



Board of Governors Open Session Meeting Agenda

Tuesday, January 11, 2022

9:30 a.m. – 10:30 a.m.

Meeting to be held via Zoom

- To join the meeting, click [here](#)
- Meeting ID: **659 6531 7978** and Passcode: **Open**
- To join by phone, dial: 1 833 955 1088 (Canada Toll-free)

We respectfully acknowledge that we are meeting on the unceded traditional lands of the Indigenous people who have inhabited and used the lands since time immemorial.

	Related Pages	Time
1. APPROVAL OF AGENDA <u>Recommended Motion:</u> <i>“BE IT RESOLVED THAT the January 11, 2022 Okanagan College Board of Governors approves the Open Session meeting agenda and thereby approves the consent agenda including the November 30, 2021 Open session minutes as presented.”</i>		9:30am
2. DECLARATION OF CONFLICT		
3. CONSENT AGENDA 3.1. Previous Minutes – November 30, 2021 3.2. Board Workplan (N. Fassina)	 3-7 8-10	
4. BUSINESS ARISING FROM THE MINUTES		
5. NEW BUSINESS 5.1. Strategic Plan (N. Fassina) <u>Recommended Motion:</u> <i>“BE IT RESOLVED THAT the Board of Governors of Okanagan College approve the strategic plan titled “Inspire” as presented and pending non-substantive and editorial changes identified during production and release.”</i> 5.2. Finance, Audit and Risk Review Committee 5.2.1. Chair Report (D. Safinuk) 5.3. Education Council Update (C. Newitt)	 11-24	9:40am

	<i>Related Pages</i>	<i>Time</i>
6. REPORTS		10:15am
6.1. Board Chair Verbal Report (J. Cunningham)		
6.2. President’s Verbal Report (N. Fassina)		
7. TOPICS FOR NEXT MEETING		
8. ADJOURNMENT		11:00am



Board of Governors

Open Meeting Minutes - Draft

Tuesday, November 30, 2021

Meeting to be held in S103B, Executive Boardroom

BOARD MEMBERS PRESENT:

- Juliette Cunningham, Chair
- Dale Safinuk, Vice Chair
- Andrea Alexander
- Marcel Beerkens
- JoAnn Fowler
- Neil Fassina
- Tina Lee
- Gloria Morgan
- Devin Rubadeau
- Karley Scott
- Chris Newitt
- Annika Kirk
- Choi Leong

REGRETS:

None

GUESTS:

- Donna Olson, Director, Legal Affairs & Policy Development

OTHER STAFF:

- Curtis Morcom, Vice President, Employee & Corporate Services
- Andrew Hay, Provost and Vice President, Academic
- Meri Kim Oliver, Vice President, Students
- Gillian Henderson, Director, HR
- Tyler Finley, Interim Director, Public Affairs
- Joanna Campbell, Recording Secretary

ACTION

Quorum was established and the meeting was called to order 9:02 a.m.

It was respectfully acknowledged that the meeting was held on the unceded traditional lands of the Indigenous people who have inhabited and used the lands since time immemorial

1. APPROVAL OF AGENDA

Motion:

“BE IT RESOLVED THAT the November 30, 2021 Okanagan College Board of Governors approves the Open Session meeting agenda and thereby approves the consent agenda including the September 28, 2021 Open Session minutes as presented.”

A. Alexander
CARRIED

2. INTRODUCTION OF NEW MEMBERS

A. Kirk and C. Leong introduced themselves to the Board.

3. OATH OF OFFICE

The new student members (Annika Kirk and Choi Leong) read the Oath of Office.

ACTION

4. DECLARATION OF CONFLICT

No conflicts were declared.

5. CONSENT AGENDA

CARRIED

The meeting recessed and returned at 10:00am

6. ELECTIONS**6.1. Chair**

The VP, Employee & Corporate Services called for nominations for the position of Chair. J. Cunningham was nominated and accepted the nomination. A second and third call was issued. No additional nominations were received. J. Cunningham was acclaimed to the position of Chair.

6.2. Vice Chair

The VP, Employee & Corporate Services called for nominations for the position of Vice Chair. D. Safinuk was nominated and accepted the nomination. A second and third call was issued. No additional nominations were received. D. Safinuk was acclaimed to the position of Vice Chair.

7. BUSINESS ARISING FROM THE MINUTES

No new business arising.

8. PRESENTATIONS**8.1. Student Satisfaction Survey**

The Vice President, Students reported to the Board that the survey received similar results to past years. Costs and course offerings continued to be a concern. 74% indicated satisfaction with their online learning experience during COVID.

