



## **EDUCATION DIVISION**

### **TACTICAL PLAN**

**2005-2008**

**(Updated October 2007)**

The Education Tactical Plan is designed to guide implementation of the Douglas College Academic Plan through the period of September 2005 to September 2008. Each year the plan is updated to reflect goals being achieved and new or extended goals being developed. The Education Division Tactical Plan is developed in conjunction with the tactical plans of each of the Douglas College Faculties and the five themes of the Academic Plan. The tactical plans of each of the Faculties are included as part of the Education Division Tactical Plan and are shown in the Appendices listed below. Together these plans provide a college-wide framework of the educational activities to be undertaken over a three year period to fit with the strategic directions of the Douglas College Academic Plan.

Appendix I	Faculty of Commerce and Business
Appendix II	Faculty of Child, Family and Community Studies
Appendix III	Faculty of Health Sciences
Appendix IV	Faculty of Humanities and Social Sciences
Appendix V	Faculty of Language, Literature and Performing Arts
Appendix VI	Faculty of Science and Technology
Appendix VII	Department of Student Development

# EDUCATIONAL DIVISION TACTICAL PLAN 2005 -2008

## Douglas College Academic Vision Statement

Douglas College will continue to grow and develop as a comprehensive college providing a full range of post-secondary educational opportunities; from access programs through to baccalaureate degrees and post-degree diplomas. This expanded range of options will increase the college’s ability to serve its mission of “enhancing the skills, knowledge and values of lifelong learners and responding to diverse community needs in a rapidly changing society”.

Douglas College will build on its history and reputation of high quality post-secondary education to offer degree programs, to increase faculty and student engagement in scholarly activity, to provide key student support services and to build strategic academic partnerships. In doing so, Douglas College will serve as the largest comprehensive college in the province of British Columbia.

Douglas College will provide academic programming that is innovative, relevant and designed to help graduates become globally aware, socially responsible citizens. Through an expanded range of credit programs and regional and international educational partnerships, Douglas College will serve as a post-secondary education hub; providing students access to a broad array of high quality post-secondary education programs and career pathways.

### STRATEGIC DIRECTION #1

**Expand range of credential offerings (including four year degrees) and range of collaborative offerings.**

GOALS	RESPONSIBILITY	OUTCOME INDICATOR
<p>Ensure annual review and update of Faculty Tactical Plans</p> <p>List of Faculty program revision and development priorities is updated annually.</p>	<p>Deans and faculty</p>	<p>Updated Tactical Plan</p> <p>Annual Faculty Program Development and Revision Plan</p>
<p>According to the terms of reference of the Strategic Development Fund, request, review and approve funding for program development priorities established within Faculties</p>	<p>VPAC and SMT</p> <p>VPE</p>	<p>Strategic Development Funded Projects list</p> <p>Strategic Development Funded Projects Outcomes Report</p>

<b>GOALS</b>	<b>RESPONSIBILITY</b>	<b>OUTCOME INDICATOR</b>
Review funding criteria for the Strategic Development Fund with a view to providing support for significant (i.e. full program) curriculum revision projects	VPAC	Funding criteria changed Approval of top priority program curriculum review projects
Support and guide the successful completion of Faculty based program development	EDCO Chair  VPE	EDCO Annual Report  Annual Report of PSIPS postings and AVED and DQAB approvals
Ensure completion of all requirements of the Ministry of Advanced Education, the Degree Quality Assurance Board and the Douglas College New Program Development policy	VPE	
Guide successful implementation of new programs; in particular degree programs	Deans and VPE	Successful launch of new programs with full complement of students

**Resource allocation for Strategic Direction #1:** All strategic development program initiatives will be funded through the Strategic Development fund. Funding of specific projects will be done based on annual Request for Proposal application and selection process under the terms of reference of the Strategic Development Fund. Program implementation will be funded through allocation of new FTE funded by the Ministry of Advanced Education or through re-allocation of existing FTE.

**STRATEGIC DIRECTION #2**

**Implementation of the Douglas College Academic Signature (DCAS).**

<b>GOALS</b>	<b>RESPONSIBILITY</b>	<b>OUTCOME INDICATOR</b>
Update Academic Signature Steering Committee membership and review Terms of Reference	Academic Signature Steering Committee VPAC and faculty	Steering Committee Terms of Reference (revised) Academic Signature Steering Committee Implementation Report
Endorse and support implementation of Steering Committee Plan for college wide implementation of the Douglas College Academic Signature	VPAC Academic Signature Steering Committee	Electronic posting of DCAS course outline and program outline template Electronically posted record of courses/programs including the Academic Signature

<b>GOALS</b>	<b>RESPONSIBILITY</b>	<b>OUTCOME INDICATOR</b>
Continuation of Faculty–based Signature Development Committees or Sub-committees	Deans and FEC/DEC	Signature Committee (Sub-committee) Terms of Reference
Signature Implementation Plan reflected in Faculty Tactical Plans	Dean, faculty, Signature Sub-committee, FECs/DECs	Number of Academic Signature course and program templates reviewed and approved by each Faculty/Dept.
Planned use of marketing brochure to increase internal and external awareness of Douglas College Academic Signature	VPE, CMO and DCAS Steering Committee	Circulation record of internal and external circulation of posters and brochures

**Resource allocation for Strategic Direction #2:** Opening budget plus some supplemental fee for service funding through the Vice President Education budget.

**STRATEGIC DIRECTION #3:**

**Increase student engagement and access through use of innovative program design and delivery.**

<b>GOALS</b>	<b>RESPONSIBILITY</b>	<b>OUTCOME INDICATOR</b>
Education Technology for Teaching and Learning Committee (ETTL) to work with VPAC to develop an Education Technology for Teaching and Learning Plan to increase use of on-line, hybrid and flexible delivery offerings	Committee Chair and Liaison Dean to VPAC	Ed. Tech for Teaching and Learning Plan Annual Committee report Increase in % of on-line and blended, compressed, and evening and weekend courses and summer institutes
Coordinated delivery of upper level courses recommended by the Ad Hoc Upper Level/Interdisciplinary Committee	Deans in relevant Faculties	# of upper level courses developed and implemented # of student taking upper level elective courses
Academic Affairs Task Group will determine process for identifying faculty resource specialists in problem based learning, learning communities, case based instruction and service learning and will develop a plan for implementing the concept of Learning Guide concept	Academic Affairs Task Group, Liaison Dean and VPAC	List of faculty resource specialist developed Completed plan for implementing Faculty Learning Guides # of Learning Guides established

<b>GOALS</b>	<b>RESPONSIBILITY</b>	<b>OUTCOME INDICATOR</b>
School District /College and College/University Steering Committee used to coordinate joint activities Submission of proposal for joint school district/college Student Transition Coordinator	VPE, Special Projects Officer and Deans  VPE and Assistant Superintendents	Report on joint or partnership activities  Report of activities of Student Transition Coord. (if successful in achieving funding)
Review and revision of Program Review procedures	Special Projects Officer and Institutional Research	Revised process based on provision of aggregated/trend data to Chairs/Coordinators

**Resource allocation for Strategic Direction #3:** Operating budget and AVED earmarked funding for Student Transitions Coordinator or position

