



# ACCOUNTABILITY PLAN AND REPORT

2012-13 to 2015-16

okanagan  
college

*Okanagan College Transforms Lives and Communities*

*Our cover features an image of timbers erected to support a canopy over an outdoor trades training area at the Kelowna campus, part of the \$33-million renovation and expansion of the 50-year-old trades facility.*



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## Letter from the Board Chair and the President

Dear Minister Virk,

Fifty years ago this September, the B.C. Vocational School opened its doors to students on KLO Road in Kelowna.

As Okanagan College finalizes its ambitious plans to renovate and revitalize the very facilities that served as home to its predecessor institution, there is a great deal to reflect on in terms of the contributions that our institutions, students, alumni and staff have made over those five decades.

When the first students strode into classes and shops in 1963, they were attending a small cadre of programs focused on meeting industry needs and the career interests of students. All that was against a backdrop of a growing, evolving regional economy and an expressed need for close-to-home training. In the early 1960s, the population of Kelowna was 13,000, the airport was a gravel strip, and Big White Ski Resort had one T-bar.

In those intervening years, much has changed – and many things haven't. Okanagan College is still providing close-to-home access to post-secondary education for the citizens of the Okanagan, Shuswap and Similkameen valleys. It is still focused on supporting regional economic development. It has developed a deserved, positive provincial and national profile, providing unique, quality programs that attract many students from out-of-region – even out-of-country – to our campuses.

Today, we serve more than 20,000 students annually in a region with a population close to 400,000, with everything from university transfer programs, business and computer information system systems degrees, to English as a Second Language training, to a new program in Sustainable Construction Management Technology. In all there are more than 140 programs and countless associated and independent courses that serve the interests of the citizens of our region and draw students from throughout British Columbia, Canada and more than 40 countries around the world.

We are entering the second half-century of our existence with an ambitious \$33-million transformation of our trades facilities at the Kelowna campus; a project that will unite our trades programs from various leased spaces within the Central Okanagan and provide students a fitting home for the 21st century.

Our hope is that this report reflects our successes, and our capacity to meet the expectations of the Province, our citizens and the communities we serve, as we go about fulfilling our mission of transforming lives and communities.

Sincerely,



Tom Styffe,  
Chair, Okanagan College Board of Governors



Jim Hamilton,  
President, Okanagan College Board of Governors



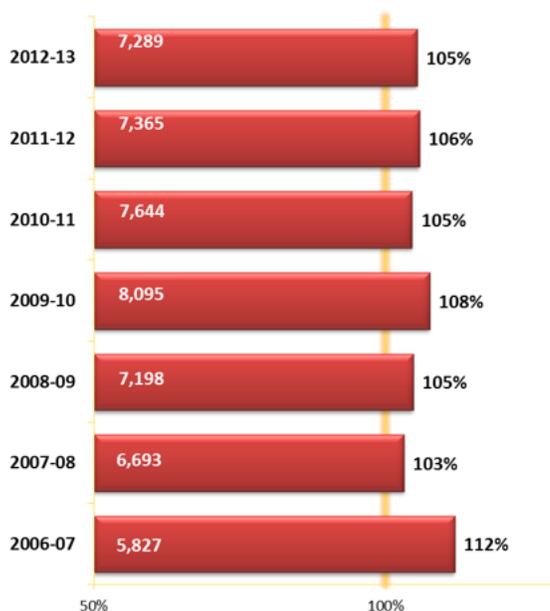
## Background and context

Okanagan College is the primary education destination for post-secondary students in the Okanagan, Shuswap and Similkameen regions, drawing the largest proportion of high school graduates from the area to the classrooms, labs and shops in its four major campuses (Salmon Arm, Vernon, Kelowna, and Penticton) and in its 10 additional educational centres.

Annually, the institution serves more than 20,000 people through an array of more than 140 different programs and countless courses. Over the course of 2012-13, Okanagan College has been involved in a number of projects and new program development initiatives, working with industry, employers and other institutions to advance educational opportunities and economic development. Our students and staff have contributed to the cultural fabric of the region in myriad ways, from producing books and documentaries, to assisting non-profit and social agencies, to inspiring students in the K-12 system, to their countless individual contributions as volunteers and citizens.

The institutional activity was against a backdrop of a stuttering regional economy that has been influenced by national and international trends. New developments and initiatives were offset by continued malaise in the real estate and construction industries regionally. The human resource needs of the oil, gas, mining, and shipbuilding industries in British Columbia and in Alberta continued to inform demand for many trades programs, as well as for focused applied skills programming, funded through Labour Market Development Agreement programs.

**Okanagan College FTE Utilization**  
Includes AEIT and ITA



## Institutional Program Delivery

For the eighth consecutive year, Okanagan College has outperformed government-established FTE targets, this year by five per cent overall with a total of 7,289. International student numbers have declined to 366 from a high of 492 in 2010-11, but are expected to rebuild in the coming years as a consequence of a refocused marketing strategy that will emphasize strong and emerging international student markets, including India.



One of the major accomplishments for 2012-13 has been the start of work on a \$33-million renewal of trades facilities at the Kelowna campus; work that will be focused on renovating shops and adding capacity in order to accommodate students whose training is housed in leased, off-campus facilities that are distant from the full array of student services available at the Kelowna campus. By fiscal year-end, work was substantially complete on a much-needed expansion and refit of the heavy duty/commercial transport mechanics shop. These efforts will eventually replace the oldest currently-used instructional space in British Columbia.

The firm of Diamond Schmitt Architects was heavily involved in completing working drawings for the additional work on the renovations and expansion that will be undertaken during the next three years.

<b>Strategic Objective Performance Measure Summary</b>		
Student Spaces	Total AEIT Funded	Exceeded: 11% over target
	Health	Exceeded: 31% over target
	Developmental	Substantially achieved 96%
Credentials awarded		Achieved by 3% over target
Aboriginal	Number of students who are Aboriginal	Exceeded: 11% over target
	Percent of students who are Aboriginal	Exceeded: 12% over target
Student satisfaction with education	Former diploma, associate degree and certificate students	Achieved
	Apprenticeship graduates	Achieved
	Baccalaureate graduates	Exceeded
Student assessment of the quality of instruction	Former diploma, associate degree and certificate students	Achieved
	Apprenticeship graduates	Achieved
	Baccalaureate graduates	Exceeded
Student assessment of skill development	Former diploma, associate degree and certificate students	Substantially achieved
	Apprenticeship graduates	Substantially achieved
	Baccalaureate graduates	Exceeded
Student assessment of the usefulness of knowledge and skills in performing job	Former diploma, associate degree and certificate students	Not achieved
	Apprenticeship graduates	Achieved
	Baccalaureate graduates	Exceeded
Unemployment rate for high school only	Diploma, associate degree and certificate graduates 10.4%	Exceeded - unemployment rate lower than target
	Apprenticeship graduates 11.0%	Achieved - unemployment rate lower than target
	Baccalaureate graduates (two years out) 1.8%	Exceeded - unemployment rate lower than target

