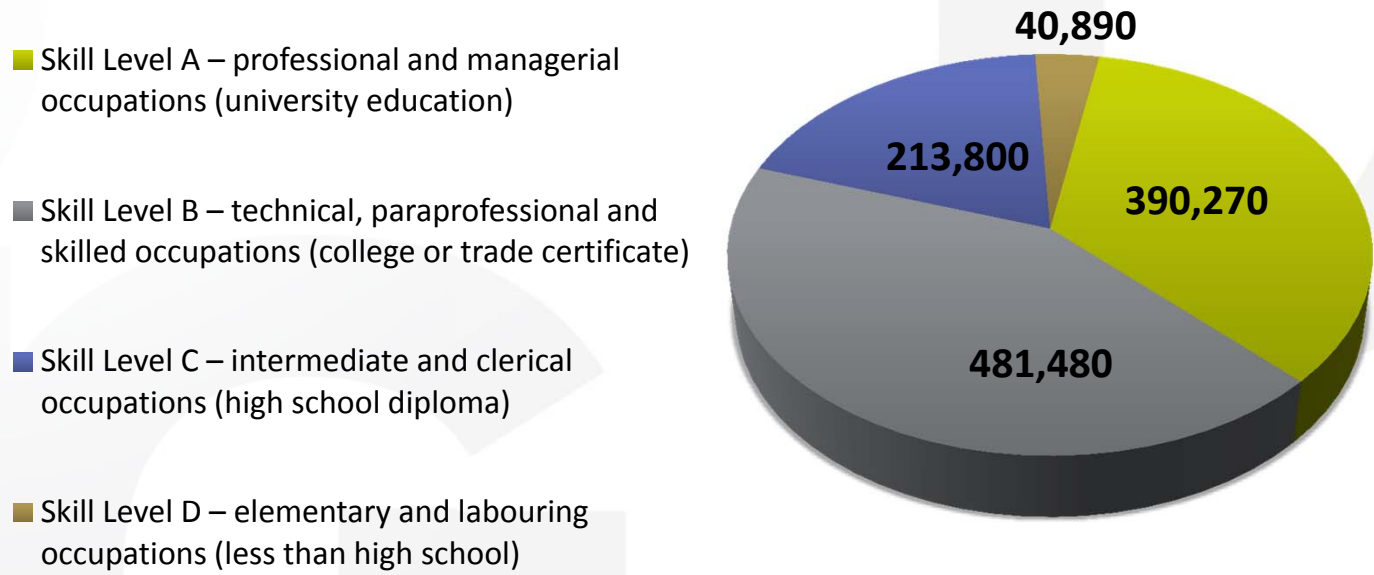
Initiative category	Strategies	Examples of actions to date	Next steps
6.3 Commitment to environmental stewardship	a) Evergreen Line advocacy	-Ongoing	Continue
	b) Expand environmental programs, etc.	-Building Energy Resource Management Program Launched (CE) -Centre for Urban Ecology research projects expanded (NSERC) -Research partnership with Beijing Union University on urbanization and cultural implications	Continue expansion, potential development of node of expertise within research and innovation
	c) Adopt LEED Gold or better for new facilities	-Not directly applicable at this time -carbon baseline database developed -Greening of New Westminster decks -Installation of vestibules at New West Campus	-Continuous improvement in carbon footprint -Adopt LEED gold for new capital planning

Progress on Triple Bottom Line: Social Environmental, Financial (con't)



Initiative category	Strategies	Examples of actions to date	Next steps
6.4 Financial accountability	a) Detailed financial forecasts – new courses and programs	-Multi-year budget framework established -Program Development and Implementation Funding Envelope established -Activity-based costing established -Budget-linkage to Strategic Plan established	Continue Implementation
	b) Monitor costs, find efficiencies	-Program reviews	-Continue Implementation -Begin development of capital case for expansion at New Westminster
	c) Ancillary as cost recovery	-Implemented	Develop applied research funding model
	d) Diversify revenue sources	-Re-organization of Applied Research -Foundation 4-year plan developed -Expand Douglas International (number of students and diversity)	- Develop applied research funding model -Sponsorship, Naming, and Advertising Policy review
	e) Develop risk register and mitigation strategies	-Established Director of Security and Risk Management -Developed register and mitigation strategies	-IT priority review and mitigation -HR priority review and mitigation -Continue

