

Strategic Plan Okanagan College

Mission, Vision and Values

Mission

Okanagan College transforms lives and communities. We educate, train and support our students to excel in the workplace, to succeed in further education and to become lifelong learners.

Vision

We are the college of first choice; a college which students are proud to attend, where employees are proud to work, and whose graduates are highly valued in the workplace and at other post-secondary institutions.

Our vibrant campus life supports an excellent education for our local, national and international students. We promote the free exchange of ideas and the development and application of critical thinking skills. Our goal is to develop global citizenship in our community of informed learners.

As leaders in the economic, cultural and intellectual growth of our communities we work collaboratively with all our partners to anticipate and meet education and labour market needs.

Values

Student success

Student success is our first priority.

Learning centred

Learning is at the centre of everything we do. We respect the diverse ways in which our students and employees learn.

Ethical behaviour

We value a culture where employees and students act ethically, conduct themselves with integrity and fairness, and practise open communication.

Respect for each other

We cultivate a respectful, integrated and cooperative learning community and value the contributions each of us makes and the support we provide to each other.

Equity and accessibility

We encourage an equitable and accessible environment which promotes, involves and reflects our diverse communities.

Respect for Aboriginal culture, tradition and individuals

We embrace Aboriginal history and tradition and actively encourage participation and involvement by Aboriginal people and communities.

Access to education

We support access to education for individuals from communities of all sizes.

Responsibility and accountability

We are responsible and accountable to our stakeholders in implementing, measuring and evaluating activities to ensure they are effective, efficient and learner-centred.

**Key Directions
2006 - 2011****Key Directions**

Okanagan College has one key direction that serves as the foundation for all its initiatives, goals and operating plans. As the following image suggests, the learning organization is at the core of our strategic plan for the next five years. Pursuing each individual key direction helps us achieve our goal of becoming a learning organization.

Our key directions are dynamic and will be adapted and refined annually to reflect changes in our internal and external environment. As we develop a solid base of qualitative and quantitative measurement and analyze our ability to achieve our key directions, we will adapt the directions.

Our key directions will guide the development of the College. They complement the goals of the Ministry of Advanced Education and the annual planning documents required by the Ministry. More importantly, the key directions guide our long-term educational and capital plans as well as our annual operational plans. These more comprehensive plans will include specific accountabilities and measurable outcomes.