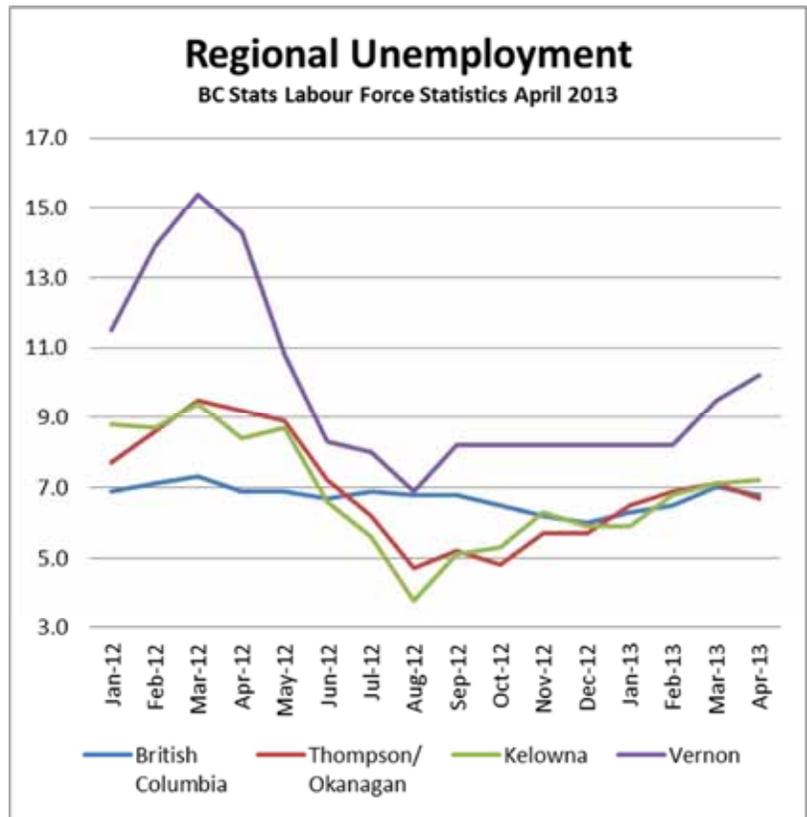
Okanagan College substantively achieved or exceeded all but one Ministry Objective Performance Measure. Most notably, the College exceeded Ministry student spaces targets for Health and Aboriginal students. Baccalaureate graduates exceeded each of the student outcomes measures including employment outcomes, having an unemployment rate of less than two per cent.

Initial review of the one Performance Measure not achieved – the DACSO student assessment of the usefulness of knowledge and skills in performing job – suggests a variety of possible causes including the current labour situation (surveyed graduates not finding work in their areas of study), and the number of students going on to further study and not yet looking for work in a field related to their studies. The survey outcomes and performance measures are part of our rigorous program review and renewal processes. As part of those processes, Okanagan College’s deans, directors, chairs, and program administrators must address issues identified in survey outcomes.

## Economy and Labour Force

According to the *Central 1 Labour Market Report*, April 2013, the regional labour market has mimicked British Columbia's with a lacklustre performance. While the unemployment rates in January, February and March were lower in 2013 than in the corresponding months a year earlier, the labour force participation rate has also fallen, with approximately 7,000 fewer people employed on a monthly basis in the first three months of 2013.

According to the 2013 *BC Regional Check-Up* (published by the Institute of Chartered Accounts of British Columbia) for the Thompson-Okanagan Development Region (TODR), in 2012, employment in the region increased slightly (2,000 new jobs), recovering most of the losses of 2011 (-2,500). The job growth rate in the TODR was the third lowest of development regions in the province during 2012. However, of the region's total labour force loss that year (4,300), only 30 per cent was made up of workers with post-secondary education. The BC Check-Up suggests that job retention and opportunities in the region are better for those with post-secondary credentials. Educational attainment of the region's labour force aged 25 to 54 increased for the third consecutive year, to a record high of 62.2 per cent, but it still lags behind the the BC rate of 66.6 per cent.



The BC Check-Up notes that the TODR had “modest signs of economic recovery” in 2012 with improvements in the forestry industry, mining, and tourism. Population growth dipped to an 11-year low, and housing starts were down eight per cent. The trend in real estate is due to the recession, delayed retirement, and the withdrawal of resort buyers, and is expected to continue. Manufacturing saw a decrease in employment in 2012 by almost four per cent, or 3,600 jobs, only partly offset by mining employment gains (1,100 new jobs), forestry (900 new jobs) and construction (100 new jobs). Non-durable manufacturing lost 4,300 jobs, and was the hardest hit industry in the TODR. According to the BC Check-Up, this loss was mostly in food and beverage manufacturing due in part to recent decline in grape and apple harvests and wine production. However, job gains were recorded in fabricated metals (1,600 new jobs) and wood products (500 new jobs).

According to the 2012 APPSO report (Apprenticeship Student Outcomes), the unemployment rate for Okanagan College apprentices was 11 per cent, less than the 13 per cent unemployment rate for youth with secondary school or less. Similarly, the unemployment rate for diploma, certificate, and associate degree graduates (10.4 per cent) is better than the 13 per cent target. The unemployment rate for baccalaureate graduates was less than two per cent; but these students are surveyed two years out rather than six months, so better employment outcomes might be expected for this group given the time frame.

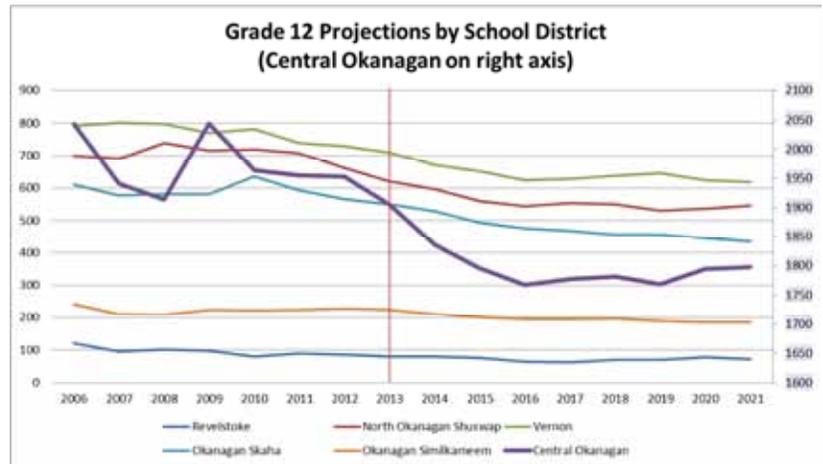
However, on a provincial basis the unemployment rate for all baccalaureate graduates (including Okanagan College) is six per cent. While the youth unemployment rate is 13 per cent, the unemployment rate for the entire Thompson Okanagan is currently around seven per cent, almost half that of youth.