BC Labour Force Demand by Skill Level – Total Job Openings 2010-2020

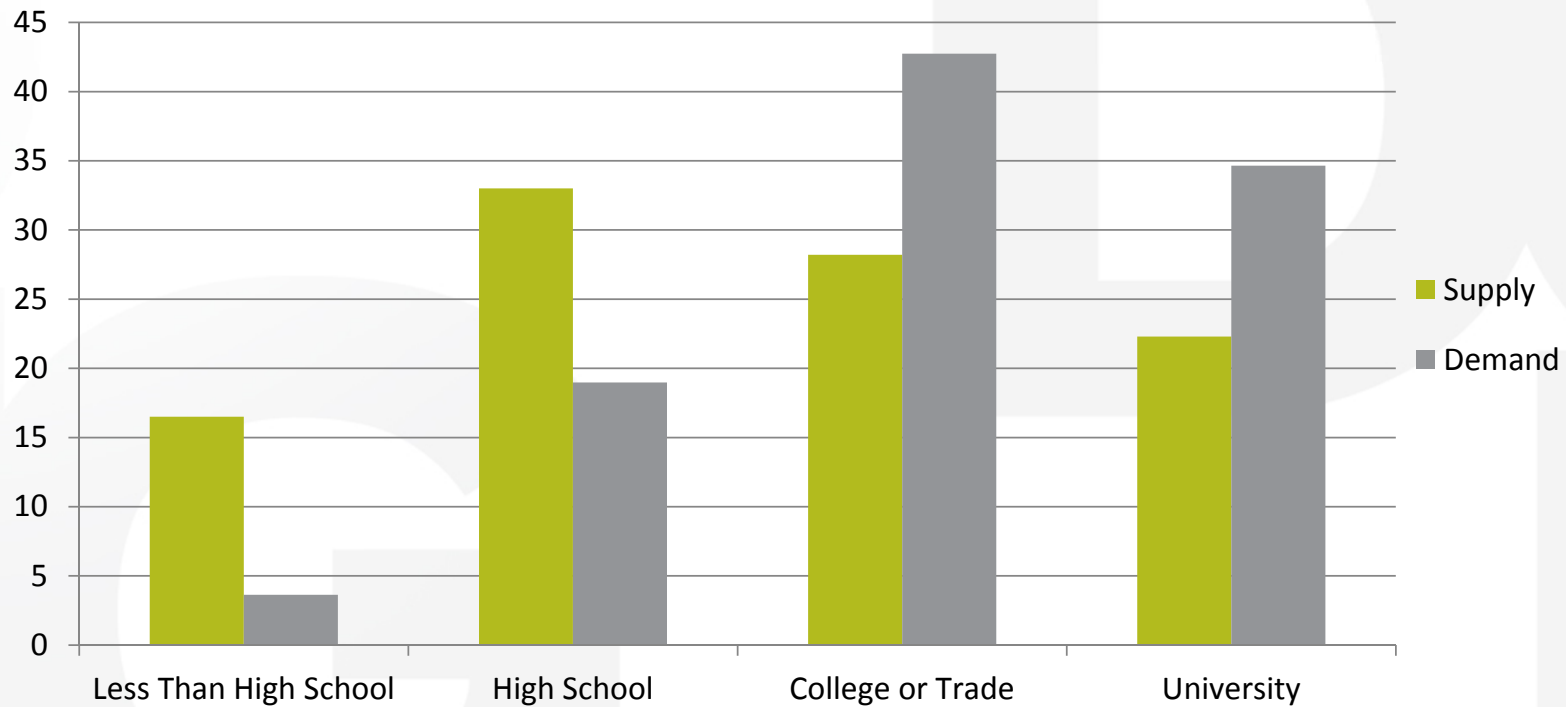


Source: Government of BC, *Skills for Growth*

BC 10 Year Labour Force Demand Versus Current