**STRATEGIC DIRECTION #4:**

**Promotion of scholarly activity and instructional excellence.**

<b>GOALS</b>	<b>RESPONSIBILITY</b>	<b>OUTCOME INDICATOR</b>
Expanded scholarly activity funding through the Scholarly Activity fund	VPE	Increase in 08/09 operating budget
Continuation of an equal access, peer adjudicated, transparent submission and approval process for SA funding	Scholarly Activity Approval Committee, Deans and VPE	Elected committee representatives from each Faculty Annual report of funding awarded
Continuation of Scholarly Activity Coordinator as a 4 section time release position Expansion of time release and scope of SA Coord. position with grant funding	VPE Scholarly Activity Advisory Group (Academic Affairs)	SA Coordinator job description Expanded job description for grant funded activities Annual report of Scholarly Activity Coordinator
One year appointment of Visiting Scholar	VPE	# funding proposals developed with faculty # of workshops provided for faculty # of grant proposals funded Hosting of national research symposium at DLC
Maintenance of Scholarly Activity Resource Center (SARC) at NW and establishment of SARC at DLC	Scholarly Activity Coordinator, and Special Projects Officer	List of Scholarly Activity Resources available at both Centers Record of faculty consultation

<b>GOAL</b>	<b>RESPONSIBILITY</b>	<b>OUTCOME INDICATOR</b>
Development of a Centre for Health and Community Partnerships	Special Projects Officer	Protocols and guidelines developed Data base developed Web site developed
Development of Scholarly Activity Strategic Plan (to include long range plan for achieving NSERC eligibility)	Scholarly Activity Coordinator, Special Projects Officer and VPAC	Plan circulated to college community and feedback recorded Completions NSERC eligibility requirements
Development of Scholarly Activity Web page	Scholarly Activity Coordinator and CMO	Web page posted on college web site

**Resource allocation for Strategic Direction #4:** Operating budget funds earmarked for scholarly activity funding, CCL grant funding and VPE discretionary funding.

**STRATEGIC DIRECTION #5:**

**Development of foundation and access strategies that maximize the likelihood of student success.**

<b>GOAL</b>	<b>RESPONSIBILITY</b>	<b>OUTCOME INDICATOR</b>
Development of Coordinated Assessment and Advising Services	VP Education Services SEMC Sub-Committee	Action plan presented to SEMC, EDCO and SMT
Implementation of Student Education Plans	VP Education Services SEMC Sub-Committee	Action plan presented to SEMC, EDCO and SMT
Continuation of Office of New Students and expansion of student leadership activities	VP Education Services SEMC Sub-Committee	List of program activities completed (e.g. student welcome, information activities and recruitment activities)
Revision of Arts and Science Connection Programs Implementation of applied foundation programs (e.g. Pre-Human Services, Pre-Business, Pre-Health programs)	VPAC and VPE EDCO Curriculum Committee	EDCO approval of Foundation Programming (e.g. Pre-Health) Foundation Program Enrollment and Outcomes Report

**Resource allocation for Strategic Direction #5:** Operating budget funding with reallocation of existing resources as required.

**Appendix I**

**FACULTY OF COMMERCE AND  
BUSINESS ADMINISTRATION**

**FACULTY OF COMMERCE AND BUSINESS ADMINISTRATION**  
**TACTICAL PLAN 2007 – 2008**  
**Faculty-wide**

**Academic Vision Statement**

The Faculty of Commerce and Business Administration offers a complete range of academic opportunities for students from citations through to a Bachelor of Business Administration (B.B.A) degree. The B.B.A. is being offered for the first time with students entering year three of the program. The faculty will be fully developing the curriculum and extra-curricular opportunities for the degree students. Exploration of further opportunities for our students will occur in the domestic and international context through renewal of existing collaborative programs and exchanges and the development of new partnerships. Student access issues will be explored by the review of the first offering of the Pre-Business Foundation program in collaboration with the Developmental Studies department. Exploration of a similar ESL program is underway. International work and study opportunities for students continue through existing partnerships in Mexico, Thailand and China. Expansion of these opportunities is underway. Further access for students with industry experience will be explored through a study of Prior Learning Assessment opportunities. The Faculty will continue with a commitment to quality delivery and student retention through the sharing of best practices and the exploration of alternative delivery methods.

**Strategies Goal #1: Academic Direction and Program Mix**

The College will work to expand its range of credential offerings (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

**Related Objectives Stated in Academic Plan**

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new programs development
- Increase number of C.E. credential offerings

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p>Implement BBA with majors in  Applied Accounting Financial Services</p>	<p>Year 3 implementation Year 4 preparation Increases in applications and admissions for Fall 2008</p>
<p>Exploration of bridging options for any diplomas not currently feeding into majors</p>	<p>Identification of student bridges</p>
<p>Exploration of third major for implementation at later date</p>	<p>Concept paper(s)</p>
<p>Implementation of CSIS department program(s) with specialties Exploration of Networking speciality implementation</p>	<p>Program implementation underway</p>
<p>Implementation of the Applied Bookkeeping Certificate</p>	<p>Increases in applications and admissions for 2008</p>
<p>Explore Collaborative degree options and or major in the Marketing, HORM and CSIS area</p>	<p>Preparations of proposals and discussions with other institutions.</p>
<p>Continue to work with Sales and Marketing Executives International with a goal to offering certification for professionals in the field</p>	
<p>Continue to create articulation and collaboration agreements with secondary schools</p>	<p>Arrangements with SD #40 and #43</p>
<p>Collaboration with CE and MARK, HORM OADM CSIS for possible course offerings</p>	<p>Ongoing</p>
<p>Existing partnerships and collaborations maintained Please see departmental plans BUSN OADM HORM MARK CE CSIS</p>	<p>Agreement between Institutions</p>
<p>Explore in conjunction with International Education possible partnership with Universidad Latina al Panama</p>	<p>Meeting with Representative</p>
<p>Explore partnerships with Beijing University of Language and Culture</p>	<p>Memorandum of Understanding Faculty to School agreement to be approved by Education Council</p>

**Strategic Goal # 2: Academic Signature**

The College will work to implement a defined Academic Signature at Douglas College

**Related Objectives Stated in Academic Plan**

- Embed College signature in curriculum design
- Develop a credential that formally recognizes essential skills
- Develop program review and renewal processes

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
Existing Curriculum – many courses have significant components of the signature the departments will highlight those components on the new forms Accounting diploma curriculum	Approval of curriculum guidelines by Education Council Review complete by Summer 2008
New curriculum under design – build in the signature elements where relevant CSIS	
Implement College program review process with Commerce and Business UT Diploma Business Management New Venture Option	Draft of competency requirements available for discussion in the next academic year
Programs under revision/redevelopment CISY diploma CMPT university transfer program	
Develop new 3000 and 4000 level interdisciplinary courses to provide service courses to new degrees as per shortlist from Ad Hoc Interdisciplinary committee.	Curriculum approval by relevant FECs and Education Council
Review Existing Programs to establish where signature elements already exist	Develop schedule for programs

**Strategic Goal # 3: Foundation Experience and Access**

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

**Related Objectives Stated in Academic Plan**

- Develop a student orientation process
- Establish an Office of New Students
- Provide coordinated assessment and advising
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantage students

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p>Delivery and review of Pre-Business Foundation program (BUSN &amp; OADM in conjunction with DVST)</p> <p>Explore feasibility and structure of similar program with ESL department</p> <p>Implementation of increased offering of marketing specialty courses</p> <p>Investigate access issues particularly in regard to existing practices for domestic and international students.</p> <p>Evaluate offering multi-program information sessions with faculty present implement changes in conjunction with the Office of New Students</p> <p>Consider PLA model similar to CFCS to allow people to use on line course to develop portfolio.</p> <p>Continue to participate in BC Campus projects CSIS &amp; OADM</p>	<p>Feedback from faculty and students on the first year and second of operation</p> <p>Program proposal</p> <p>Review registration trends after registration period in Fall 2008 and Winter 2009 Increased graduates 2009</p> <p>Identification of access issues and procedural solutions</p> <p>Change in format adopted as needed</p> <p>Study focus has been changed in response to issues were identified in 2007.</p>

#### **Strategic Goal #4: Pedagogy and Instructional Delivery**

The College will work to increase student engagement and access through use of innovative program design and delivery.