Student type	2011 unemployment rate	Target unemployment rate for 18-29 with High School or less in Interior	2012 unemployment rate	Achievement of Ministry target
Diploma, associate degree and certificate graduates	12.6%	≤ 13.1	10.4%	Exceeded
Apprenticeship graduates	10.6%		11.0%	Achieved
Bachelor degree graduates	2.8%		1.8%	Exceeded

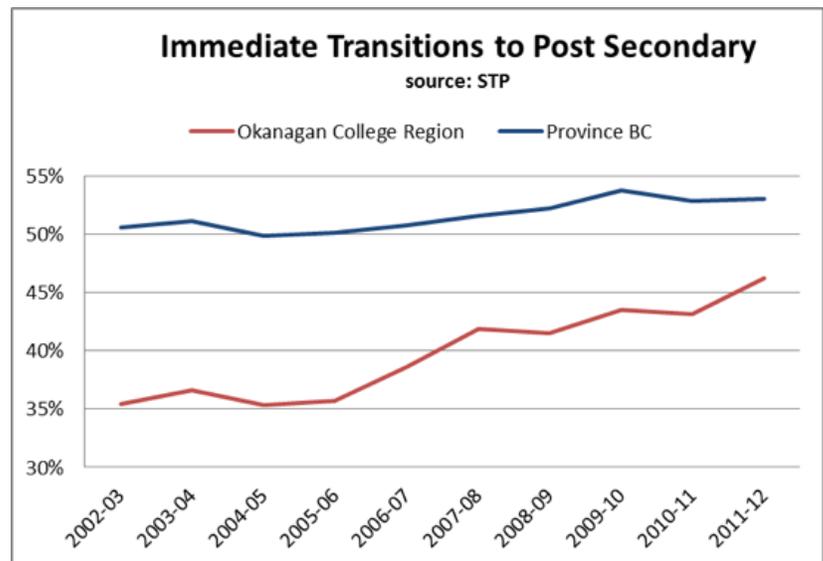


## Changing Demographics, New Opportunities

Grade 12 graduating classes are projected to decline steadily in the next few years, rebounding slightly but not attaining 2006 levels in the near future.



While the class size may be declining, there is room for improvement in the transition rate of students who attend post-secondary in the Okanagan College region. The latest immediate transition rate from secondary school to post-secondary in the region for 2011-12 is 46.2 per cent. It is an improvement from last year's transition of 43.1 per cent and is a continuous improvement from 35.4 per cent in 2002-03. But the region still lags the provincial average of 53 per cent.



The transition rates, however, do not reflect the graduation rate in the region. Recent data show that the Okanagan College region has one of the lowest percentages of 18 year olds who did not graduate in the province - lower than the provincial average.

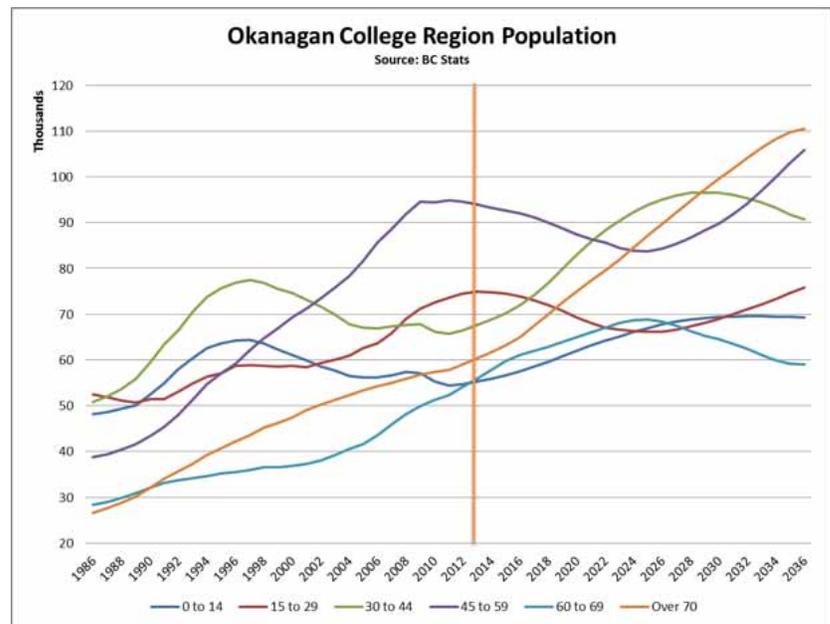
<b>High School Graduation--Average 2008/09-2010/11</b>	
Sources: Ministry of Education and BC Stats	
<b>College Region</b>	<b>% of 18 Year Olds Who Did <u>Not</u> Graduate</b>
Capilano	21.9
Kwantlen	23.1
Okanagan	25.1
Fraser Valley	25.6
Douglas	25.6
Selkirk	28.3
Malaspina	30.0
New Caledonia	30.9
Vancouver	31.6
Camosun	32.5
Rockies	33.8
North Island	33.9
Thompson Rivers	35.7
Northwest	39.6
Northern Lights	40.7
<b>BRITISH COLUMBIA</b>	<b>27.9</b>

According to BC Stats' socio-economic profiles (2011 is the latest), the Okanagan regional districts, (North, Similkameen, and Central) score 16, 18, and 20 out of 26 regional districts. The Capital region, scoring 26, is the best. The three regions score particularly well on the Health and Education indices.

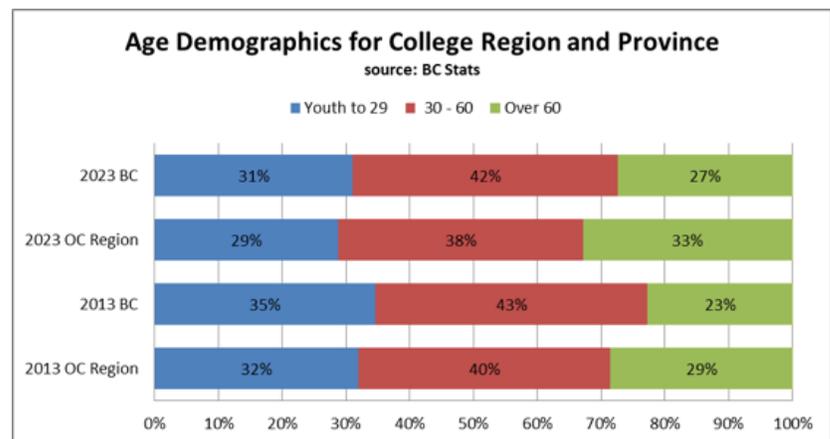


# Regional Economy, Labour Force, Demographics

While the Okanagan College region population is expected to increase over the next 25 years at a similar rate to the last 25 years, the composition of the population age groups will be very different. In 15 years, the over-70 population cohort will be the most populous and remain so for the following 10 years; whereas, 25 years ago, it was the least populous age group. This will have significant impacts on the regional economy, especially on healthcare, recreation, and education. The 15 to 29 age group drops in the next 10 years but then begins to rebound to its present level. The growth in the population aged 30 to 44 will be an important opportunity for the college.