Supply by Educational Attainment

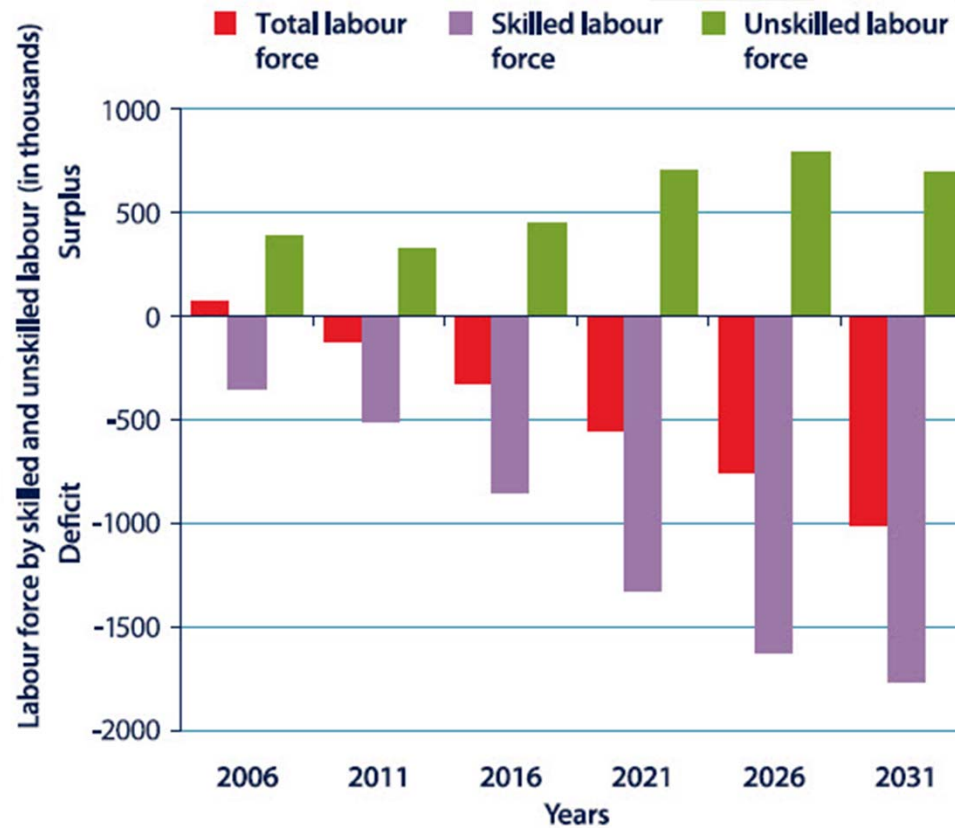


(Percent of Population Age 15+)



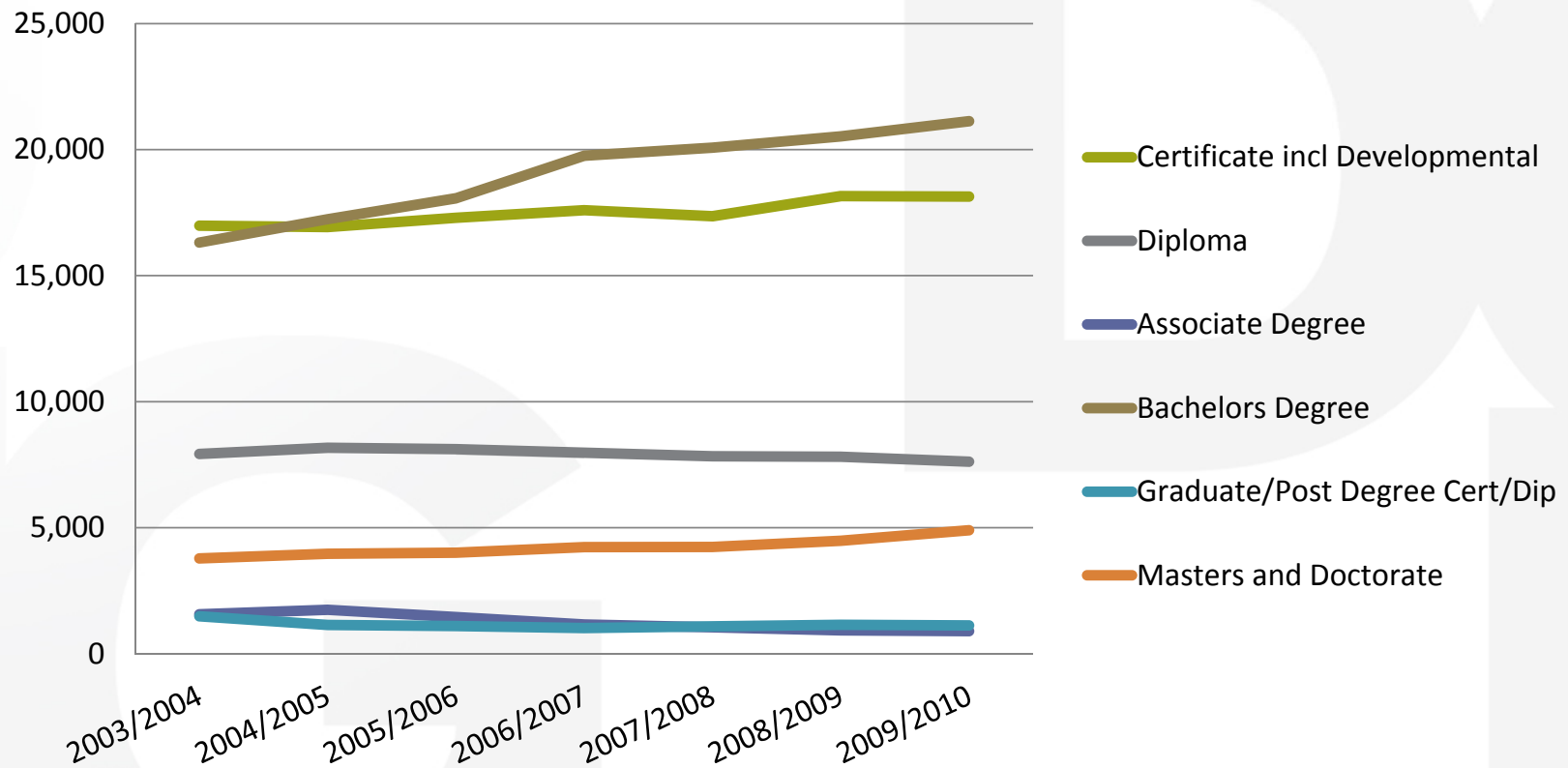
Source: HRDC and Government of BC, *Skills for Growth*