9. NEW BUSINESS**9.1. Discrimination, Bullying and Harassment Policy**

This policy is required to be reviewed regularly as per WorkSafeBC regulations. The new draft addresses changes in government regulations. Following our established process, the policy was reviewed by the Board Executive Committee and then was posted for comment. Adjustments to the policy were made as a result of comments received.

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors approve the Discrimination, Bullying and Harassment Policy as recommended by the Board Executive Committee.”

The President indicated he was developing a policy framework and that would be brought to the Board for review and approval prior to implementation.

C. Leong
CARRIED

9.2. Review of the Draft Strategic Plan

The President reported that the development of the Strategic Plan is on schedule. The draft will be presented for approval to Education Council this week and is expected to come back to the Board for final approval in January.

9.3. Finance, Audit and Risk Review Committee

9.3.1. Chair Report

It was reported that the Committee met on November 16. At the meeting the committee reviewed the Executive Expense Report and the Committee's Terms of Reference.

9.3.2. Domestic Tuition

The proposal to increase tuition was reviewed and it was noted that there is a provincial policy on tuition that establishes a maximum allowable increase. We have not received the limit for 2022 yet but expect it to be 2%.

Motion:

"BE IT RESOLVED THAT the Board of Governors approve an increase in domestic tuition and mandatory fees of two per cent, effective September 2022, pending no change in limit in accordance with the BC Tuition Limit Policy and as recommended by the Finance, Audit and Risk Review Committee."

D Rubadeau
CARRIED

9.3.3. International Tuition

The proposal to increase tuition was reviewed and it was noted there is no provincial limit on tuition increases for international students

Motion:

"BE IT RESOLVED THAT the Okanagan College Board of Governors approve an increase of two per cent to international tuition, effective September 2022 as recommended by the Finance, Audit and Risk Review Committee."

C. Leong
CARRIED

9.4. Governance Committee

9.4.1. Chair Report

The Committee Chair noted that they met on November 16. The Committee discussed the professional development session on October and wanted to express their appreciation to G. Morgan for her contributions. The Committee also wished to thank members of administration for the sessions they conducted.

9.5. HR Committee

9.5.1. Chair Report

The Committee Chair reported the committee met and noted that collective agreements are expiring, and that the Committee will be kept informed as appropriate. The Committee reviewed their Terms of Reference and decided to defer any changes until after the full review of Board material.

9.1. Education Council

9.1.1. Schedules

It was noted that the provincial government has not yet indicated if September 30 will be a public holiday or not as a result Education Council has not recommended that a permanent change be made to that date in the schedule until we have some certainty. This recommended schedule will cover next year.

Motion:

“BE IT RESOLVED THAT the Okanagan College Board of Governors endorses the 2022 – 23 Academic Schedule Policy Variance as recommended by Education Council and as presented.”

C. Leong
CARRIED

This schedule is outside the policy and requires approval by the Board.

“BE IT RESOLVED THAT the Okanagan College Board of Governors approves the Pharmacy Technician Certificate Schedule as recommended by Education Council and as presented.”

C. Leong
CARRIED

9.2. Annual Meeting Schedule

The President presented an adjusted Board calendar that was developed to make the best use of Board members time while ensuring that all government and governance requirements are met.

It was decided that the June 21st date should be adjusted as that date is National Indigenous Peoples Day.

“BE IT RESOLVED that the Okanagan College Board of Governors amend the schedule presented to make the June meeting a regular meeting and move it to an alternate date, and to add a regular meeting in February 2023.”

C. Leong
CARRIED

10. REPORTS

10.1. Board Chair Verbal Report

The Chair noted she met the new student boards members for their orientation session. She expressed appreciation on behalf of the Board to G. Morgan for serving as Chair.

10.2. President’s Report

The President thanked the outgoing Chair for her support during his transition to OC’s president.

10.2.1. Q2 Financials

The President reviewed the Q2 Financial report.

*ACTION***10.3. Stable Enrolment Report**

The Vice President, Academic reviewed the report. He noted domestic numbers are stable, but travel restrictions are impacting international students' ability to travel.