In 10 years, one-third of the Okanagan College region will be over 60 years old. The region has one of the lowest employment participation rates currently and this will likely become worse as the region's climate attracts more retirees.



## Okanagan College Goals and Objectives

The College has created a set of strategic directions ([www.okanagan.bc.ca/transform](http://www.okanagan.bc.ca/transform)) with a corresponding set of performance measures to track goal attainment. These are currently presented to the board and employees via a web-based dashboard. The goals that flow from the mission, vision, values and key directions describe a very tangible plan, that finds expression in important planning documents, (such as the Long-term Education Plan) and in day-to-day activities. They also align closely with Ministry Goals and Objectives, as outlined in the table below.

In the coming year, Okanagan College will be celebrating 50 years of history, looking back to the advent of the B.C. Vocational School in 1963. With a view to an overall goal of sustainability - financial, ecological, and societal - the accomplishments, activities and achievements of 2012-13 describe how that is made real, whether it is the introduction of new programs and events (e.g., the First Nations GIS class and the first Employee Excellence Awards), or devotion to long-term events (the 11th Annual Half Marathon, the 30th Annual Spaghetti Bridge Competition, the 31st annual Career Fair).

### Mission

Okanagan College transforms lives and communities.

### Vision

We are one of Canada's leading colleges.

We create outstanding educational experiences for our learners, both students and employees.

We work and learn in a welcoming and caring culture.

We are a catalyst for change through collaboration with our learners and partners.

We serve, lead and anticipate the social, economic and environmental needs of communities.

### Values

#### Accessibility

We assist learners to overcome barriers to education.

#### Accountability

We are responsible for our actions, decisions and policies as well as reporting and communicating our outcomes.

#### Inclusivity

We embrace and celebrate the richness of diversity and recognize the differing skills, experiences and perspectives of each person and community.

#### Innovation

We foster a culture of creativity, encouraging experimentation, risk and new ideas.

#### Integrity

We are consistently honest, open and sincere.

#### Respect

We demonstrate consideration for and appreciation of each other.



Okanagan College Key Direction	Engagement	Enhance the commitment and involvement of learners, both students and employees
Okanagan College Objectives	Ministry Objectives Aligned <sup>1</sup>	Okanagan College Performance Measure <sup>2</sup>
<p><b>Students</b></p> <ul style="list-style-type: none"> <li>• Increase students' satisfaction with their educational experience</li> <li>• Increase students' achievement of their educational goals</li> <li>• Increase student retention at Okanagan College</li> <li>• Increase student engagement in learning</li> <li>• Increase student engagement in communities</li> </ul> <p><b>Employees</b></p> <ul style="list-style-type: none"> <li>• Encourage employees in their efforts to achieve their professional development goals.</li> <li>• Recognize employees with respectful and regular feedback and support.</li> <li>• Support employee advancement and transition.</li> <li>• Increase employee engagement in learning.</li> <li>• Increase employee engagement in communities.</li> </ul>	<p><b>Goal 1 Students</b></p> <p>Students are empowered and supported to achieve their education, employment and training goals.</p> <p><i>Objectives</i></p> <p>1.1 Align PSE training and programs with labour market demand to achieve a highly skilled workforce.</p> <p>1.2 Respond and adapt to the diverse and changing educational needs of students.</p> <p>1.3 Increase participation and successful completion of all students.</p> <p><b>Goal 3 Communities</b></p> <p>British Columbians value diversity and inclusiveness in our communities.</p> <p><i>Objectives</i></p> <p>3.2 Collaborate with our communities to challenge racism and barriers to inclusivity.</p>	<p><b>Students</b></p> <ul style="list-style-type: none"> <li>• Students who achieve their educational goal</li> <li>• Students satisfied with their overall educational experience.</li> <li>• Students who would recommend Okanagan College to others.</li> <li>• Aboriginal students who achieve their educational goals.</li> <li>• Student satisfaction with facilities</li> <li>• Students engaged in and committed to learning.</li> </ul> <p><b>Employees</b></p> <ul style="list-style-type: none"> <li>• Employees who recommend Okanagan College as an employer.</li> <li>• Employees who feel they know how to do their job.</li> <li>• Employees who feel they are achieving their goals.</li> <li>• Employees engaged in and committed to learning.</li> </ul>

<sup>1</sup> Ministry of Advanced Education, Innovation and Technology Service Plan February 2013

<sup>2</sup> Okanagan College Performance Measures are reported on the College's KPI web reporting tool

## Discussion: Engagement

### Students

- BC First Nations Technical Training GIS Certificate Program in Salmon Arm, first time offered to a class comprised wholly of First Nations students.
- Okanagan College consistently ranks above national and provincial average for pass rates for Red Seal exams.
- Okanagan College students participating in a social entrepreneurship program in 2012 helped 11 different organizations with projects that ranged from developing a promotion campaign for Stop a Bully, to a fundraising research project for the Brain Injury Society.
- Okanagan College's Pay it Forward Campaign in 8th year: a program that provides clothing, financial assistance and food to homeless and that involves alumni, students and staff..
- 4th Annual Youth Exhibition PowWow at Okanagan College – draws Aboriginal, non-Aboriginal students and community members from throughout the Okanagan College region.
- Three Okanagan College students participated in the national Skills Canada competition in 2012 – two of them returned with bronze medals at the National Skills Canada competition, from the AME-M and Electronic Engineering Technology programs, competing with more than 500 students.
- 105 students participated in the Okanagan College Enactus group, that involved 11 faculty advisors, 39 community organizations in four communities, and that impacted 3,733 people. One of the Enactus students was awarded Project Manager of the Year from 2012 Advancing Canadian Entrepreneurship National Exposition.
- The Trades and Apprenticeship department launched its Trades Discovery Trailer exhibit with trades training simulations and toured it to secondary and elementary schools throughout the region
- New AME – S program launched in concert with Kelowna Flightcraft and BCIT.
- Version 3 of Okanagan College mobile app launched, providing students with access to class schedules, grades, information about events, campus maps and more