People Without Jobs, Jobs Without People, Ontario Projections



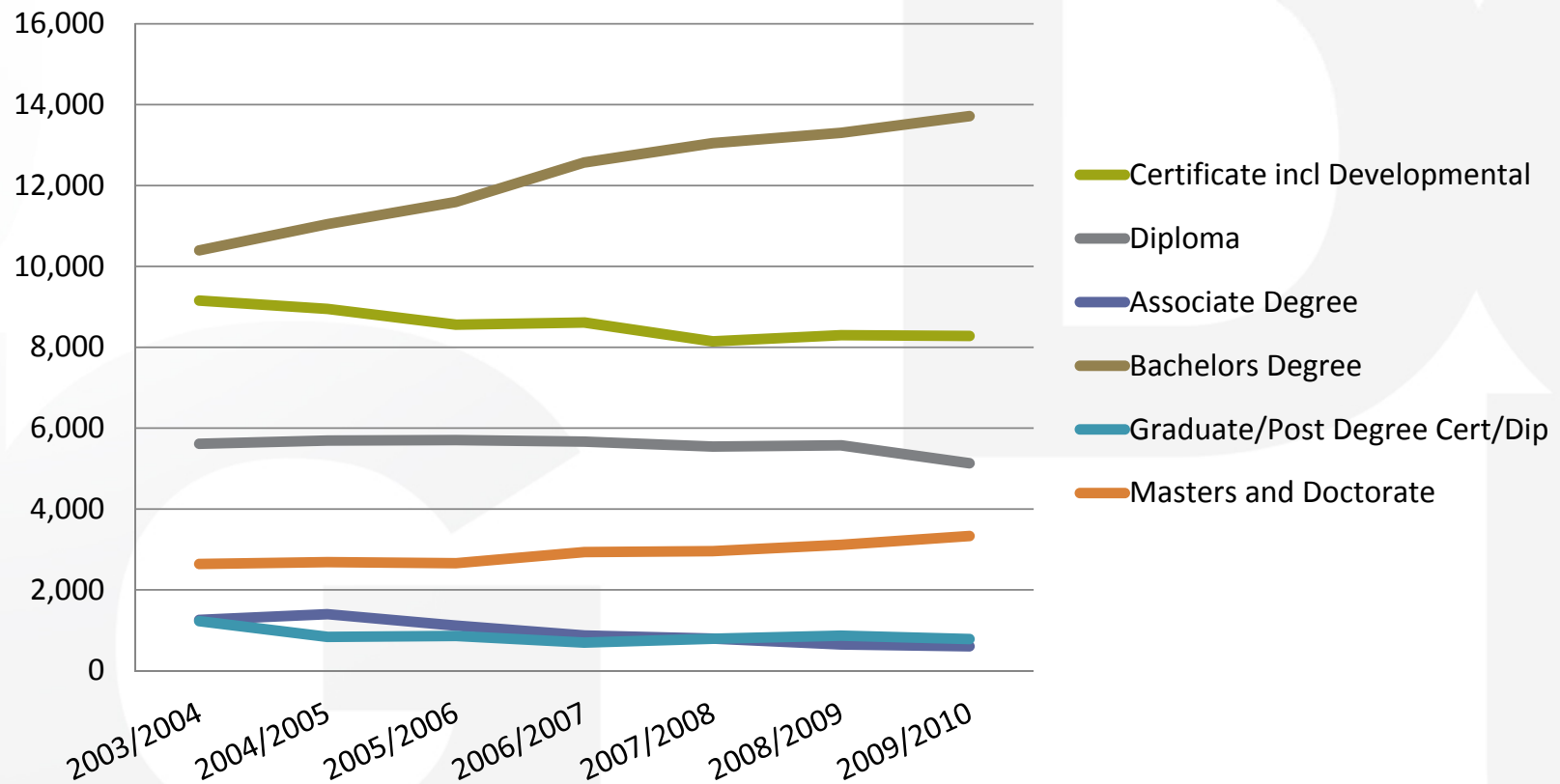
Source: R. Miner, *People Without Jobs, Jobs Without People*