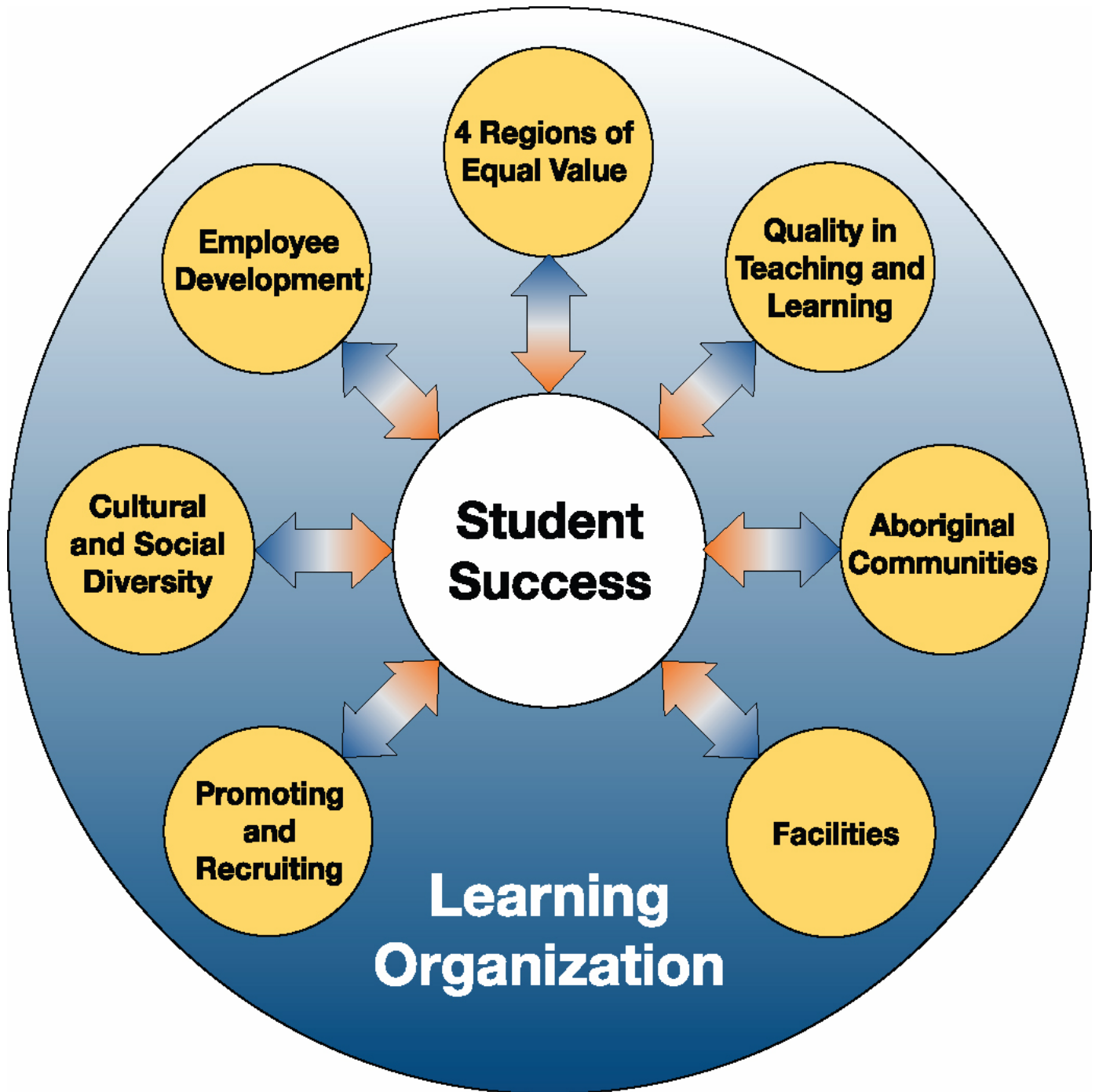
Learning Organization

A learning organization seeks to meet the needs of students, employees and communities.

It engages learners as full partners in the learning process and provides many options for learning. It supports learners in collaborative learning activities, and defines the role of employees by the needs of learners. The learning organization succeeds when learning can be documented.

As a learning organization Okanagan College supports lifelong learning for:

- students, in every aspect of their learning both within the college and the community
- employees, through encouraging shared decision-making and informed risk-taking, innovation and creativity
- communities, by building partnerships and providing access to lifelong learning opportunities



Key Directions 2006 – 2011

Learning organization – Create a world-class learning organization

- 1.0** Establish benchmark measurement of and set annual goals for improving or, where appropriate, maintaining, satisfaction with programs and services offered by Okanagan College as a world class learning organization.
Groups to be included are:
 - students
 - employees
 - alumni
 - communities
 - partners

Student success – Support student success with every student interaction

- 1.0** Demonstrate improvements in satisfaction levels with facilities, services, programs and campus life
- 2.0** Increase the percentage of students who attain their educational goals
- 3.0** Increase the number of students who complete a personal portfolio as part of their program
- 4.0** Increase mentoring between alumni, senior and new students
- 5.0** Increase financial aid for students through donations made to the Okanagan College Foundation

Employee development – Create an organizational development program that enhances personal and organizational growth and employee satisfaction

- 1.0** Demonstrate improvements in employee satisfaction levels
- 2.0** Increase the number of employees completing a personal portfolio including individual learning plans specific to their role
- 3.0** Increase employee learning through personal and professional development, research, scholarly activity, shared decision-making, informed risk-taking, innovation and creativity