- Students helped the Kelowna Chamber of Commerce organize and host the Green Business Awards
- Three Okanagan College School of Business students have received the Michael Antecol Award for Excellence in Marketing Research, along with a \$1,000 prize from the Marketing Research and Intelligence Association. Chaunda Daigneault, Sarah Helbig, and Marina Marzinger conducted research over a three-month period for the Kelowna based Find It EZ Software Corp., as part of their Applied Marketing Research course with Professor Rick Appleby.
- Four students from Okanagan College participated in the Inter Collegiate Business Competition (ICBC), 35th year at Queen's University. Ours was one of the top three finance teams.
- 311 awards and bursaries, worth \$265,370 were presented to 227 Okanagan College students at events in Penticton, Kelowna, and Vernon.
- Practical Nursing students provided information about flu season to visitors at the Cherry Lane Shopping Centre in Penticton as part of their health promotion course. It was the first time students have taken a flu awareness campaign into the community.
- The fifth annual student satisfaction survey, conducted in the spring of 2012, showed that 92 per cent of those who responded say that attending Okanagan College has been a good experience, and 88 per cent would recommend their program to others.
- In March, 170 students and faculty were feted at the annual President's Dinner for Student Ambassadors.

### Employees

- 11th Annual Half Marathon organized by staff volunteers in Kelowna, drawing more than 500 runners to participate in the event.
- First Employee Excellence Awards ceremony was held in May 2012, recognizing 12 staff members in various categories.
- Staff (volunteers and paid) engaged in planning for the 2013 Association of Canadian Community Colleges annual convention.
- More than 400 employees participated in the seventh annual Connections staff congress and professional development day (August, 2012).
- Developed new chairs orientation session (implemented May 2012).
- Staff and students participated in a cleanup of Fascieux Creek in April, that runs alongside and through the Kelowna campus.
- The Okanagan College Diversity Working Group, launched in March 2011, made up of volunteers from the College and chaired by James Coble, our Coordinator of Aboriginal Access & Services, is planning new initiatives for 2013. The Working Group is proposing surveying students about their perceptions and experiences to get a better idea of what activities might be appropriate for our campuses and how diversity can be rolled into the classroom experience
- The Red Dot Players, a theatre troupe comprised of staff and students, presented their third annual play, Les Belles Soeurs, in March.



Okanagan College Key Direction	Learning and Teaching	Inspire leadership in learning and teaching
Okanagan College Objectives	Ministry Objectives Aligned	Okanagan College Performance Measure
<ul style="list-style-type: none"> <li>Enhance learning-centred methods that accommodate diverse student learning needs.</li> <li>Encourage innovation</li> <li>Support continuous improvement.</li> <li>Increase sharing and collaboration among departments and disciplines.</li> </ul>	<p><b>Goal 2 System</b> A quality PSE system that provides BC with a global competitive advantage.</p> <p><i>Objectives</i></p> <p>2.1 Achieve a shared vision across our world-class system.</p> <p>2.3 Build on current strengths to enhance the quality of PSE</p> <p>2.4 Increase collaboration, innovation, and partnerships.</p> <p><b>Goal 4 Society</b> An innovative approach to education, research and development that values creativity and maximizes return on investment and quality of life</p> <p><i>Objectives</i></p> <p>4.1 Support the creation of new ideas and solutions to a range of economic, social, scientific and environmental issues.</p> <p>4.2 Foster knowledge development and commercialization.</p> <p>4.3 Lead a PSE system that is strong, accountable, and transparent, and delivers value.</p> <p>4.4 Use and provide quality information for decision making and better societal outcomes.</p>	<ul style="list-style-type: none"> <li>Students engaged in the learning process</li> <li>Employees engaged in providing leadership and teaching.</li> <li>Employees use learning-centred methods and innovative approaches in learning and teaching.</li> <li>Course or program approvals and revisions that reflect collaboration across disciplines or departments.</li> </ul>

## Discussion: Learning and Teaching

- English Professor Corinna Chong publishes her first novel, *Belinda's Rings* in early 2013.
- 60 Okanagan College students participated in the Canadian Culinary Championships, finale of the Gold Medal Plates regional events, held in Kelowna. Culinary Arts student volunteers assisted 11 of Canada's best chefs in competition.
- 7th Annual Western Canada RoboCup Junior Games competition drew nearly 200 students in November, 2012 - a record number
- Okanagan College hosted the 30th annual Spaghetti Bridge competition in March. A team of Okanagan College civil engineering technology students won
- A new position was created, the Director of Wine Food and Tourism. Jonathan Rouse was appointed.
- Rural entrepreneurship research with SSHRC grant.
- A new Entrepreneur-in-Residence, Raghwa Gopal, was appointed. Gopal was the co-founder of Vadim Software.
- The Mackie Lake House Writer-in-Residence program, a partnership initiative between the Mackie Lake House Foundation and Okanagan College through the auspices of Kalamalka Press, drew fiction writer and sometimes playwright Terry Jordan and poet Gillian Wigmore as this year's fall and winter residencies. The program was established in 2003
- Second Annual Studio Woodworking exhibit, *Raising the Grain*, was held in May 2012 exhibiting work from students completing Okanagan College's Studio Woodworking program.
- Ongoing program review process, Tier I review on all programs; Tier III review conducted on Human Service Worker and RV Service Technician programs.
- The Institute for Learning and Teaching completed development of the Okanagan College Teaching Guide and three certificate programs; Learner-Centred Instructor (LCI), Service and Support in a Learner-Centred Organization (SLCO), and Leading in a Learner-Centred Organization (LLCO). To date, we have had 48 graduates in the LCI program.