#### **Related Objectives Stated in Academic Plan**

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning simulated environments
- Insure use of advisory committees
- Promotion of 2<sup>nd</sup> year persistence and credential completion

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p>The following programs have advisory committees:</p> <p>Hotel and Restaurant Management Diploma  Computing Science and Information Systems  Opportunities Enabled  Office Administration  Marketing</p> <p>Advisory committees are being formed for the following programs:</p> <ul style="list-style-type: none"> <li>▪ BBA Major: Applied Accounting</li> <li>• BBA Major: Financial Services</li> </ul> <p>A variety of approaches are used in instructional delivery across the departments including simulation, problem based learning, hybrid course delivery</p> <p>Explore use of appropriate delivery methods with the detailed development of the curriculum for the degree program focus on enhancement for the existing students prefer face to face style delivery</p> <p>Modularization of CSIS 1110 being explored</p> <p>Implement more personalized program management in open enrolment area – similar to Marketing and CSIS process  In progress in the UT area Accounting and Maintain best practices in OADM and HORM</p>	<p>Continued participation and feedback from advisory committees</p> <p>Implemented 2007 Formation - Complete Minutes of meetings Invitation and First meeting of Advisory Committee Members</p> <p>Timetable and proposal of delivery methods for the degree</p> <p>Proposal for breakdown of course and necessary operational issues identified</p> <p>Increased number or percentage of students completing programs</p> <p>Plan for sessions with students to review progress.</p>

**Strategic Goal #5: Scholarly Activity**

The College will work to promote scholarly and instructional excellence.

**Related Objectives Stated in Academic Plan**

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop scholarly activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

<b>Faculty Based Tactical Plan</b>	<b>Outcome Indicator</b>
<p>Discussion of the Scholarly Activity and Professional Development</p> <p>Create an awareness of Scholarly activity already underway in the Faculty across all disciplines</p> <p>Creation of Scholarly Activity group within the faculty to serve as mentors and supporters of emerging opportunities</p>	<p>Faculty Wide Meeting discussion groups</p> <p>Presence of faculty members in relevant professional bodies and organizations</p> <p>Faculty Attendance at key conferences</p> <p>Faculty presentations at key conferences</p> <p>Faculty credentials</p> <p>Faculty preparation of articles, book reviews, instructional support material, and texts</p>

**APPENDIX II**

**FACULTY OF CHILD, FAMILY  
AND COMMUNITY STUDIES**

# FACULTY OF CHILD, FAMILY AND COMMUNITY STUDIES TACTICAL PLAN 2007-2008

## Academic Vision Statement

The Faculty of Child, Family and Community Studies is committed to offering a wide range of Human Services programs to meet the diverse educational needs in a rapidly changing society. Child, Family and Community Studies will build on its reputation of offering high quality programs by creating new programs, credentials and career pathways. Child, Family and Community is committed to developing programs using a variety of flexible delivery models, including on-line, mix-mode, PLAR and options for part-time learners.

The Faculty will work to provide options and mechanisms for effective transfer, and continue to expand collaborations with community and academic partners. Child, Family and Community is committed to increasing faculty and student engagement in Scholarly Activity and expanding international opportunities.

### **Strategic Goal # 1: Academic Direction and Program Mix**

The College will work to expand its range of credential offerings (including four year degree) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

#### **Related Objectives Stated in Academic Plan**

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings to Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new development
- Increase number of C.E. credential offerings

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
Programs under development <ul style="list-style-type: none"> <li>• Continue to implement the Bachelor of Therapeutic Recreation Degree: Year 2</li> <li>• Implement the Bachelors Degree, year 3, in Child and Youth Care</li> <li>• Develop degree specializations and elective streams</li> </ul>	Implementation time line:  2007  2007  2007

Faculty Based Tactical Plans	Outcome Indicator
<p>Investigate New Program/speciality/credential options:</p> <ul style="list-style-type: none"> <li>• Bachelor of Social Work</li> <li>• Sign Language Interpreter Degree Options</li> </ul> <p>Continue to implement third and fourth year Douglas College courses through the U of Calgary, Bachelor of Community Rehabilitation Program</p> <p>Develop Disability and Applied Behaviour Analysis Studies courses (BCR, DABA, etc.)</p> <p>Complete Deaf-Blind Interveners Citation For CE</p> <p>Work with school districts to increase pool of well prepared special education assistant applicants</p> <p>Continue to expand the capacity of CFCS – CE course offerings for:</p> <ul style="list-style-type: none"> <li>• Entry into the workplace</li> <li>• Professional development</li> <li>• TR degree access</li> <li>• Deaf Interpreter Training</li> <li>• Behaviour Analysts</li> </ul> <p>Expand practicum/internships options and strengthen placement relationships</p> <ul style="list-style-type: none"> <li>• Workshop Training</li> <li>• Mentorship</li> <li>• International</li> <li>• Outside Lower Mainland</li> </ul> <p>Investigate transfer options from Douglas College Diploma and Degree Programs</p> <ul style="list-style-type: none"> <li>• Identify courses for potential articulation</li> <li>• Approach the College of Teachers/Schools of education/PDP</li> <li>• TR masters options</li> <li>• Criminology SFU</li> </ul> <p>Develop new block transfer opportunity/packages for diploma graduates entering into CFCS degrees</p> <ul style="list-style-type: none"> <li>• BACYC</li> <li>• BTR</li> </ul>	<p>2007 / 2008</p> <p>2007</p> <p>2007</p> <p>2007</p> <p>2007</p> <p>2007 / 2008</p> <p>Make contacts wand set meeting(s): 2007</p> <p>2007</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
Develop transition course, transfer packages, and PLAR tools to facilitate transfer of diploma students from other disciplines and institutions into CFCS degree programs	2007
Implement new interpreting course for K-12 system	2008
Investigate potential collaboration with other Faculties within Douglas College <ul style="list-style-type: none"> <li>• Psychology</li> <li>• Health promotion/psych nursing and general nursing</li> <li>• Business</li> </ul>	2007

## **Strategic Goal #2: Academic Signature**

The College will work to implement a defined Academic Signature at Douglas College.