11. TOPICS FOR NEXT MEETING

No topics were suggested for the next meeting

12. FOR THE GOOD OF THE BOARD**13. ADJOURNMENT**

The meeting adjourned at 11:42 am

CARRIED



BOARD OF GOVERNORS – BRIEFING NOTE

January 5, 2022

Agenda #: 3.2

Title:	Board Annual Workplan			
Action Required:	For Information			
Draft Motion/ Recommendation:	None required			
Background Information & Context:				
<p>The Board of Governors approved the renewed 2022/23 Board meeting schedule on November 30, 2021. To support the Board of Governors in “regularizing” its responsibilities under the approved schedule, a draft Board Annual Workplan has been created. The primary purpose of the workplan is to provide the Executive Committee an outline of items the Board will be responsible for annually to support the creation of Board agendas. The Board workplan will also support management in their preparations for each Board meeting.</p> <p>The Draft workplan will be updated after the Board has reviewed (and approved as appropriate) any amendments to the Board Bylaws & Committee Terms of Reference. Following this initial revision, the intention is that the workplan will be reviewed annually in June by the Board Executive Committee. That said, it is intended to be a living document that is maintained by the President’s Office and adjusted as required by the Board, the President, or to address government requirements.</p>				
Additional Attachments:				
<ul style="list-style-type: none"> • <u>Attachment #1</u>: Workplan 				
Analysis:				
The plan will provide structure to the development of each Board meeting agenda and will provide members with an understanding of their annual responsibilities.				
Alignment to College Integrated Planning:				
N/A				
Risk Implication & Mitigation Steps:				
Governance. In the absence of a Board of Governors workplan, there is a risk to the effective operation of Board governance due to important items potentially being missed. The introduction of an annual workplan that is reviewed regularly mitigates this risk.				
Proposed and Prepared by: <i>(include name and title)</i>	Neil Fassina, President			
Consultation History:	Reviewed	Recommended	Group/Individual	Date
	☒	☒	Board Executive Committee	1/4/2022

*This document is intended to be a cover sheet only (e.g. two pages)
If supporting documents are required, please attach them*

Board Annual Workplan (January, 2022 Draft)

Item	March	May	June	September	December	As Required
President's Report		Verbal				
Committee Reports						
Chair's Report						
Risk Management Report						
Q3 Financials						
Q4 Financial Statement Forecast						
Annual Programming Plan Approval						
Intergrated Resource Plan Review and Approval						
Forgiveness of Foundation Receivable Loan Approval						
ITA Training Plan Review and Approval						
Safe Disclosure and Litigation Report						
Student Association Fees Collection Request						
Audited Financial Statement Review and Approval						
FTE (Full Time Equivalent) Report						
Line of Credit Approval						
President's Goals - Final report						
President's Goals for upcoming year						
Mandate Letter from the Ministry Review						
Accountability Plan and Report						
Review of Board Advocacy Plan						
Foundation Capital Plan Update						
Program Advisory Committee (PAC) Update						
Regional Advisory Committee (RAC) Update						
Sexual Violence and Misconduct Policy Annual Report						
Sexual Violence and Misconduct Policy Tri-annual Review						
Strategic plan - year in review & strategic discussion						
Operational Dashboard(s) year in review						
Q1 Financials Forecast						
Planning Assumptions Discussed						
Update on Risk Management						
Five Year Capital Plan Approval						
International Tuition Review and Approval						
Foundation Annual Report						
SOFI (Statement of Financial Information) Review						
Annual Meeting schedule Approval						
Investment Policy Annual Review						
Domestic Tuition Review and Approval						
Q1 Financial Statement						
Q2 Financial Forecast						
Board Evaluation - Report on results						
Discrimination, Bullying and Harassment Policy Annual Review						
Elections - Chair and Vice Chair						
Non Board Policy Report						
Honorary Fellows Nominations						

Item	March	May	June	September	December	As Required
President's Goals Six month report						
Mid-year Enrolment Report						
Q2 Financial Statement						
Q3 Financial Forecast						
Education Council Items						
Lease Agreement approvals						
Board Bylaw Review						
Committee Terms of Reference Approval						
Master Capital Plan Review and Approval						
Foundation Naming Rights Approvals						
OC Student Satisfaction Survey Results Report						TBD
Employee Survey Results Report						TBD



BOARD OF GOVERNORS – BRIEFING NOTE

January 5, 2022

Agenda #: 5.1

Title:	Inspire: Okanagan College Strategic Plan			
Action Required:	For Approval			
Draft Motion/ Recommendation:	<i>Be it resolved that the Board of Governors of Okanagan College approve the strategic plan titled "Inspire" as presented and pending non-substantive and editorial changes identified during production and release.</i>			
Background Information & Context:				
<i>Please see attached briefing note and documentation.</i>				
Additional Attachments:				
<ul style="list-style-type: none"> • Briefing Note • Strategic Plan Draft (<i>Attachment 1</i>) • Strategic Plan Roadmap (<i>Attachment 2</i>) • Graphic Option 1 (<i>Attachment 3</i>) • Graphic Option 2 (<i>Attachment 4</i>) 				
Analysis:				
<i>Please see attached briefing note and documentation</i>				
Alignment to College Integrated Planning:				
Risk Implication & Mitigation Steps:				
Proposed and Prepared by: <i>(include name and title)</i>	Neil Fassina, President			
Consultation History:	Reviewed	Recommended	Group/Individual	Date
	☒	☒	Education Council	12/2/2021
	☒	☒	<i>Internal and external consultation process outlined in briefing note</i>	

*This document is intended to be a cover sheet only (e.g. two pages)
If supporting documents are required, please attach them*

INSPIRE: OKANAGAN COLLEGE STRATEGIC PLAN

Presented by: Neil Fassina, President

December 18, 2021

PROPOSED MOTION

Be it resolved that the Board of Governors of Okanagan College approve the strategic plan titled “Inspire” as presented and pending non-substantive and editorial changes identified during production and release.

