



STRATEGIC PLAN - FIRST DRAFT

For discussion purposes only (September 16, 2021)

PART 1 - OUR STORY

We live and work in the unceded territories of the Syilx-Okanagan, Secwepemc, Ktunaxa, and Sinixt. We work with and learn from these communities as part of our mission.

Okanagan College is unconditionally committed to empowering individuals and communities in our region to make positive change through quality learning experiences, applied research, and innovation.

Okanagan College has been embedded in the social, cultural, and economic fabric of the region since 1963. The College has grown and developed with the region and, in turn, has impacted the growth and development of the region in meaningful ways. Since 2005 we have grown from a small College to a medium-sized one and now find ourselves positioned to consider what meaningful and intentional growth and progression looks like for us in the coming years. Our reach and impact have expanded beyond our home in the interior of British Columbia both nationally and internationally and will continue to do so.

Our region is vibrant, resilient, and inspiring; and yet, our regional communities will face significant challenges in the coming years. For instance, our region will likely continue to experience a population surge that is also aging. Related to this population growth is an increased cost of living driven primarily by the availability and cost of housing. Diversity of the region's population will continue as individuals migrate here, thereby leading to a greater focus on social justice, equity, diversity, and inclusion. The lands, water, flora, and fauna that make up this region will continue to be threatened by development and climate change. The small and medium businesses in the region may struggle to compete nationally and internationally because of a shrinking talent pool and the need to create meaningful employment opportunities so that employment can keep pace with the increased cost of living. Technological, socio-political, and economic forces have and will continue to disrupt and impact the primary and growing industry sectors in the region.

Through these challenges, communities are likely to seek out leadership and support. They will be looking to OC. We owe it to our communities, to our alumni and present and future learners and to generations to come to rise to the call of our communities. OC will be able to provide stability, innovation, and the relevant knowledge, skills, and abilities that will be necessary to strengthen the vibrancy, resilience, and sustainability of the region built on a reputation of creating access and enabling success for learners throughout their life.

PART 2 - MISSION – WHY WE EXIST AS A COLLEGE

We Transform Lives and Communities.

PART 3 - VISION – WHAT WE ASPIRE TO AS A COLLEGE

Okanagan College inspires and empowers individuals and communities to meaningfully and sustainably strengthen the social, economic, environmental, and cultural resiliency of our region for current and future generations.

PART 4 - CORE VALUES – THESE GUIDE OUR DECISIONS, OUR BEHAVIORS, AND OUR INTERACTIONS

Students first. Creating meaningful educational opportunities throughout life for our past, current, and future students is at the heart of everything we do.

Community. We are one college. We enthusiastically embrace the opportunity to work with, learn from, and support all those we encounter collaboratively and collegially.

Respect. We welcome, embrace, and celebrate the many things that make us different in creating an environment in which every individual is valued, affirming our commitment to human dignity for all.

Courage. We demonstrate leadership and courage in areas that contribute to positive change in our communities and beyond. We are truthful, sincere, and act with honesty, fairness, and ethics.

Relationships. We believe in the stewardship of meaningful relationships. We demonstrate compassion and empathy for the wholistic well-being of our students, our employees, and those in our community.

Excellence. We focus on those things at which we can reliably excel without sacrificing quality.

PART 5 - CULTURAL FOUNDATIONS – THOSE VALUES TO WHICH OC IS STEADFASTLY COMMITTED. THESE FOUNDATIONS REQUIRE ONGOING AND PURPOSEFUL ATTENTION AND ACTION FOR THEM TO BECOME CORE TO THE COLLEGE'S CULTURE.

Indigenous OC. Okanagan College is committed to the journey of reconciliation. As part of our journey, we pledge to adopt Indigenous world views in all aspects of college life. This includes (a) our learning and research environments, (b) our physical, cultural, and spiritual spaces on campuses, and (c) our structures, policies, and practices. We remain committed to working with and learning from regional Indigenous Communities to achieve this foundation.

Okanagan College is a **champion for social justice, equity, diversity, and inclusion**. By increasing the equitable and inclusive participation of equity-seeking groups in all aspects of college life, Okanagan College will improve its own culture of inclusion. As a leader in our region, Okanagan College will contribute to social justice, equity, diversity, and inclusion in the communities we serve.

Okanagan College is a **champion for sustainability**. Sustainability is a focus in our learning and research environments. As a community and thought leader, we demonstrate sustainability in our physical spaces, how we conduct our day-to-day activities, and our economic practices. As part of our commitment, Okanagan College will meet or exceed the Provincial Government's annual carbon emission targets. We will improve the financial health of Okanagan College by improving how we prioritize our goals and allocate our resources to achieve those goals. We will reduce our dependency on government grants and regulated tuition through diversified stable revenue sources.

Strong employees make for a strong college. Okanagan College's employees are our bedrock. They bring to life the activities that transform lives and communities every day. We will improve employee engagement, improve perceptions of leadership, and become one of BC's top employers through demonstrating commitment to the wholistic well-being of our employees and empowering accountable leadership throughout the College.

Okanagan College is **effective and efficient**. We will improve employees' effectiveness toward our goals by (a) optimizing workflows, (b) generating value-based solutions, (c) renewing policies, practices, and governance to be agile and student-focused, (d) embracing complementary online and physical infrastructures, and (e) strengthening our data and analytics practices.

We transform lives through ***Inclusive and Equitable Access***. Increase the participation rate and success of equity-seeking and non-traditional student populations by removing the systemic barriers that stand in the way of these learners realizing their future potential through higher learning.

We transform lives through ***Personalized Lifelong Learning Partnerships***. Improve student success and engagement during their studies by personalizing the students' lifelong learning journey and demonstrating compassion for the wholistic well-being (e.g., mental health) of our students.

We transform regional communities through ***Integration and Focus***. Strengthen the College's regional, national, and international reputation by integrating and focusing our learning and applied research efforts on areas that will ease regional challenges (e.g., aging population), strengthen regional opportunities (e.g., environmental sustainability and net-zero economy), and enable current and emergent economic and social sectors in the region.