### **Related Objectives Stated in Academic Plan**

- Embed College signature in curriculum design
- Develop a credential that formally recognizes essential skills
- Develop program review and renewal processes

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
Review each program/course to identify the College Academic Signature elements and revise where needed	2008
Develop schedule for incorporating academic signature elements into existing CFCS programs and curriculum guidelines	2007
Set up Academic Signature sub-committee (identify internal mechanism for advising and monitoring academic signature implementation within the Faculty)	2007 – Mechanism approved
Increase international practicum/internship opportunities and, where possible, cultivate new partnerships <ul style="list-style-type: none"> <li>• Increase participation across CFCS</li> <li>• Support fundraising efforts</li> <li>• Support Uganda Endowment Fund efforts</li> <li>• Build and expand on the CSSW Uganda Project</li> </ul>	2007 / 2008
Explore CFCS Faculty and student exchanges	2007
Implement collaborative fourth year applied TR ethics course(s) with the Philosophy Department	2007
Continue to explore interdisciplinary courses with other departments including linguistics, psychology and business	2007
Establish curriculum/“program review cycle” for CFCS departments	2007

### Strategic Goal #3: Foundation Experience and Access

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

#### Related Objectives Stated Academic Plan

- Develop a student orientation process
- Establish an Office of New Student
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantaged students

Faculty Based Tactical Plans	Outcome Indicator
Monitor CFCS Foundations student numbers accepted to CFCS programs and monitor progress	2007 / 2008
Utilize the directed studies course CFCS 2390 to help students meet their individual learning plans	2007 / 2008 increase in FTE production
Review courses taken in senior secondary schools for possible transferability or preferential selection	2007
Participate in Faculty/teacher events with Senior Secondary schools to promote partnerships in Coquitlam, New Westminster, Maple Ridge and Burnaby school districts	2007
Continue to investigate the CFCS application and selection/orientation process to make it more “user friendly” <ul style="list-style-type: none"> <li>• develop computer program</li> <li>• review preferential admissions procedures</li> <li>• out of province applicants</li> </ul>	2007
Continue to work collaboratively with the Office of the Registrar and New Students to facilitate positive and effective information and registration processes for our students and the College Improve efficiency of admissions	2007
<ul style="list-style-type: none"> <li>• Continue to work collaboratively with the Office of the Registrar/LRC in order to facilitate smooth application/registration processes for students enrolled in collaborative/partnership degrees</li> </ul>	2007
<ul style="list-style-type: none"> <li>• Create partnerships to develop Aboriginal programming <ul style="list-style-type: none"> <li>- CYC</li> <li>- CE</li> </ul> </li> </ul>	2007
<ul style="list-style-type: none"> <li>• Develop Aboriginal CYC/CFCS course</li> </ul>	2008

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• Increase Aboriginal cultural capacity and awareness across CFCS               <ul style="list-style-type: none"> <li>- Develop and deliver PD opportunities</li> </ul> </li> </ul>	2007
	2007
<ul style="list-style-type: none"> <li>• Maintain diversity in our student population that reflects and respects the diversity of the communities we serve.</li> </ul>	2007

**Strategic Goal #4: Pedagogy and Instructional Delivery**

The College will work to increase student engagement and access through use of innovative program design and delivery.

**Related Objectives Stated in Academic Plan**

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2<sup>nd</sup> year persistence and credential completion

Faculty Based Tactical Plans	Outcome Indicator
Expand, refine and market the Flex Track PLAR courses. Revise: <ul style="list-style-type: none"> <li>• Gateway Assessment and process, as well as on-line elements in CCSD 1100/2100</li> <li>• Develop a CYC and ECE stream</li> <li>• Explore TR option</li> </ul>	2007
Expand opportunities across CFCS for flexible scheduling, part time, hybrid and on-line delivery of courses. CYCC, ECE, CCS, INTR, CPP, YJW, TR	2007
Develop on-line courses for BI Citation and ABA course	2008
Continue to increase use of myDouglas and other areas of technology as a means to increase student-faculty communication	2007
Increase contact between students in first and second years of a program	2007
Establish Department Alumni connections	2007

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
Increase representation on Department Advisory Committees to reflect new program offerings	2007
Begin dialogue with New Westminster School District and Early Learning Department to provide support and to provide support and create professional development opportunities in ECE.	2007

### **Strategic Goal # 5: Scholarly Activity**

The College will work to promote scholarly and instructional excellence

#### **Related Objectives Stated in Academic Plan**

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop scholarly activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
Promote opportunities for faculty members to engage in scholarly activity	2007 / 2008 – increase number of applications to scholarly activity fund
Participate in venues (local, national, international) for sharing scholarly activities <ul style="list-style-type: none"> <li>• Submit articles/books for publication</li> <li>• Celebration of teaching and learning event</li> <li>• Attendance and presentations at conferences/ symposiums</li> <li>• Participate in visiting scholars' activity</li> </ul>	2007 / 2008  2007 / 2008
Participate with community groups (local, national and international) and other post secondary institutions to establish a scholarly activity and research <ul style="list-style-type: none"> <li>• PLEA</li> <li>• CSSW skills in Africa</li> </ul>	2007
Participate in the Centre for Health and Community Partnerships <ul style="list-style-type: none"> <li>• Increase community based research opportunities</li> <li>• Service-learning practice</li> </ul>	2007
Document the Philosopher's Club process and outcomes	2007 – 2010
Explore and develop liaisons and partnerships with 2010 Olympic and Paralympics Committees 2010 Legacies Now	

**APPENDIX III**  
**FACULTY OF HEALTH SCIENCES**

# Tactical Plan 2007 -2008

## Faculty of Health Sciences

The Faculty of Health Sciences will place emphasis on a transition of the majority of the Health Science programs to the new 'state of the art' Health Sciences Building at the David Lam Campus in December of 2007. This facility will provide enhanced opportunities to utilize new /expanded methods of instruction through new specialized instructional space, labs and technology planning for the new facility will include curriculum review and adaptation of curriculum to incorporate extended simulation learning, and onsite experiential learning for students.

The Faculty of Health Sciences will continue work to establish the two Applied Degree programs, the Bachelor of Science in Nursing and the Bachelor of Science in Psychiatric Nursing. These programs experienced their first graduates in 2007. These degree programs are the first baccalaureate degree programs in Nursing and Psychiatric Nursing offered through the Community College system, and therefore under some provincial scrutiny. The Faculty of Health Sciences will continue to work to ensure high quality programs and experiences for all students.

Given the shortfall of professionals in the discipline of Nursing, especially those with Master's and Doctoral degrees, the Faculty will need to consider strategies to attract professional nurses to teaching opportunities at Douglas College. Support must be provided to new faculty making a transition from work in the field to the role of instructor at Douglas College. Appropriate opportunities for professional development and scholarly activities will enhance retention of faculty and enhance program credibility. Emphasis will be given to enhancing faculty/student relationships through increased support to faculty including professional development opportunities and mentoring/coaching for new and contract faculty, as well as to experienced faculty as they seek new teaching and learning experiences.