Okanagan College Key Direction	Student transition	Improve student transition to, from and within Okanagan College
Okanagan College Objectives	Ministry Objectives Aligned	Okanagan College Performance Measure
<ul style="list-style-type: none"> <li>• Increase the diversity of students who make successful transitions to Okanagan College</li> <li>• Increase the number and quality of student transitions from secondary school.</li> <li>• Increase the number and quality of student transitions to and from other countries.</li> <li>• Create more opportunities for student transitions within the institution.</li> <li>• Improve student transitions to and from Okanagan College and other institutions.</li> <li>• Better assist students in their efforts to find work related to their field of study.</li> <li>• Further develop a culture that attracts and supports Aboriginal students.</li> </ul>	<p><b>Goal 1 Students</b> <i>Objectives</i></p> <ol style="list-style-type: none"> <li>1.1 Align PSE training and programs with labour market demand to achieve a highly skilled workforce.</li> <li>1.2 Respond and adapt to the diverse and changing educational needs of students.</li> <li>1.3 Increase participation and successful completion of all students.</li> </ol> <p><b>Goal 3 Communities</b> <i>Objectives</i></p> <ol style="list-style-type: none"> <li>3.1 Celebrate BC's rich diversity as a source of innovation and global networking</li> <li>3.2 Collaborate with our communities to challenge racism and barriers to inclusivity.</li> <li>3.3 Leverage partnerships to encourage a culture of inclusivity.</li> </ol>	<ul style="list-style-type: none"> <li>• Students employed in jobs related to their training</li> <li>• Students satisfied with their transfer experience</li> <li>• Draw of high school students in our catchment area.</li> <li>• Aboriginal students employed in jobs related to their training</li> <li>• Number of Aboriginal students enrolled: full time equivalent and headcount.</li> <li>• Aboriginal students who feel their culture is respected and valued at Okanagan College.</li> <li>• International students who would recommend Okanagan College.</li> <li>• Students engaged in study abroad activities.</li> <li>• Proportion of under-represented students who enroll.</li> <li>• Number of students who transition from one program to another within the institution.</li> </ul>

## Discussion: Student Transitions

- Students with links around the world showcased their cultural heritage as part of International Education week November 13 to 16.
- Smudging ceremonies introduced at Okanagan College to support Aboriginal students
- An Okanagan College student has become the first student outside of the United States to receive a scholarship from the International Cessna 170 Association. Ben Peters, 19, received the \$1,000 U.S. scholarship just as he completed his Aircraft Maintenance Engineer – M training at Okanagan College's Vernon campus. With the 62 week portion of the program under his belt, and the scholarship in his pocket, he's off to Dawson Creek to complete the remainder of his AME-M training
- Women in Trades Initiative drew students from throughout the region to programs in Salmon Arm, Kelowna and Penticton
- Okanagan College School of Business held its 6th Annual Business Expo and Employment Fair in February, drawing more than 50 employers to the Kelowna campus
- Okanagan College Career Fair, the 31st annual, in November 2012 drew thousands of members of the public and more than 50 organizations and employers to the Kelowna campus.
- Largest Spring Convocation ever held at Okanagan College in 2012 with more than 1,600 students earning credentials.
- Okanagan College signed an agreement with the Okanagan Indian Band to provide community-based delivery of employment, essential skills training and ABE courses on-reserve at OKIB.
- Okanagan College Summer Camps drew more than 800 students to Okanagan College campuses in Kelowna and Penticton, introducing them to everything from rocketry to building their own longboards.
- Hosted the regional SkillsBC competition, that drew more than 100 high school students to the Kelowna campus – our 17th year supporting this initiative
- Completed work and introduced Okanagan College's new website, providing easier navigation and improved information access for prospective students, featuring a live calendar of events on the home page.
- Okanagan College began its first women-only metal fabrication program in early March, 2013. The program last 23 weeks.
- In partnership with School District 23, offered a program for at-risk high school students that allowed them to experience a variety of trades programs, for credit toward their high school completion. Nearly all of the 14 students who took the program have enrolled in dual-credit trades programs at the College.

Okanagan College Key Direction	Collaboration and partnership	Broaden and deepen our collaboration and partnerships with communities.
Okanagan College Objectives	Ministry Objectives Aligned	Okanagan College Performance Measure
<ul style="list-style-type: none"> <li>Enhance partnerships with public and private sector organizations, contributors, donors and alumni.</li> <li>Inspire a deepening collaboration with Aboriginal communities, and increase recruitment of Aboriginal employees.</li> <li>Enhance partnerships with international institutions and organizations.</li> </ul>	<p><b>Goal 1 Students</b> <i>Objectives</i></p> <p>2.1 Achieve a shared vision across our world class system.</p> <p>2.2 Develop a highly internationalized education system.</p> <p>2.4 Increase collaboration, innovation, and partnerships.</p> <p><b>Goal 3 Communities</b> <i>Objectives</i></p> <p>4.1 Support the creation of new ideas and solutions to a range of economic, social, scientific and environmental issues.</p> <p>4.2 Foster knowledge development and commercialization.</p>	<ul style="list-style-type: none"> <li>Students employed in jobs related to their training.</li> <li>Aboriginal student employed in jobs related to their training.</li> <li>Aboriginal full time equivalent and headcount.</li> <li>Aboriginal students who feel their culture is respected and valued.</li> <li>International students who would recommend Okanagan College</li> <li>Number and amount of donations and gifts received.</li> <li>Number, quality and scope of agreements with domestic institutions and organizations.</li> <li>Number, quality and scope of agreements with domestic institutions and organizations.</li> <li>Number, quality and scope of agreements with international institutions and organizations.</li> <li>Proportion of employees who are of aboriginal descent.</li> </ul>

## Discussion: Collaboration and Partnership

- Ryan Holmes, founder of the social media management company HootSuite, became the latest recipient of the Okanagan College Alumni Association Distinguished Alumni Award. Chef John Garratt, who distinguished himself in the kitchen of the Culinary Arts program at Okanagan College, was named 2012 Young Alumni. Both Holmes and Garratt were honoured at an Alumni Foundation event in October.
- Gert Beadle Award, honouring those who work for equality for women, was presented to Kathleen Stanford-Baker founder of Okanagan College Women's Resource Society, and a former student.
- Walmart Women Economic Employment Empowerment grant awarded to Enactus for new program in Penticton, MOMentum, a 12 week financial literacy and business skills course for women.
- Science in Society Speaker series, with Vernon Science Centre and Okanagan College, drew several prominent scientists and speakers to the Vernon campus, including Dr. Phillip Currie
- Farmbag program developed by Enactus students to help community to connect with locally grown produce from farmers.
- 5th Annual Venture Okanagan Investors Forum and Enactus with Okanagan College host
- Kalamalka Press and Okanagan College – letterpress print shop with vintage printing presses
- Okanagan College is a member, along with 13 other institutions, of the BC Consortium for Skills Development which provides the public post-secondary system a coordinated approach to securing and delivering revenue-generating projects that its members may not otherwise achieve individually.
- Partnership with Okanagan Wine Festivals Society and TricorBraun WinePak to provide an annual \$1,000 award available to a Viticulture Certificate program student, for a total of five \$1,000 awards for wine and food programs provided by the Okanagan Wine Festivals Society.
- \$100,000 cooking equipment donation from premier food services equipment provider
- Thompson Okanagan Dental Society donates \$10,000 for a new dental x-ray trainer to the Dental Assistant Program.
- Okanagan College co-operated with the Central Okanagan Regional District to host a trunk sale on the Kelowna campus.
- The third annual "Venture Okanagan," an event run by Okanagan College students, took place in November, 2012. Entrepreneurs made their pitches to investors from fields as varied as health technology, transportation security, software and a speciality distillery. The entrepreneurs are from the greater community and do not necessarily have a relationship with the College. The judges are not associated with the College but, interestingly, the winners of this event were two Okanagan College students and the second place finishers are two Okanagan College alumni.