Credentials Granted by Fiscal Year BC Public Post-Secondary



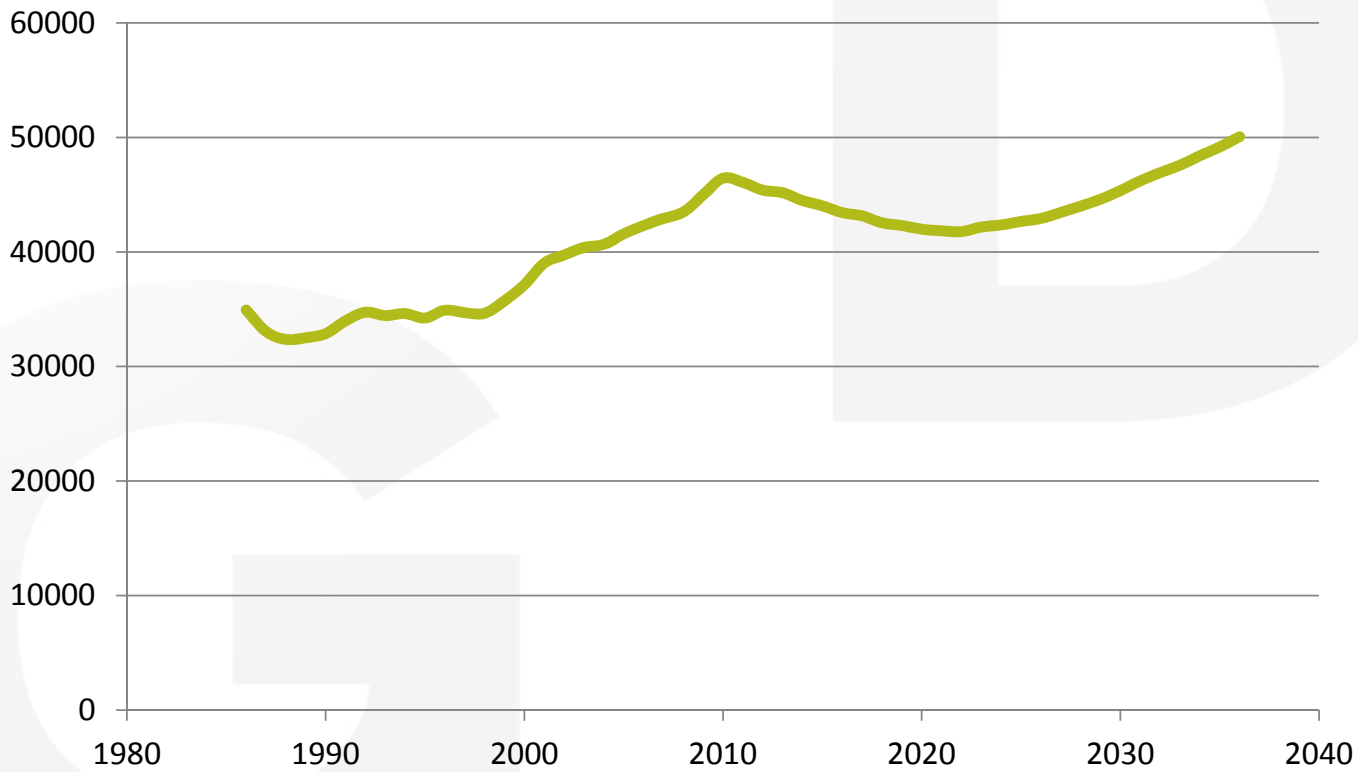
Source: Data from BC Advanced Education

Credentials Granted by Fiscal Year: Mainland Southwest Excluding JIBC



Source: Data from BC Advanced Education

Population 20-24 Douglas College Region: Actual to 2010, Projected to 2036



Source: BC Stats People 36

Questions



- Given this environment, are we on the right track?
- Are there additional strategic directions we should be pursuing?
- Are there current or planned strategic directions that we should modify?



DOUGLAS COLLEGE

Strategic planning – Vision 2015

www.douglas.bc.ca/about/presidents-office/strategic-planning