**Strategic Goal # 1: Academic Direction and Program Mix**

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

**Related Objectives Stated in Academic Plan**

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

Faculty Based Tactical Plans	Outcome Indicator
<p><b>NUR PROGRAM (Bachelor of Science in Nursing – BSN)</b></p> <ul style="list-style-type: none"> <li>• Continue implementation of full BSN program including: begin summative evaluation for degree program, implement and evaluate preferential admission/ recruitment strategies and increase student retention</li> <li>• CRNBC Phase III Report</li> <li>• CRNBC professional practice requirements review</li> <li>• CASN requirements preparation</li>   <li>• Establish BSN program Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluation data positive</li> <li>- Intakes full, attrition declining</li>   <li>-Full approval of BSN program Winter 2008</li> <li>-Fall 2007/ Winter, Summer 2008 – Successful CASN accreditation</li> <li>-Winter 2008 – First PAC meeting</li> </ul>
<p><b>PNUR PROGRAMS (BSPN; ADPN; Diploma in PNUR) Bachelor of Science in Psychiatric Nursing (BSPN), New four year degree program and BSPN degree completion for “post RPN or RN diploma graduates”; Advanced Diploma in Psychiatric Nursing (ADPN); and, Diploma in Psychiatric Nursing Program.</b></p> <ul style="list-style-type: none"> <li>• Continue implementation of full BSPN program, Year III of BSPN program, Year II of new Diploma in Psychiatric Nursing Program, implement new coordinator structure, implement and evaluate preferential admission, recruitment strategies and increase student retention</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluation data positive</li> <li>- Intakes full, attrition declining</li> </ul>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• Review all course offerings via PNUR to maximize use of FTE</li> <li>• Proactive discussion within DC to secure funding to deliver BSPN completion on-line to meet the needs of both RPNs with and without Advanced Diploma in Psychiatric Nursing credential. This includes new students not those currently taking BSPN courses.</li> <li>• Explore Pilot project that offers Advanced Diploma courses via CE, need to ascertain the there is a need within the profession for both Advanced Diploma and BSPN completion programs.</li> <li>• Expand credit transfer options for degree students enrolled in other institutions (TRU, Kwantlan, Brandon University).</li> </ul>	<p>-Environmental scan to confirm consumer needs being met</p> <p>- Funding approval, intake for degree completion cohort begins January 2008</p> <p>-Two potential outcomes: a) Offer both BSPN completion and Advanced Diploma through CE Pilot, b) Concentrate mainly on supporting BSPN completion</p>
<p><b>HCSW PROGRAM</b></p> <ol style="list-style-type: none"> <li>1. Increase offerings targeted at short term labor market needs (addition of 50 additional seats)</li> </ol> <ul style="list-style-type: none"> <li>• collaborate with VCH and FH to address the staffing needs for 1056 new residential and assisted living units between now and December 2008</li> </ul> <ul style="list-style-type: none"> <li>• collaborate with CMO and Office of New Students to market the program</li> <li>• continue to collaborate with BCcares to market the program</li> </ul>	<p>-Expansion of the HSRCA component of the HCSW program.</p> <p>-Increased enrollment of HSRCA students from 30 to 40 in January and September 08</p> <p>-Successful offering of a compressed session in May, 08 for 30 HSRCA students</p> <p>Full enrollment into the program</p> <p>Sufficient resources in place (clinical placements, faculty, available laboratory and classroom space) December, 07</p>

Faculty Based Tactical Plans	Outcome Indicator
<p>2. Use C.E. delivery to test the market for new program development</p>	<p>Develop a project plan to:</p> <ul style="list-style-type: none"> <li>-Explore feasibility of offering a part-time program Winter/Spring 08</li> <li>-Explore feasibility of offering online courses – Winter/Spring 08</li> <li>-Explore feasibility of offering Acute Care Certificate for HSRCA’s – 08/09</li> </ul>
<p>3. Develop collaborative programs with other institutions</p> <ul style="list-style-type: none"> <li>- High School Liaison Activities</li> </ul>	<p>Develop a project plan to:</p> <ul style="list-style-type: none"> <li>-Explore feasibility of working with Teen Moms</li> <li>-Develop a curriculum that will allow these students to articulate into the HCSW program – 08/09</li> </ul>
<p>4. Research possibilities of laddering into BSN, BSPN and CFCS programs</p>	<ul style="list-style-type: none"> <li>-Initiate discussion with BSN, BSPN, and CFCS faculty to explore transfer credits for HCSW 1130, 1150, 1110,1190 and 1180 courses – Winter/spring 08</li> </ul>
<p>5. EASL support for HCSW students</p>	<ul style="list-style-type: none"> <li>-Explore feasibility of EASL for Allied Health program Fall/winter/spring – 07/08</li> </ul>
<p><b>DENTAL PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Evaluate current second stream (evening) DAP. Develop feasibility plan for repeated offerings of the second stream of Dental Auxiliary as evening program. Seek College approvals.</li> </ul>	<ul style="list-style-type: none"> <li>-Second stream (evening) DAP graduated Feb.2007 with 100% success on the NDAEB (National Dental Assisting Examining Board) Exam. This exam became mandatory January 2007.</li> </ul>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• A second “evening and weekend” intake began May 2007. There are 24 students currently enrolled.</li> <li>• The program is currently investigating a partnership with UBC Dental Hygiene Program.</li> <li>• The program has an ongoing partnership with UBC and the 3<sup>rd</sup> and 4<sup>th</sup> year dental students come to Douglas College to deliver care to children from the community.</li> <li>• Explore the feasibility of expansion of current Dental program to include Dental Hygiene Program</li> </ul>	<p>-Expected to graduate in Feb 2008. Fall 2007 /Winter 2008</p> <p>- Dental services continue to serve our community</p> <p>- Winter 2008 – Needs assessment.</p>
<p><b>HIM PROGRAM</b></p> <ul style="list-style-type: none"> <li>▪ Develop additional CE offerings. Liaise with HRABC, HIM Program Advisory Committee, MOH</li> <li>▪ Support opportunities for integrated, cross-disciplinary learning (privacy and confidentiality of HI; documentation)</li> </ul>	<p>-CE opportunities offered</p> <p>-Follow-up meeting with Faculty Health Sciences Enrichment Committee</p>
<p><b>DOPT PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Completion of curriculum development for Distance Delivery (DD) mixed mode – Contact Lenses course offerings Fall 2008</li> <li>• Plan for development of Distance Delivery – Eyeglasses for Fall 09 offering</li> <li>• Initiate discussion for articulation agreement with TRU re: Bachelor of Health Sciences Fall 2007</li> <li>• DOP National Accreditation Planning</li> </ul>	<p>-Fall 2007/ Winter 2008</p> <p>-Fall 2007 / Winter 2008</p> <p>-Agreement Winter 2008 -Plan for Report Writing based on DOP Criteria Winter 2008</p>
<p><b>CONTINUING EDUCATION</b></p> <ul style="list-style-type: none"> <li>• Develop new and where feasible, expand existing CE programs in Health Sciences. Consider additional options for distance delivery. Review /evaluate existing programs</li> </ul>	
<p><b>COLLABORATIVE ACTIVITIES</b></p> <ul style="list-style-type: none"> <li>• Establish FHS International Education Working Group</li> <li>• Explore feasibility for international opportunities: FHS student experiences – develop a three year plan</li> <li>• Collaborate with Executive Director, International Education – FHS programs</li> <li>• Ongoing work with the Vancouver Coastal Health Authority and the Fraser Health Authority in specific project (i.e. simulation project – funded by BC Academic</li> </ul>	<p>- FHS International Working Group – Fall 2007 &amp; Three year plan -DC, Office of International Learning</p> <p>-Positive Evaluation of CTUs, expansion of CTU’s</p>



<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
(including conditions for use, booking of sim-specific lab tech, fees for usage by non-College groups etc) - Development of a Simulation Team that includes faculty from each program that uses the Centre. Mechanisms for this team to develop expertise in this form of instruction – opportunities for professional development	

**Strategic Goal #2: Academic Signature**

The College will work to implement a defined Academic Signature at Douglas College.