- In October, Okanagan College signed a Memorandum of Agreement with Nicola Valley Institute of Technology to develop and carry out collaborative activities.
- In March, Okanagan College hosted the Western Canadian International Business Competition, drawing 11 teams from colleges and universities in B.C. and Alberta.
- The Hon. Judith Guichon, Lieutenant Governor of B.C., attended Okanagan College’s Aboriginal Student Recognition Celebration in March and congratulated 25 students from all four regions of Okanagan College for their successful completion of their diplomas, certificates and degrees.
- The Salmon Arm campus hosted its first bannock-making competition in February. About 75 faculty, students and staff sampled different styles of bannock created by Francine Narcisse, Isobel Williams and Donna William, all members of the Neskonlith Indian Band from the Chase and Salmon Arm area.

Okanagan College Key Direction	Sustainability	Become a leader in sustainability
Okanagan College Objectives	Ministry Objectives Aligned	Okanagan College Performance Measure
<ul style="list-style-type: none"> <li>• Embed sustainability in the full range of educational programming.</li> <li>• Increase sustainable practices in all operations.</li> <li>• Educate students and employees to act sustainably.</li> <li>• Promote leadership and collaboration with communities in developing sustainable practices.</li> <li>• Ensure financial sustainability.</li> </ul>	<p><b>Goal 2 System</b>  <i>Objectives</i></p> <p>2.4 Increase collaboration, innovation, and partnerships.</p> <p><b>Goal 4 Society</b>  <i>Objectives</i></p> <p>4.3 Lead a PSE system that is strong, accountable, and transparent and delivers value.</p> <p>4.4 Use and provide quality information for decision making and better societal outcomes.</p>	<ul style="list-style-type: none"> <li>• Sustainability Tracking Assessment Rating System (STARS)</li> <li>• Compare financial performance to budget forecast.</li> </ul>

## Discussion: Sustainability

- \$33 million Kelowna Trades facility project announced in December, 2012 – it is aiming for LEED Platinum certification and being energy neutral
- The Centre for Learning on the Kelowna campus obtains LEED Gold certification from the Canada Green Building Council – it was the first building completed in the region to obtain Gold certification.
- Electric car chargers were installed on all campuses, March 2013
- Enactus Okanagan, founded eight years ago as SIFE, placed first for the third time in the Let’s Can Hunger Campaign.
- Two new water pathways designed to showcase water conservation were the first completed projects at Okanagan College’s Kalamalka Demonstration Garden at the College’s Vernon Campus in August 2012. The project was supported by the Okanagan water Basin Board and involved the Kindale Development Association as a community partner. In mid-September community members and campus volunteers proceeded to plant a food forest in the demonstration garden.
- The eye-catching and energy-efficient Jim Pattison Centre of Excellence was recognized for excellence in design and construction by several organizations, including the International Architecture Awards’ Green GOOD DESIGN Award from the prestigious European Centre for Architecture Art Design and Urban Studies and The Chicago Athenaeum: Museum of Architecture and Design. The award (in June 2012) followed on the heels of three other awards for the College’s Centre of Excellence – two from the Illuminating Engineering Society, plus a Canadian Green Building Award from SAB (Sustainable Architecture Building Magazine).
- Faculty research into green roof technology continues at the Jim Pattison Centre of Excellence. Started in 2011, and continuing through 2012, the research focuses on measuring the water balance and hydrologic performance of the green roof at the Penticton campus.
- Okanagan College Communications professor Marc Arellano completed his latest documentary film in late 2012. Spinning Green documents the experience of Kelowna-based social activist Curtis Stone who used his passion for local food to create what is now known far and wide as SPIN Farming (Small Plot Intensive Farming). Arellano’s film was screened as part of the World Community Film Festival that took place in Kelowna in early March.

Okanagan College						
2012/13 Accountability Framework Performance Measure Results <sup>1</sup>						
Performance measure	Reporting year					
	2011/12 Actual	2012/13 Target	2012/13 Actual	2012/13 Assessment		
<b>Student spaces<sup>2</sup></b>						
Total student spaces	5,315	4,833	5,379	Exceeded		
Nursing and other allied health programs	477	409	535	Exceeded		
Developmental	974	984	947	Substantially achieved		
<b>Credentials awarded<sup>3</sup></b>						
Number	2,354	2,422	2,485	Achieved		
<b>Aboriginal student headcount<sup>4</sup></b>						
Number	1,355	≥ previous year	1,501	Exceeded		
Percent	6.9%		7.7%	Exceeded		
<b>Aboriginal student spaces<sup>5</sup></b>						
Total Aboriginal student spaces	697	N/A	755	Not assessed		
Ministry	487		529			
Industry Training Authority (ITA)	210		225			
<b>Student satisfaction with education<sup>6</sup></b>						
	%	+/-		%	+/-	
Former diploma, associate degree and certificate students	91.8%	1.0%	≥ 90%	91.0%	1.0%	Achieved
Apprenticeship graduates	90.6%	2.1%		95.6%	1.4%	Achieved
Bachelor degree graduates	99.1%	1.1%		96.9%	2.7%	Exceeded
<b>Student assessment of the quality of instruction<sup>6</sup></b>						
	%	+/-		%	+/-	
Former diploma, associate degree and certificate students	93.5%	0.9%	≥ 90%	93.1%	0.9%	Achieved
Apprenticeship graduates	95.3%	1.5%		95.1%	1.5%	Achieved
Bachelor degree graduates	99.1%	1.1%		98.4%	1.9%	Exceeded
<b>Student assessment of skill development<sup>6</sup></b>						
	%	+/-		%	+/-	
Former diploma, associate degree and certificate students	76.4%	1.7%	≥ 85%	76.8%	1.7%	Substantially achieved
Apprenticeship graduates <sup>7</sup>	N/A	N/A		80.3%	3.2%	Substantially achieved
Bachelor degree graduates	91.6%	3.2%		90.0%	4.7%	Exceeded
Continued on next page....						
<b>Student assessment of usefulness of knowledge and skills in performing job<sup>6</sup></b>						
	%	+/-		%	+/-	
Diploma, associate degree and certificate graduates	79.2%	2.4%	≥ 90%	75.5%	2.4%	Not achieved
Apprenticeship graduates	92.8%	1.5%		93.7%	1.9%	Achieved
Bachelor degree graduates	92.4%	3.3%		96.4%	3.4%	Exceeded
<b>Unemployment rate<sup>6,8</sup></b>						
	%	+/-		%	+/-	
Diploma, associate degree and certificate graduates	12.6%	1.7%	≤ 13.1%	10.4%	1.6%	Exceeded
Apprenticeship graduates	10.6%	2.4%		11.0%	2.3%	Achieved
Bachelor degree graduates	2.8%	2.0%		1.8%	2.3%	Exceeded

**Notes:**

TBD - for measures where results are still to be received, the fields have been labelled as "To Be Determined".