PROGRESS UPDATE

Development of Okanagan College’s next strategic plan is now complete. A penultimate draft is presented to the Board of Governors for final review and approval. The penultimate draft can be found in Attachment 1.

The briefing note that follows provides a summary of the steps taken during the Board approved development process. A special thank you to the Board of Governors for its continued support and guidance during the development of the strategic plan.

PLANNING PRINCIPLES AND INTENDED OUTCOME

In May 2021, Okanagan College launched the strategic planning cycle. This cycle represented the first one to be led by the College’s new president. Beyond the purpose of developing the College’s next strategic plan, this process provided an opportunity for the College community to get to know Neil and vice versa.

At the outset, the intended outcome was to develop a strategic plan that would define the challenges to be overcome by the College and the opportunities the College would seize to achieve its mission. It was intended to be flexible in its timeline and was to be values-focused, inspirational, empowering, and succinct. The working group believes that these outcomes have been achieved in the penultimate draft.

The planning process was intended to reflect the College’s culture; to be future focused, to embrace new ideas, and challenge assumptions; and to be inclusive, iterative, and informed by data. As will be highlighted by details that follow, these principles were embraced throughout the development process.

SUMMARY OF PLANNING PROCESS

The planning process was comprised of four phases. These phases were consistent with the College’s past practice, Neil’s past practice, and integrated best practice. The following is a summary of the activities and deliverables of the four phases.

Phase I - Process development – Completed July 2021

- Environmental Scans - Two forms of environmental scan were completed.
 - The first – a traditional environmental scan – was completed by Institutional Research in March 2021. This scan was a key guiding document for the working group.
 - The second – a collection of over 50 external higher education related strategy documents, demographic, and industry profiles relevant to the region. These contextual documents served as supporting documentation for the working group.
- Informal review & feedback session with Board of Governors (April 13, 2021)
 - Preliminary review of the planning process and initial creative ideas session with the Board of Governors.
- Board review and approval of planning process (April 27, 2021)
 - Planning process was approved by the Board of Governors.

- Creation of Working Group
 - The seven member Working group was struck on May 27, 2021. It included representation from Executive Team, Leadership Council, Education Council, Administrators Association, Institutional Research, and Public Affairs.
- Creation of Steering Team
 - The 13-member Steering team was struck in July 2021. It included representation from the Board of Governors, Education Council, BCGEU Support, BCGEU Vocational, Okanagan College Faculty Association, Excluded Support staff, Leadership Council, Executive Team, Alumni, and Student's union.

Phase II - Exploration, listening, & research – Completed July 2021

- Stakeholder input sessions
 - 29 Zoom input sessions were held between May 25 and June 30. Stakeholder groups invited to Zoom sessions included the Board of Governors, Education Council, Leadership Council, Executive Team, Dean's Forum, Okanagan College employees, Union Representatives, Students, Alumni, Okanagan College Foundation, and School District Superintendents. A total of 260 people participated in these sessions.
 - ThoughtExchange – an online collaboration tool – was used to facilitate ongoing conversation and discussion throughout the process. In addition to the stakeholder groups noted above, regional communities, elected government officials, and employer partners were included in the ThoughtExchange process. A total of 525 people provided input through ThoughtExchange.
- Board of Governors discussion to establish ambition and risk tolerance
 - First risk tolerance discussion held in June. Feedback from June discussion was integrated into final risk tolerance discussion in September.

Phase III - Ideation and development – Completed November 2021

- Assessment of Phase II data
- Development of strategic options
 - Due to the convergence of data received in Phase II, the working group moved directly to the creation of a first draft as noted below. As a result, strategic options were presented as variations within potential strategies rather than distinct strategic options.
- Board review of strategic options
 - This step did not take place as noted above.
- Development of draft plan
 - The first draft of the plan was presented for review and consideration to the Steering committee on August 30 and the Board of Governors on September 28.
- Engagement and review of draft plan (October)
 - 29 Zoom input sessions were held between September 29 and November 30. Stakeholder groups invited to Zoom sessions included the Board of Governors, Education Council, Leadership Council, Executive Team, Okanagan College employees, Union Representatives, Students, Alumni, and Okanagan College Foundation. A total of 172 people participated in these sessions.
 - ThoughtExchange – an online collaboration tool – was used to facilitate ongoing conversation and discussion throughout the process. In addition to the stakeholder groups noted above, regional communities, elected government officials, and employer partners were included in the ThoughtExchange process. A total of 97 people provided input through ThoughtExchange
- Revision of Draft Plan
 - During the period of September 29 through November 30, two substantive revisions were made to the plan to reflect the ongoing feedback provided to the working group.