**Related objectives stated in Academic Plan**

- Embed College signature in curriculum design
- Develop a credential that formally recognizes essential skills
- Develop program review and renewal processes

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b>SIGNATURE</b></p> <ul style="list-style-type: none"> <li>• Review current curriculum guidelines and document presence of Signature Elements utilizing EDCO approved templates</li> <li>• Develop timelines for revision of all curriculum guidelines to incorporate signature elements</li> <li>• Ensure that program outcomes and graduate profiles reflect inclusion of signature elements</li> </ul> <p><b>PROGRAM REVIEW</b></p> <p><b>NUR PROGRAM (Bachelor of Science in Nursing – BSN)</b></p> <ul style="list-style-type: none"> <li>• DC Academic Signature elements using EDCO approved templates</li> <li>• Developmental approach to academic writing</li> <li>• Program Evaluation Pilot Project: Implementation of responsive evaluation process</li> <li>• Summative Evaluation</li> <li>• Review requirements of CASN Phase 1 Accreditation and plan for CASN accreditation: develop project framework</li> <li>• Establish a Project Leader &amp; internal Steering Committee for CASN accreditation</li> </ul>	<ul style="list-style-type: none"> <li>- Completed templates</li> <li>-Timelines completed and approved by FEC.</li> <li>-Curriculum revision to be initiated in Winter 07</li> </ul> <ul style="list-style-type: none"> <li>-Fall 2007/ Winter 2008</li> <li>- December 2007</li> <li>- Ongoing</li> <li>- Winter 2008</li> <li>-Winter 2008, Begin data collection for CASN</li> <li>-Project Lead hired,</li> </ul>

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• Review curriculum in relation to new professional practice requirements</li> </ul> <p><b>PNUR PROGRAMS (BSPN; ADPN; Diploma in PNUR)</b></p> <ul style="list-style-type: none"> <li>• Progress reports to CRPNBC to maintain approval of current Diploma Program</li> <li>• Prepare for Progress Reports for CRPNBC of New Diploma and BSPN Degree program</li> </ul> <p><b>HCSW PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Review and revise academic signature elements using EDCO approved templates</li> <li>• Collaborate with other departments in Faculty of Health Sciences and Institutional Research to implement an electronic evaluation process</li> </ul> <p><b>DENTAL PROGRAM</b></p> <ul style="list-style-type: none"> <li>• The final report to the Commission on National Accreditation has been submitted. The report will be reviewed at their November 2007 meeting. All five</li> </ul>	<p>timelines for report submission met, and accreditation achieved - Fall 2008</p> <p>-CASN prep. Fall 2007, Winter &amp; Summer 2008 Fall 2007</p> <p>- Submission of final series of accreditation reports for current Diploma program submitted to CRPNBC September 2007 - Submission of next progress (New Diploma &amp; BSPN degree) report June 2008</p> <p>College signature elements in the HCSW curriculum and each course are clearly articulated Winter/Spring 08</p> <p>Processes for formative and summative evaluations are in place. Course and program evaluations are implemented on an ongoing basis and feedback is used to renew and revise curriculum as necessary. Fall 07 Winter/spring 08</p> <p>- September 1, 2007 progress report submitted</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p>recommendations have been addressed and are being implemented in 2007-2008.</p> <p><b>HIM PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Incorporate academic signature into program curriculum guidelines.</li> <li>• Complete both the CHIMA HIM program report and the DC Review of Instructional Units on an annual basis.</li> </ul> <p><b>DOPT PROGRAM</b></p> <ul style="list-style-type: none"> <li>• DOP National Accreditation (NACOR) postponed to 2008 – Georgian College is the first to go through the process, all other Opticianry schools will follow in mid 2008</li> <li>• Attend bi-annual Optical Educators of Canada (OEC) meetings to monitor progress of other optical institutions accreditation progress</li> </ul>	<p>-To be completed by September, 2008</p> <p>-Report submissions</p> <p>-Successful accreditation Report</p> <p>-Plan for Accreditation Process &amp; successful accreditation report</p> <p>- Progress reports from the meetings</p>

<p><b>Strategic Goal # 3: Foundation Experience and Access</b></p> <p>The College will work to develop Foundation and access strategies to maximize the likelihood of student success.</p>
<p><b>Related Objectives Stated in Academic Plan</b></p> <ul style="list-style-type: none"> <li>• Develop a student orientation process</li> <li>• Establish an Office of New Students</li> <li>• Provide coordinated assessment and advising</li> <li>• Offer Foundation programming</li> <li>• Support development of individual learning plans</li> <li>• Maintain programming for educationally disadvantaged students</li> </ul>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b>ONGOING</b></p> <ul style="list-style-type: none"> <li>• Program orientations continue to be implemented/evaluated and improved (All)</li> <li>• Provide support to New Student Orientation (All)</li> <li>• Participate in the planning for and utilization of the office for new Students</li> </ul>	<p>Report with recommendations</p> <p>Participation documented</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• Develop and offer General Health Science Information sessions for prospective students(All)</li> <li>• Participate in the development and implementation of a pre-Health Sciences Foundation program for EASL students (All)</li> <li>• Include student success workshops in core programming (Dental)</li> <li>• Develop individual learning plans for students-at-risk (All)</li> </ul>	<p>New program developed with EASL faculty with implementation plans Plans made, implementation Fall 2007 Report on frequency and effectiveness</p>
<p><b>HCSW PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Refine retention strategies.</li> <li>• Review and refine admission and registration processes</li> <li>• Continue to develop and implement clinical teaching learning tools</li> <li>• Maintain programming for educationally disadvantaged students</li> </ul>	<p>-Revised admission processes are in place Fall 07</p> <p>-Successful use of learning tools Self-directed learning ownership of learning -Expected increase in student success rate and decrease in attrition rate ongoing</p> <p>-Appropriate use of CSD, learning centre and counseling services</p> <p>-Likelihood of student success maximized ongoing</p>
<p><b>HIM PROGRAM</b></p> <ul style="list-style-type: none"> <li>▪ Market the availability of the EASL for Allied Health Program (if established)</li> <li>▪ General Health Sciences Information Sessions</li> </ul>	<p>-Continue to be offered on a monthly basis</p>

Faculty Based Tactical Plans	Outcome Indicator
<p><b>DOPT PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Program orientations held on the first day of classes at the start of each semester</li> <li>• Met with Kyle Baillie of the Office for New Students</li> <li>• Attended all General Health Science Info sessions</li> <li>• Added new info sessions for DOPT and HCSW programs</li> <li>• Developed at least two individual learning plans for students with disabilities supported by Center for Students with Disabilities</li> <li>• HS articulation outcomes – created and sent new posters to all high schools in lower mainland.</li> <li>• Held program orientation sessions with HS counsellors</li> <li>• Attended numerous HS career fairs</li> <li>• Initiate DOPT ‘Fun Labs’ for HS students in conjunction with Office for New Students recruitment initiatives</li> <li>• Initiate mid-semester student forums using formative feedback surveys to meet student needs</li> <li>• Improved student access to national licensing exams by lobbying to change exam dates to coincide with graduation so concepts / theory is still fresh in students’ minds</li> <li>• Updated department website to include salaries of industry professionals</li> <li>• Streamlined registration process to maximize recruitment</li> <li>• Display grad class photos in the Vision Center for improving student motivation</li> <li>• Work with DC Foundation and Office of New Students to formalize and increase exposure of DOPT Annual Awards ceremony to recognise high student achievement and industry stakeholder participation within DOPT</li> <li>• New faculty member has been hired and oriented with Douglas College values in mind to improve not only student success but also personal and professional development</li> </ul> <p><b>NEW</b></p> <ul style="list-style-type: none"> <li>• Develop an evaluation framework to assess effectiveness of HCSW program in (HCSW)</li> <li>• Develop strategic ties with secondary school system to facilitate student entry into health programs</li> <li>• Explore proposed Pilot Project that allows students currently taking BSPN courses the opportunity to complete their degree through a viable pathway</li> </ul>	<ul style="list-style-type: none"> <li>-Student participation documented</li> <li>- Meeting outcomes</li> <li>- Attendance documented</li> <li>- Attendance documented</li> <li>- both students successfully completed year one and now into year two</li> <li>- monitor enrolments from high schools into DOPT</li> <li>-Report on student satisfaction</li> <li>- National exam pass rates</li> <li>- recruitment and retention report</li> <li>Framework developed</li> <li>- Ongoing</li> </ul>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• PNUR to chair FHS wide committee that will examine “Best Practices” in terms of promotion of academic honesty and exam protocol</li> </ul>	-BSPN degree completion graduates  -Committee to be struck Fall 2007