N/A - Not applicable

<sup>1</sup> Please consult the 2012/13 Standards Manual for a current description of each measure. See [http://www.aved.gov.bc.ca/framework/documents/standards\\_manual.pdf](http://www.aved.gov.bc.ca/framework/documents/standards_manual.pdf).

<sup>2</sup> Results from the 2011/12 reporting year are based on data from the 2011/12 fiscal year; results from the 2012/13 reporting year are based on data from the 2012/13 fiscal year.

<sup>3</sup> Annual performance is measured using a rolling three-year average of the most recent fiscal years, e.g., the results for the 2012/13 reporting year are a three-year average of the 2009/10, 2010/11 and 2011/12 fiscal years.

<sup>4</sup> Results from the 2011/12 reporting year are based on data from the 2010/11 academic year; results from the 2012/13 reporting year are based on data from the 2011/12 academic year.

<sup>5</sup> Results from the 2011/12 reporting year are based on data from the 2010/11 fiscal year; results from the 2012/13 reporting year are based on the 2011/12 fiscal year.

<sup>6</sup> Results from the 2011/12 reporting year are based on 2011 survey data; results from the 2012/13 reporting year are based on 2012 survey data. For all survey results, if the result plus or minus the margin of error includes the target, the measure is assessed as achieved. In all cases, the survey result and the margin of error are used to determine the target assessment. Survey results are not assessed if the number of respondents is less than 20 or the confidence interval is 10% or greater.

<sup>7</sup> The 2012/13 reporting cycle is the first time Apprenticeship (APPSSO) survey results have been included.

<sup>8</sup> Target is the unemployment rate for those aged 18 to 29 with high school credentials or less for the Interior region.

Target assessment scale	Description
Exceeded	110% or more of the target
Achieved	100% - 109% of the target
Substantially achieved	90% - 99% of the target
Not achieved	Less than 90% of the target
Not Assessed	Survey results with less than 20 respondents or a margin of error of 10% or greater, descriptive measures, and measures without targets

<b>APPENDIX</b>						
<b>Okanagan College</b>						
<b>2012/13 Accountability Framework Performance Measure Results</b>						
<b>Performance measure</b>	<b>Reporting year</b>					
	<b>2011/12</b>	<b>2012/13</b>	<b>2012/13</b>	<b>2012/13</b>		
	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Assessment</b>		
<b>Former diploma, certificate, and associate degree students' assessment of skill development</b>						
	<b>%</b>	<b>+/-</b>		<b>%</b>	<b>+/-</b>	
Skill development (avg. %)	76.4%	1.7%	≥ 85%	76.8%	1.7%	Substantially achieved
Written communication	71.4%	2.1%		72.6%	2.1%	
Oral communication	68.7%	2.2%		69.9%	2.1%	
Group collaboration	79.0%	1.6%		80.9%	1.5%	
Critical analysis	80.8%	1.5%		80.8%	1.5%	
Problem resolution	74.6%	1.7%		74.5%	1.7%	
Learn on your own	78.2%	1.6%		79.7%	1.5%	
Reading and comprehension	81.9%	1.5%		79.2%	1.5%	
<b>Apprenticeship graduates' assessment of skill development</b>						
	<b>%</b>	<b>+/-</b>		<b>%</b>	<b>+/-</b>	
Skill development (avg. %)	N/A	N/A	≥ 85%	80.3%	3.2%	Substantially achieved
Written communication	N/A	N/A		73.3%	4.8%	
Oral communication	N/A	N/A		72.1%	4.9%	
Group collaboration	N/A	N/A		84.5%	2.7%	
Critical analysis	N/A	N/A		84.5%	2.6%	
Problem resolution	N/A	N/A		77.9%	3.0%	
Learn on your own	N/A	N/A		85.5%	2.5%	
Reading and comprehension	N/A	N/A		84.6%	2.6%	
<b>Bachelor degree graduates' assessment of skill development</b>						
	<b>%</b>	<b>+/-</b>		<b>%</b>	<b>+/-</b>	
Skill development (avg. %)	91.6%	3.2%	≥ 85.0%	90.0%	4.7%	Exceeded
Written communication	84.4%	4.3%		86.9%	5.5%	
Oral communication	89.2%	3.7%		90.5%	4.8%	
Group collaboration	95.6%	2.3%		92.1%	4.2%	
Critical analysis	95.6%	2.3%		92.2%	4.1%	
Problem resolution	92.9%	2.9%		85.7%	5.5%	
Learn on your own	91.9%	3.1%		92.1%	4.2%	
Reading and comprehension	91.7%	3.3%		90.5%	4.6%	

<b>Okanagan College</b>			
<b>Accountability Framework Performance Targets: 2013/14 - 2015/16</b>			
<b>Performance measure</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Student spaces</b>			
Total student spaces	4,751	4,751	TBD
Nursing and other allied health programs	409	409	TBD
Developmental programs	984	984	TBD
<b>Credentials awarded</b>			
Number	≥ 2,535	TBD	TBD
<b>Aboriginal student headcount</b>			
Number	≥ 1,501	≥ previous year	
Percent	≥ 7.7%		
<b>Student satisfaction with education</b>			
Apprenticeship graduates	≥ 90%		
Former diploma, associate degree and certificate students			
Baccalaureate graduates			
<b>Student assessment of the quality of instruction</b>			
Apprenticeship graduates	≥ 90%		
Former diploma, associate degree and certificate students			
Baccalaureate graduates			
<b>Students' assessment of skill development (average %)</b>			
Apprenticeship graduates	≥ 85%		
Former diploma, associate degree and certificate students			
Baccalaureate graduates			
<b>Student assessment of usefulness of knowledge and skills in performing job</b>			
Apprenticeship graduates	≥ 90%		
Former diploma, associate degree and certificate students			
Baccalaureate graduates			
<b>Unemployment rate</b>			
Apprenticeship graduates	≤ unemployment rate for individuals with high school credentials or less		
Former diploma, associate degree and certificate students			
Baccalaureate graduates			

Audited Financial Statements can be found at:

[www.okanagan.bc.ca/financial2012-13](http://www.okanagan.bc.ca/financial2012-13)

