

**Centre for Academic and Faculty Development Plan
(For inclusion in the Education Division Plan for 2009 – 2012)
Draft 1 July 30 2008**

Strategic Planning Directions for 2009 to 2012

Vision Statement (Draft):

The Centre will enhance educational quality in the College through the integration and coordination of faculty professional development, research and scholarly activity and program review and renewal.

Academic Year 2009 to 2010

Strategic Direction #1: To work with students to achieve their academic, professional and employment goals (engagement, delivery models, and aboriginal learners)

1. Promote student engagement in research and scholarly activities (for example, student research fairs, student/faculty research projects and publications, directed studies courses, enquiry-based learning, research assistants) (Research and Scholarly Activity Plan).

Strategic Direction #2: To enhance and strengthen the local, regional and international profile of Douglas in the BC post-secondary system (professional and academic schools, local and international partnerships)

1. Maintain and promote broader engagement of Faculty Development and individual faculty with external PD/FD groups such as UCPIID, Carnegie, Council on Undergraduate Research, local SoTL gatherings:
 - a. Lead development of an articulation agreement in the local PD consortium (SFU, Kwantlen, VCC, and BCIT).
2. Strengthen research and scholarly activity linkages with other post-secondary institutions, community agencies and other geographic and sectoral groups, and granting bodies.

Strategic Direction #3: To provide high quality curriculum, program and faculty development (Professional development, program review and renewal, research and scholarly activity)

1. Expand, consolidate and integrate structures that support a range of high quality faculty professional development activities :
 - a. Expand and enhance the new faculty orientation program;
 - b. Recruit and nurture new ISW facilitators;
 - c. Develop mechanisms to engage new faculty in PD and SoTL inside and outside the College;
 - d. Continue nurturing faculty engagement in SoTL (external faculty presentations, College and Dept based activities);
 - e. Expand Instructional Skills Workshop opportunities and augment the Reflective Practice Toolkit;

- f. Expand Peer FM and promote emphasis on research and SoTL;
 - g. Enlist senior faculty and Faculty Emeriti to participate in Peer FM;
 - h. Develop mechanisms to recruit and reward faculty engagement in the FD workshop program;
 - i. Seek funding for a Teacher Scholar program;
 - j. Promote cross-disciplinary thematic activities that enhance curriculum implementation such as implementation of Academic Signature, writing across the curriculum;
 - k. Provide offerings related to curriculum development, assessment, and redesign/renewal and
 - l. Maintain and enhance a website on faculty development as a subcomponent of the CAFD website.
2. Promote enhanced funding and the establishment of supportive structures and processes for research and scholarly activity:
- a. Promote the funding of student research assistant positions in selected projects;
 - b. Promote mechanisms to ensure the College maintains eligibility for research grants from Tri-Council agencies: NSERC (Natural Sciences and Engineering Research Council of Canada), SSHRC (Social Sciences and Humanities Research Council of Canada), and CIHR (Canadian Institutes of Health Research);
 - c. Facilitate processes to prepare the College to meet the requirements for AUCC membership by 2012;
 - d. Advocate for an increase in funding for engagement in SoTL and for library support for faculty research (databases, inter-library loans, subscriptions, librarian support)(2010/11 budget); and
 - e. Advocate for an increase in CAFD staffing to support faculty in grant writing and management of grants (2010/00 budget).
3. Promote the development of a vibrant disciplinary and interdisciplinary research and scholarly activity culture:
- a. Promote the development of Faculty-based structures with consistent Divisional terms of reference;
 - b. Oversee the hosting of an academic conference (Spring 2010);
 - c. Continue to promote collaborations within and outside the College (Centre for Health and Community Partnerships, interdepartmental sharing of resources, interdisciplinary research projects); and
 - d. Assist in the development of reward and recognition structures for faculty and student research.
4. Increase internal and external communication and networking about research and scholarly activities:
- a. Publish a peer-reviewed in-house journal and an annual report;
 - b. Maintain and enhance a website on research and scholarly activity as a subcomponent of the CAFD website.; and
 - c. Continue to participate in the publishing of 2 issues of Concourse per year.
5. Coordinate the implementation of a system of program review and renewal:

- a. Pilot test the full program review model (and the effectiveness of the manual) on two programs and revise as necessary;
 - b. Provide orientation and training for personnel participating in full program reviews;
 - c. Provide assistance to the full program review teams;
 - d. Facilitate the implementation of annual reviews:
 - Ensure that required data sets are available and distributed;
 - Circulate data collection tools to Faculties with directions for collection, analysis and a template for reporting results;
 - e. In collaboration with Deans and Associate Deans, develop a 5-7 year schedule for full program reviews ;
 - f. Evaluate the process and, if needed, request additional support to continue to assist in program reviews (a part time Program Review Facilitator position);
 - g. Further develop curriculum renewal resources and make available to faculty; and
 - h. Maintain and enhance a website on program review and renewal as a subcomponent of the CAFD website.
6. Evaluate the effectiveness of changes based on these initiatives and make further plans
- a. Develop criteria, evaluate, revise plan as needed and report.