Four regions of equal value – Develop sustainable programming and services in all four regions through programs that anticipate and meet student, community and employer needs

- 1.0** Increase the diversity of programming in each region
- 2.0** Increase enrolments, access to programs and services in each region

Quality in teaching and learning – Support a broad array of learner-centred methodologies

- 1.0 Increase student, community, employer and partner post-secondary institution satisfaction with programs and services
- 2.0 Increase the vitality of educational delivery by supporting a variety of methods and technologies
- 3.0 Increase the number of employees who participate in teaching enhancement activities
- 4.0 Increase transfer and laddering opportunities within Okanagan College and to and from other institutions
- 5.0 Increase integration and collaboration among departments, programs, portfolios and regions
- 6.0 Increase numbers of students who achieve their learning outcomes
- 7.0 Decrease the number of large class sections

Promoting and recruiting – Actively promote the College and recruit students, employees and support for the institution

- 1.0 Demonstrate improvements in awareness and positive perception of Okanagan College's programs, services and contributions to the region
- 2.0 Increase enrolments, especially in targeted programs
- 3.0 Increase employee and partner engagement in recruiting and promotional activities
- 4.0 Increase numbers and degree of involvement by alumni in promoting and recruiting activities
- 5.0 Establish benchmark market data that pertain to the image and degree of appreciation of Okanagan College, its activities, students, graduates, programs and services, and regularly re-survey to establish progress and effectiveness of marketing activities

Facilities – Create inspiring and environmentally responsible learning spaces

- 1.0 Measure all new facilities development against current measures of green buildings using LEED Gold Standards
- 2.0 Improve annual user satisfaction
- 3.0 Ensure every new building includes partnership contributions
- 4.0 Increase amount raised by Okanagan College Foundation for capital fundraising projects

Aboriginal communities – Partner with aboriginal communities to increase aboriginal participation and success rates

- 1.0 Increase aboriginal student enrolment and level of satisfaction with programs and services
- 2.0 Increase the quality and quantity of aboriginal content incorporated in program curriculum
- 3.0 Ensure aboriginal representation on boards and advisory committees

Cultural and social diversity – Prepare students to excel in an increasingly inter-dependent and culturally diverse global environment

- 1.0 Increase cultural and social diversity in curriculum and campus activities
- 2.0 Increase international activity in all four regions
- 3.0 Increase international student satisfaction with facilities, services, programs and campus life
- 4.0 Increase the number of Okanagan College students who engage in study abroad activities

Appendix One

Facets of a Learning Organization

Learning organizations are “places where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.” Senge, P. (1994), *The Fifth Discipline Fieldbook*. New York: Doubleday.

A high quality learning experience can only be provided by a college devoted to services that meet the needs of customers both external (students and other beneficiaries) and internal (staff are each other’s customers). O’Banion, T. A Learning College for the 21st Century. *Community College Journal*, Dec/Jan 1995-96, p. 20

A learning organization reflects the following:

- “Learning is a process that is lifelong for everyone and should be measured in a consistent, ongoing manner focussed on improvement.
- Everyone is an active learner and teacher through collaboration, shared responsibility and mutual respect.
- The learning process includes the larger community through the development of alliances, relationships, and opportunities for mutual benefit.
- Learning occurs in a flexible and appropriate environment”.

O’Banion, T. A Learning College for the 21st Century. *Community College Journal*, Dec/Jan 1995-96, p. 21

McPhail et al suggest that the Learning-Centered Community College needs to:

- Make learning its central focus
- Make students active partners in the learning process
- Assume final responsibility for producing student learning
- Focus on learning outcomes to assess student learning and success
- Create a holistic environment that supports student learning
- Ensure that every member of the college community is a learner
- Evaluate all areas of the college by the way they foster student learning”..

McPhail, P. et al, Creating and Leading the Learning College, *Community College Journal of Research and Practice*, 1066 – 8296, Jan., 2001, Vol. 25, Issue 1