**Strategic Goal # 4: Pedagogy and Instructional Delivery**

The College will work to increase student engagement and access through use of innovative program design and delivery.

**Related Objectives Stated in Academic Plan**

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2<sup>nd</sup> year persistence and credential completion

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b>NUR PROGRAM (Bachelor of Science in Nursing – BSN)</b></p> <ul style="list-style-type: none"> <li>• Workload Allocation Project – restructuring</li> <li>• Technological Development: (1) NUR Shared Drive; (2) Establish Electronic Resource Centre at David Lam</li> <li>• Curriculum Review: Simulation – develop plan for implementation is required that incorporates a transition plan and long-term planning.</li> <li>• Full curriculum implementation review for currency, consistency and relevance.</li> <li>• Orientation of new faculty and faculty teaching new courses and a coaching / mentoring plan.</li> </ul>	-Fall 2007  -Winter 2008  -Fall 2007  -ongoing  - Completion Winter 2008

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• Student Registration Matters/ systems.</li> <li>• Community Nursing: Stabilization of placements and undergraduate education in community nursing.</li> <li>• Faculty Resources Project: Updating library collection</li> <li>• Academic Health Council: Practice Education Guidelines</li> <li>• Develop a comprehensive plan for use of simulation learning in the curriculum for 2007-2008, phase in aspects of the plan sequentially</li> </ul>	<ul style="list-style-type: none"> <li>-Completion Winter 2008</li> <li>- Fall 2007</li> <li>-Fall 2007</li> <li>-Fall 2007</li> <li>- Fall 2007</li> <li>- Evaluate integration of simulation into the BSN curriculum Fall 2008</li> </ul>
<b>PNUR PROGRAMS (BSPN; ADPN; Diploma in PNUR)</b>	
<ul style="list-style-type: none"> <li>• Curriculum Development for year IV of the BSPN degree program and year III of the Diploma program</li> <li>• Pilot summer session offering of PNUR – Family Health Promotion course (May-June 2007)</li> <li>• Review of May – June 2007 on-line offering of Family Health well received</li> </ul>	<ul style="list-style-type: none"> <li>- Curriculum Integrating Committees continue work in progress</li> <li>- Evaluate implementation of Family health promotion course</li> <li>- Plan and funding approval</li> </ul>
<ul style="list-style-type: none"> <li>• Plan for future offering of Advanced Diploma in Psychiatric Nursing Program based on Ministry of Health (Nursing Directorate) identification of psychiatric nursing as one of 13 nursing specialties requiring access to post diploma education; including consideration of continued offering as credit program</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluate Pilot CE ADPN course offerings Winter 2008 semester;</li> <li>-Permanent funding structure that supports online education delivery</li> </ul>
<ul style="list-style-type: none"> <li>• Expand current PAC for PNUR Programs</li> </ul>	<ul style="list-style-type: none"> <li>-Evaluation of PAC</li> </ul>
<ul style="list-style-type: none"> <li>• Plan and implement increased use of simulation learning in the curriculum</li> </ul>	<ul style="list-style-type: none"> <li>-Review curriculum re: integration of simulation May 2008</li> </ul>
<ul style="list-style-type: none"> <li>• Work with various levels of DC governance to secure funding to offer BSPN degree completion on-line as a permanent new program offering</li> </ul>	<ul style="list-style-type: none"> <li>-BSPN degree completion available on-line new program offering</li> </ul>
<ul style="list-style-type: none"> <li>• Implement Pilot project that supports offering the Advanced Diploma through CE</li> </ul>	<ul style="list-style-type: none"> <li>-Evaluate Advanced Diploma offered on-line via CE</li> </ul>

Faculty Based Tactical Plans	Outcome Indicator
<p><b>HCSW PROGRAM</b></p> <p>1. Increase student engagement and access through use of innovative program design and delivery</p> <ul style="list-style-type: none"> <li>• Continue to refine learning activities on WebCT</li> <li>• Integrate Simulation into the curriculum</li> </ul> <p>2. Insure use of program advisory committee</p> <ul style="list-style-type: none"> <li>• Invite a graduate and a consumer to join the HCSW advisory committee</li> </ul> <p>3. Development of learning communities</p> <ul style="list-style-type: none"> <li>• Implement orientation of new faculty and peer mentoring program</li> <li>• Update orientation manual</li> <li>• Develop an effective coaching/mentoring plan</li> <li>• Encourage faculty to participate in Douglas Development Peer Mentoring sessions</li> <li>• Build opportunities into faculty meetings</li> <li>• Share best practices</li> </ul> <p>4. Participate in Academic Health Council Practice Education Guidelines</p> <p>5. Curriculum Review</p> <ul style="list-style-type: none"> <li>• Revise current curriculum based on new Provincial Curriculum Guidelines. HCSW curriculum is congruent with standards set by the Provincial Curriculum Articulation Committee</li> <li>• Explore feasibility of an integrated curriculum for the CMHW component of the program</li> <li>• Develop and restrict program design &amp; faculty workload allocations (explore the idea of lengthening the program to fit into DC semester matrix system)</li> </ul>	<p>-Students motivated to be engaged in learning activities</p> <p>-Better-quality participation in lab work Increased ability to transfer care-giving skills in practice environment</p> <p>Fall 07/winter/spring 08 and on-going</p> <p>-Processes for orientation and peer mentoring are in place and effectively utilized Fall 07 and Winter 08</p> <p>-Retention of faculty ongoing</p> <p>-Review of policy and practice education guidelines Fall 07</p> <p>-HCSW curriculum is congruent with standards set by the Provincial Curriculum Articulation Committee.</p> <p>-Competency standards are clearly articulated Winter/Spring 08</p> <p>-Fall 2007/ Winter 2008 Restructuring of the program design with restructuring of workload that allows faculty to schedule teaching/PD and vacation time in a more</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b>HIM PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Investigate alternate methods for offering the HIMP curriculum (ongoing)</li> <li>• Investigate alternate methods of delivering curriculum and funding sources to support on-line development (Using the virtual health record; web CT);</li> <li>• Investigate opportunities to fast track (PLA) professionals with a diploma/degree in health care into the HIM program</li> <li>• Pursue the possibility of accessing a hospital-based computer test system to enhance student's learning of HIM functions. Preference would be to link with Meditech thru FHA.</li> <li>• Maintain membership of the Advisory Committee with community and professional participation.</li> </ul>	<p>satisfactory manner</p> <p>-Ongoing</p> <p>-Fall 2007: BC Campus Proposal for online delivery</p> <p>-Fall 2007, Consult with Faculty of Child, Family &amp; Community Studies (PLA)</p> <p>-Fall 2007 – Fraser Health Authority</p> <p>-Ongoing</p>
<p><b>DOPT PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Mandatory orientation sessions for interested preceptors (ongoing)</li> <li>• Feasibility study for delivery of Distance Delivery courses (ongoing)</li> <li>• Explore labour market demand for continuing education for optometric assistant;</li> <li>• Explore alternative delivery classroom model such as evening classes for increasing student access to our program.</li> <li>• Distance delivery – Contact Lenses for Fall 08 offering</li> <li>• Begin Development of Distance Delivery – Eyeglasses for Fall 09 offering</li> </ul>	<p>-Preceptors are better prepared; fewer student related issues</p> <p>-Report - High industry demand and advisory committee support for both Contact Lenses and Eyeglasses offerings</p> <p>-CE development and offerings suspended in 2006/2007 due to high cost and low enrolment</p> <p>-Timetable Scheduling change 2008-2009</p> <p>- Successful completion and offering of CL DD</p>