Academic Year 2010 to 2011

Strategic Direction #1: To work with students to achieve their academic, professional and employment goals (engagement, delivery models, and aboriginal learners)

1. Promote further student engagement in research and scholarly activities.

Strategic Direction #2: To enhance and strengthen the local, regional and international profile of Douglas in the BC post-secondary system (professional and academic schools, local and international partnerships)

1. Maintain engagement of Faculty Development and individual faculty with external PD/FD groups.
2. Further strengthen research and scholarly activity linkages with other post-secondary institutions, community agencies and other geographic and sectoral groups, and granting bodies.

Strategic Direction #3: To provide high quality curriculum, program and faculty development (Professional development, program review and renewal, research and scholarly activity)

1. Expand, consolidate and integrate structures that support a range of high quality faculty professional development activities :
 - a. Further enhance the new faculty orientation program;

- b. Continue to recruit and nurture new ISW facilitators;
 - c. Further develop mechanisms to engage faculty in PD and SoTL inside and outside the College;
 - d. Continue to expand Peer FM and promote emphasis on research and SoTL;
 - e. Recruit faculty into the FD workshop program and reward engagement;
 - f. Implement a Teacher Scholar program;
 - g. Continue to promote cross-disciplinary thematic activities that enhance curriculum implementation and development; and
 - h. Expand offerings related to curriculum development, assessment, and redesign/renewal.
 - i. Maintain and enhance a website on faculty development as a subcomponent of the CAFD website.
2. Promote enhanced funding and the establishment of supportive structures and processes for research and scholarly activity:
 - a. Provide a full range of support for faculty engaging in research (grant writing, grant management);
 - b. Continue to promote mechanisms to ensure the College maintains eligibility for research grants;
 - c. Facilitate processes to prepare the College to meet the requirements for AUCC membership by 2012; and
 - d. Advocate for an increase in funding for engagement in SoTL and for library support for faculty research if required (databases, inter-library loans, subscriptions, librarian support) (2011/12 budget).
 3. Continue to promote the development of a vibrant disciplinary and interdisciplinary research and scholarly activity culture:
 - a. Oversee the hosting of an academic conference (Spring 2011); and
 - b. Continue to promote collaborations within and outside the College (interdepartmental for sharing of resources, interdisciplinary research projects).
 4. Increase internal and external communication and networking about research and scholarly activities:
 - a. Maintain and enhance a website on research and scholarly activity, as a sub-component of the CAFD website, to provide links to grant information, conferences, other faculty etc.;
 - b. Continue to publish a peer-reviewed in-house journal and an annual report; and
 - c. Continue to participate in the publishing of 2 issues of Concourse per year.
 5. Coordinate the implementation of a system of program review and renewal:
 - a. Facilitate five full program reviews (if a part time Program Review Facilitator available);
 - Provide orientation and training for personnel participating in full program reviews;
 - Provide assistance to the full program review teams;
 - b. Coordinate the process of annual reviews:
 - Ensure that required data sets are available and distributed;

- Circulate data collection tools to Faculties with Directions for collection, analysis and a template for reporting results; and
 - c. Further develop curriculum re-design resources and make available to faculty; and
 - d. Maintain and enhance a website on program review and renewal as a subcomponent of the CAFD website.
6. Evaluate the effectiveness of changes based on these initiatives and make further plans:
- a. Evaluate, revise plan as needed and report.

Academic Year 2011 to 2012

Strategic Direction #1: To work with students to achieve their academic, professional and employment goals (engagement, delivery models, and aboriginal learners)

1. Promote further student engagement in research and scholarly activities.

Strategic Direction #2: To enhance and strengthen the local, regional and international profile of Douglas in the BC post-secondary system (professional and academic schools, local and international partnerships)

2. Maintain engagement of Faculty Development and enhance individual faculty engagement with external PD/FD groups.
3. Further strengthen research and scholarly activity linkages with other post-secondary institutions, community agencies and other geographic and sectoral groups, and granting bodies.

Strategic Direction #3: To provide high quality curriculum, program and faculty development (Professional development, program review and renewal, research and scholarly activity)

1. Expand, consolidate and integrate structures that support a range of high quality faculty professional development activities :
 - a. Continue with previous initiatives as well as new initiatives identified through an evaluation of 2010-2012.
2. Promote enhanced funding and the establishment of supportive structures and processes for research and scholarly activity:
 - a. Continue with previous initiatives as well as new initiatives identified through an evaluation of 2010-2012;
 - b. Provide a full range of support for faculty engaging in research; and
 - c. Coordinate College application for AUCC membership.

3. Continue to promote the development of a vibrant disciplinary and interdisciplinary research and scholarly activity culture:
 - a. Continue with previous initiatives as well as new initiatives identified through an evaluation of 2010-2012; and
 - b. Oversee the hosting of an academic conference (Spring 2012).
4. Increase internal and external communication and networking about research and scholarly activities:
 - a. Continue with previous initiatives as well as new initiatives identified through an evaluation of 2010-2012.
5. Coordinate the implementation of a system of program review and renewal:
 - a. Continue with previous initiatives as well as new initiatives identified through an evaluation of 2010-2012.
6. Conduct a full review of the growth of research and scholarly activity since 2005 and propose mechanisms to ensure the College's ability to continue to build capacity and to attract substantial research grants.
7. Evaluate the effectiveness of all changes based on these initiatives and develop a three year Strategic Directions Plan for 2012-2015.