Phase IV - Finalization, Communication, and Kick-off – In Progress

- Development of the penultimate plan for review by Board of Governors
 - Revisions toward the penultimate draft attached were completed on November 30.
 - Confirmation of the strategy alignment to the Province’s Mandate Letter for OC was included in the November 30 Board package.
 - Education Council reviewed and supported the penultimate draft at its December 2, 2021 meeting
 - The Steering Committee reviewed and provided additional feedback at its December 9, 2021 meeting
- Development and launch of communication plan (December/January)
 - Public Affairs is currently working toward related imagery and communication planning for the strategic plan. This work will be complete in January 2022.
- Remaining components of Phase IV
 - Approval of final strategic plan
 - Integration into College operational and resource planning
 - Development of assessment and accountability framework

STRATEGY - PENULTIMATE DRAFT

Feedback from Education Council and the Steering Committee was positive. An important theme continued to be that the words we use in our planning document matter. Further refinements in language were identified by both groups.

Beyond editorial changes and language refinements, two changes of note have been made following meetings with Education Council and the Steering Committee.

- The strategic themes section of the plan has been renamed from “Our Aspirations” to “Our Commitments.”
 - This change was made in response to feedback from student leadership that the word “aspirations” implied something lesser than the word “responsibilities” used earlier in the plan. The change to “commitments” was made to acknowledge the equal importance our internal and external priorities.
- The plan has been titled “Inspire”
 - The name draws from the language used throughout the plan as well as feedback garnered through stakeholder engagement sessions.
 - The notion of inspiration is circular, reflective, and reciprocal. That is, the College inspires individuals and communities to engage in positive change toward the social, economic, and environmental fabric of the region. Similarly, the individuals and communities in the region inspire the College to engage in positive change to continue the virtuous cycle.
 - The Inspire title enables strong and dynamic communication and promotion narratives. More specifically, it provides a strong initial communication “hook.” Our internal and external communication efforts will employ this hook to share the plan, deliver the narratives, and foster continued interest and engagement.
 - A regional environmental scan has been completed to ensure that the title of Inspire is not duplicating the narrative of other institutions.

At its December 2, 2021 meeting, Education Council approved the following motion in support of the plan:

That Education Council recommends to the Board of Governors the Strategic Plan as presented with the understanding that non-substantive revisions may be necessary prior to review by the Board of Governors.

The draft before the Board of Governors for the January 11, 2022, meeting represents the penultimate version of Okanagan College’s next strategic plan.

ROADMAP

The roadmap is included as Attachment 2. The language in the roadmap has been amended to reflect feedback provided by the Steering Committee and to align it with the editorial changes made to the plan itself.

Representatives from OC Students Union presented to the College's Leadership Council during the resource planning meetings held on December 13 and 14. I am pleased to note that the majority of the short- and medium-, and long-term priorities identified by the students are included within deliverables in the Roadmap. While not exhaustive, these include:

Commit to the Okanagan Charter. The Okanagan Charter is intended to support the introduction and integration of wellness throughout college life. As president, Jim Hamilton signed the original charter. We are working with UBC to receive a copy of the original charter. Direction consistent with the intent and purpose of the Okanagan Charter can be found in the Responsibility of Resilient Employees and the Commitment of Individualized Lifelong Learning Partnerships of the Inspire Strategy. From an operational perspective, the same intent and purpose can be found in the 2022/23 Achievements of "Holistic Employee Wellness Strategy" and "Student Holistic Wellness Strategy (incl. mental health)."

Commit to the Scarborough Charter. The Scarborough Charter is a commitment by institutions to stand up to and take action against black racism. While the College explores the commitment required to be a signatory to the Scarborough Charter, direction consistent with the intent and purpose of the charter can be found in the Value of Respect, the Responsibility of Equity, Diversity, Inclusion, and Social Justice (EDISJ), and the Commitment of Inclusive and Equitable Access. From an operational perspective, direction consistent with the charter can be found in the 2022/23 Achievements of "EDISJ cultural implementation plan and timelines," "Baseline assessment of past and current student body demographics," and "Strategic enrolment plan."

Provision of funding and support for Open Educational Resources (OERs). Consistent with the Commitment of Individualized and Lifelong Learning Partnership, the role of OERs can best be found in the 2023/24 Achievement of "Learning resource plan (including Open Educational Resources)."

Improved fairness for International Learners. This request is grounded in the intention of creating predictability in year-over-year tuition for International Learners. Although student leadership has requested a voluntary tuition cap policy for the Board of Governors, the direction and intent of the request can be found in the Commitment of Inclusive and Equitable Access under the 2025/26 Achievement of "Renewed student affordability model."

Increased Mental Health Resources. This request is reflected in the Commitment of Individualized Lifelong Learning Partnerships under the 2022/23 Achievement of "Student Holistic Wellness Strategy (incl. mental health)."

Campus Positive Spaces. Positive spaces on campus are welcoming and inclusive locations in which any individual feels welcome and safe. This request is reflected in the Value of Respect, the Responsibility of Sustainability and the 2022/23 Achievements of "Physical space utilization study," and "Renewed campus master plan."

PLAN IMAGERY

As noted during the November 30 meeting of the Board of Governors, the College was working toward the foundational imagery that would support the launch of the Inspire plan. The primary mockup is provided in Attachment 3 and a secondary mockup is provided in Attachment 4.

The primary creative image involves embedded circles. The image of the embedded circles was inspired by the College's commitment to reconciliation and to working with, learning from, and honouring Indigenous ways of knowing and doing. The embedding of the circles draws from nested systems and many sources of inspiration from Indigenous cultures, from oral storytelling to artwork to dance. It similarly represents how each learner's journey is unique and yet connected to the journeys of those around them. The circles become a visual stand-in for the College's logo, in essence

expanding upon the logo in a way that symbolizes that there is no single definitive or prescriptive Okanagan College experience; rather, that as a learning community we are defined by and draw strength from diversity, inclusion and the bringing together of multiple perspectives and ideas into dialogue. It also is intended to represent the myriad of ways in which Okanagan College is embedded and linked to community.

The accompanying creative image of the weave was also inspired by the responsibility of reconciliation in the plan. Like the circles, it enables a perspective that each learner's journey is different and yet intertwined to the journeys of those around them. It conveys interconnectedness. The open space in the weave, like the open space in the circles, signifies the College's open, inclusive, and enthusiastic invitation for people to join our learning community – and, in so doing, to contribute to the diverse, vibrant and strong weave of Okanagan College. It also represents the region's topography and signals the importance of sustainability, with the warp and weft illustrating and symbolizing mountains, lakes, rivers, and other elements of the region's ecosystem. It visually depicts the way in which Okanagan College is woven into the region and our surrounding communities. The weave also creates a connection to the tradition of weaving.

Both the embedded circles and the weave provide meaningful narrative opportunity to highlight the individual – i.e. to put the learner at centre – while also conveying the overall picture of the College, and the depth and breadth of interconnectedness that inspires, informs and sustains us.

INSPIRE

OKANAGAN COLLEGE STRATEGIC PLAN

December 21, 2021

OUR STORY

We live and work in the unceded territories of the Syilx-Okanagan, Secwepemc, Ktunaxa, and Sinixt. We honour, work with, learn from, and listen to Indigenous communities in creating our story.

Okanagan College is committed to empowering individuals and communities in the region to make positive change through exceptional learning experiences, applied research, and innovation. Students and their communities are at the centre of everything that we do.

Okanagan College has been embedded in the social, cultural, and economic fabric of the region since 1963. We have grown and developed with the region and, in turn, have impacted the growth and development of the region in meaningful ways. Looking forward, we will design intentional change to meet the learning needs of urban, rural, and remote students throughout the region as well as nationally and internationally.

The communities in the region are vibrant, resilient, and inspiring. Demographic, climate, and social changes, limits to affordability, lack of skilled workers, and technological, socio-political, and economic forces will continue to impact regional industries and communities.

Through these challenges, communities will seek out leadership and support; they will look to OC. We owe it to communities, alumni, and present and future learners to answer the call and transform ourselves to meet their needs both as a willing partner and a leader. Building on our reputation of creating access and enabling success for learners throughout their lives, OC will provide leadership, stability, innovation, and the relevant knowledge, skills, and abilities that will be necessary to strengthen the vibrancy, resilience, and sustainability of the region.

OUR MISSION

We transform lives and communities.

OUR VISION

We inspire and empower individuals and communities to strengthen and sustain the social, economic, environmental, and cultural resiliency of the region for current and future generations through the creation and sharing of knowledge.

OUR VALUES

Students first. Creating meaningful lifelong educational opportunities of the highest quality for alumni, 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 everyone we encounter collaboratively and collegially.

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

Courage. We are courageous in our actions in areas that contribute to positive change in our communities and beyond. We have the courage to be vulnerable. We are truthful, sincere, and act ethically with honesty and fairness.

Relationships. We steward meaningful relationships built on a foundation of reciprocity. We are compassionate, empathic, and care for the holistic well-being of students, employees, community members, and the land.

Distinction. We choose activities in which we can achieve excellence and positively impact society.

OUR RESPONSIBILITIES

We pledge to weave Indigenous world views into all aspects of college life as part of our journey toward **reconciliation**. This includes our learning and research environments, our physical, cultural, social, and spiritual spaces on campuses, and our structures, policies, and practices. We remain committed to working with, listening to, and learning from Indigenous communities throughout this journey.

We will strengthen our role as a leader in **equity, diversity, inclusion, and social justice** (EDISJ). We will strengthen our culture of inclusion by increasing the equitable and inclusive participation of all diversity groups including historically and currently marginalized peoples in every aspects of college life. We will weave EDISJ principles throughout policy, practice, and action in all aspects of college life and throughout the communities we serve.

We will strengthen our role as a leader in **sustainability** in all aspects of college life. As an active partner in the United Nations' Sustainable Development Goals, we are accountable to meet or exceed expectations of sustainability in our physical spaces, energy usage, and our daily activities. Our financial health will be improved by sustainably prioritizing and allocating resources to our activities.

We will empower employees to be **resilient** in support of a resilient College. Okanagan College's employees are our bedrock. Every day, they bring to life the activities that transform lives and communities. We will improve employee engagement, strengthen our leadership and talent management practices, optimize employee value proposition, and become one of BC's top employers

through demonstrating commitment to the holistic well-being and development of employees and empowering accountable leadership throughout the College.

We will be **effective and efficient**. We will improve employees' effectiveness toward our goals by optimizing workflows, generating value-based solutions, reimagining policies, practices, and governance to be agile and student-focused, embracing complementary technology and physical infrastructures, strengthening our data and analytics practices, and supporting effective change leadership.

OUR COMMITMENTS

We transform lives through **Inclusive and Equitable Access**. We will increase the participation and success rates of historically and currently marginalized student populations by removing the systemic barriers to empower individuals to realize their potential through higher learning.

We transform lives through **Individualized Lifelong Learning Partnerships**. We will improve student success and engagement by individualizing the lifelong learning journey, placing the student authentically at the center of everything we do, and demonstrating compassion for the holistic well-being of students.

We transform regional communities through **Integration and Focus**. We will amplify the College's impact on the regional communities by integrating and focusing our teaching and research efforts on areas that will ease regional challenges, strengthen regional opportunities, and enable current and emergent economic and social sectors in the region.

	Our Responsibilities					Our Commitments		
	Reconciliation	Equity, Diversity, Inclusion, & Social Justice	Sustainability	Employee Resilience	Effectiveness and Efficiency	Inclusive and Equitable Access	Individualized Lifelong Learning Partnerships	Integration and Focus
Our Results	<ul style="list-style-type: none"> Weave Indigenous world views into all aspects of college life. 	<ul style="list-style-type: none"> Increase equitable and inclusive participation of all peoples representing diversity including historically and currently marginalized peoples Strengthen a culture of inclusion 	<ul style="list-style-type: none"> Exceed provincial standards for carbon reduction Be an active Partner in UN Sustainability Goals Complete our STARS Assessment Improve our financial health 	<ul style="list-style-type: none"> Increase employee engagement Improve leadership actions Increase accountability of leaders Achieve BC Top 100 Employers status Develop and focus talent to support organizational excellence Strengthen employee resilience and adaptability 	<ul style="list-style-type: none"> Optimize workflows Optimize policies and procedures Optimize online and physical infrastructure Introduce data and analytics driven decision making Increase organizational agility Strengthen a culture of continuous improvement 	<ul style="list-style-type: none"> Increase participation and success of historically and currently marginalized populations 	<ul style="list-style-type: none"> Improve student and alumni engagement 	<ul style="list-style-type: none"> Increase meaningful work and purposeful lives for college graduates and alumni Improve engagement with community stakeholders Improve social, economic, and environmental resiliency in the region
2028/29 Achievements						<ul style="list-style-type: none"> An individualized learning ecosystem that uses multiple modalities and delivery options to enable learning for individuals throughout the region and at all stages of their lives 	<ul style="list-style-type: none"> Agile and sustainable student services ecosystems 	
2027/28 Achievements				<ul style="list-style-type: none"> Integrated HR practices focused on strategic HR support 	<ul style="list-style-type: none"> Comprehensive renewal of College processes 	<ul style="list-style-type: none"> Agile and sustainable program and credential mix that leads to meaningful employment and resilient lives 		<ul style="list-style-type: none"> 2024/25 through 2028/29 Focus Areas to be developed through 2023/24 prioritization work
2026/27 Achievements			<ul style="list-style-type: none"> Renewed revenue and expense model for long-term sustainability 	<ul style="list-style-type: none"> Values-based culture 	<ul style="list-style-type: none"> Data informed real-time decision-making protocols and systems 	<ul style="list-style-type: none"> Markedly increased participation of historically and currently underrepresented and marginalized groups across OC programs and credentials 	<ul style="list-style-type: none"> An active student culture that embraces inclusion, diversity, and equity 	
2026/27 - STRATEGIC ROADMAP UPDATE								
2025/26 Achievements			<ul style="list-style-type: none"> Carbon neutral plan developed 	<ul style="list-style-type: none"> Refreshed employee wellness strategy Employee recognition strategy that includes appreciation tools 		<ul style="list-style-type: none"> Renewed student affordability model 	<ul style="list-style-type: none"> Renewed learning assessment framework 	<ul style="list-style-type: none"> College forecasting capabilities are developed
2024/25 Achievements	<ul style="list-style-type: none"> 2023/24 through 2028/29 Achievements to be developed through 2022/23 Indigenous OC Plan 	<ul style="list-style-type: none"> 2023/24 through 2028/29 Achievements to be developed through 2022/23 cultural implementation plan 	<ul style="list-style-type: none"> Integrated resource planning and accountability system implemented 	<ul style="list-style-type: none"> Instructional staff development program introduced HR processes review complete 	<ul style="list-style-type: none"> Comprehensive renewal of all OC policies Technology and physical infrastructure optimization plan Comprehensive digital strategy to support optimized learning and work environments 	<ul style="list-style-type: none"> Improved regional, national, and international partnerships in support of strategic enrolment goals and program needs Renewed Internationalization strategy to support enrolment and learning model goals 	<ul style="list-style-type: none"> Physical and digital student experience environment design that fully integrates with learning environment 	<ul style="list-style-type: none"> Program and credential framework complete
2023/24 Achievements			<ul style="list-style-type: none"> Alternative revenue source viability study Business continuity plan for OC education, research, operation, and technical environments College process and procedure continuous improvement framework STARS level aspiration to be set 	<ul style="list-style-type: none"> Renewed accountability and decision support framework for employee effectiveness Integrated HR & Talent Management Strategy Leadership development and competency framework 	<ul style="list-style-type: none"> Data and analytics governance framework introduced Physical and digital working environment to enable effective work environments Academic decision-making framework renewal Launch strategic & operational dashboards 	<ul style="list-style-type: none"> Physical and digital learning environment to support the College's learning ecosystem Defined sustainable regional, rural, and remote program delivery model 	<ul style="list-style-type: none"> Learning resource plan (including Open Educational Resources) Student experience plan Program maps complete 	<ul style="list-style-type: none"> Agile course, program and credential identification, creation, renewal, and retirement process Interdisciplinary priorities set for community validated challenges, opportunities, and collaborations College 60th Anniversary celebration
2022/23 Achievements	<ul style="list-style-type: none"> Confirmation of Indigenous OC Plan with timelines and measures of success President's Advisory Council created 	<ul style="list-style-type: none"> EDISJ cultural implementation plan and timelines Baseline assessment of EDISJ culture among employees 	<ul style="list-style-type: none"> Physical space utilization study Renewed Campus Master Plan Change leadership framework with associated engagement continuum created STARS Assessment submission 	<ul style="list-style-type: none"> Baseline biannual employee engagement survey introduced Holistic employee wellness strategy Implementation of Flexible Work Policy 	<ul style="list-style-type: none"> Digital infrastructure decision making framework introduced Administrative decision-making framework renewal Development of strategic and operational measures 	<ul style="list-style-type: none"> Strategic enrolment plan Baseline assessment of past and current student body demographics 	<ul style="list-style-type: none"> Learning framework created to achieve learning ecosystem consistent with the College's Aspirations (including Open Education Practices) EDISJ cultural implementation plan and timelines Student journey maps complete Baseline assessment of student services offerings and engagement needs Student holistic wellness strategy (incl. mental health) Student housing strategy Alumni engagement strategy Baseline assessment of EDISJ culture among students 	<ul style="list-style-type: none"> Assessment of current program and credential mix and program health assessment Applied research strategy created Research data management plan complete
2021/22 Achievements	<ul style="list-style-type: none"> Indigenous and Non-Indigenous Ally Assembly launched Indigenous Community Engagement Team launched 		<ul style="list-style-type: none"> Accessibility Committee created with action plan 	<ul style="list-style-type: none"> Flexible Work Arrangement Pilot 	<ul style="list-style-type: none"> Reimagined policy and procedure framework and policy and procedure renewal plan 			<ul style="list-style-type: none"> Food and Beverage strategy complete



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