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• Continue Biannual advisory committee meetings</li> <li>• 2<sup>nd</sup> Year promotion – changes to college calendar to include application deadline for registration into 2<sup>nd</sup> year; All instructors to discuss in class and promote benefits of completion of 2<sup>nd</sup> year (ie., increased value to employer and career opportunities)</li> <li>• Increase the role of the vision center in student learning</li> </ul>	<p>courses Fall 2008</p> <ul style="list-style-type: none"> <li>- Continue planning for eyeglass course conversion to distance delivery mode Fall 2009</li> <li>- Fall 2007, Winter 2008</li> <li>-reduction in 2<sup>nd</sup> year attrition</li> </ul>
<p><b>ALL PROGRAMS</b></p>	
<ul style="list-style-type: none"> <li>• Participate in planning for the New Health Sciences Building at DLC. Plan for transfer of program operations to DLC. Prepare for move in December 2007</li> <li>• Consider role of simulation learning and lab operations at new campus. Plan for training of faculty to utilize new labs and simulation equipment.</li> <li>• Request simulation lab technician position</li> <li>• Continue review of curricula to facilitate/integrate simulation learning using computerized simulators (BSN, BSPN, HCSW)</li> <li>• Report on two simulation pilots Dec/05 and May/06; identify 4-6 core simulation case studies and edit to reflect Canadian health care system and demographics;</li> <li>• Familiarize faculty to the core case studies and run pilot simulation using core case studies and fidelity simulator</li> <li>• Continue work of the development of a community Partnership Center (Centre for Health &amp; Community Partnerships) for David Lam Campus (All)</li> <li>• Review effectiveness of PAC and develop recommendations for revitalization. Re-establish PACs in NUR</li> <li>• Participate with other nursing programs and with the Health Authorities in a project to maximize practice learning opportunities. Establish clerical position with</li> </ul>	<ul style="list-style-type: none"> <li>-Facility plans congruent with operations</li> <li>- Operations Transfer Plan</li> <li>- Plans/curriculum interface for use of simulation equipment,</li> <li>- Develop PD for faculty with simulation learning</li> <li>- Position funded and implemented</li> <li>- Business Case has been brought forward to VPAC with next steps to prepare more detailed plan</li> <li>-positive evaluations</li> <li>- Finalized plan for Community Partnership Centre: staffing, integration with student learning experiences</li> <li>- Meetings of PACs</li> <li>- Fall 2007/ Winter 2008</li> <li>- HSP-Net Position established and</li> </ul>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p>primary responsibilities for HSP Net (BSN, BSPN, HCSW, CE)</p> <ul style="list-style-type: none"> <li>• Develop recruitment strategies for low-enrolment programs (HIMP, DOPT, HCSW). Discuss options for curriculum restructuring if there is continued low enrolments</li> </ul>	<p>operational 2006-2007 -Full intakes,</p> <p>-Recommendations for alternate structures and strategies to address low enrolment issues (online delivery) Fall 2008</p>

**Strategic Goal # 5: Scholarly Activity**

The College will work to promote scholarly and instructional excellence.

**Related Objectives Stated in Academic Plan**

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop scholarly activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b>NUR PROGRAM (Bachelor of Science in Nursing – BSN)</b></p> <ul style="list-style-type: none"> <li>• Active Scholarship Committee for BSN program (ongoing)</li> <li>• Participation in Nurse Educators Scholarship Program and the Research Internship at the University of Ottawa.</li> <li>• Encourage sharing of teaching practices that are based on pedagogical research</li> <li>• Continue participation in Nurse Educators Scholarship Project</li> <li>• Development of Scholarly activity - Scholarship of teaching and learning</li> <li>• Development of process for effective assignment to program tasks in PD time</li> <li>• Student Policy Development</li> <li>• Faculty development: e.g. grading, marking, exam development, probationary evaluation, PD, evaluation processes and class management</li> <li>• Support faculty development in key aspects of the curriculum and program</li> </ul>	<p>Annual Plan and Report - Ongoing - PD Workshops/ Resource files</p> <p>- Ongoing</p> <p>- Fall 2007</p> <p>- Fall 2007</p> <p>- Fall 2007</p> <p>- Douglas Development workshops Fall 2007 &amp; 2008</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b>PNUR PROGRAMS (BSPN; ADPN; Diploma in PNUR)</b></p> <ul style="list-style-type: none"> <li>• Continue to implement PNUR scholarship plan</li> <li>• Attend/participate at Professional conferences (eg., Neuman Systems Model Symposia, June 2008, RPNC World Congress – May 2008; European Psychiatric Nursing conference – November 2008)</li> <li>• Continue Faculty Development Workshop Series re Neuman Systems Model based curriculum for BSPN, ADPN and new Diploma in Psychiatric Nursing programs</li> <li>• Promote faculty publications in relation to NSM based Psych Nursing Education</li> <li>• Continue guest speakers from associate studies courses that promote breadth and depth of PNUR faculty academic discourse e.g. Philosophy</li> <li>• Continue PNUR involvement in scholarly work. Currently PNUR has membership on the Scholarship of Teaching and Learning Research Study</li> </ul>	<ul style="list-style-type: none"> <li>-Faculty paper co-presentations, NSM conference Feb. 2007;</li> <li>- Participate in NSM conference 2008, European PNUR conference 2008</li> <li>-Annual Plan and Report PD sessions held</li> <li>-Contracts signed with publisher NSM 5<sup>th</sup> edition text for two chapters co-authored by PNUR faculty June 2008</li> <li>-Continued PNUR involvement</li> </ul>
<p><b>HCSW PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Be more active in scholarly activity</li> <li>• Collaborate with other Departments (FHS Scholarship Working Group)</li> </ul>	<ul style="list-style-type: none"> <li>-Participation in Professional Conferences</li> <li>-Develop a project plan for scholarly activity</li> <li>-Fall 07</li> </ul>
<p><b>DENTAL PROGRAM</b></p> <ul style="list-style-type: none"> <li>• The program has joined DAEC (Dental Assisting Educators Council) and for the first time, a faculty member will be attending the National conference in Halifax.</li> <li>• Collaborate with other Departments (FHS Scholarship Working Group)</li> <li>• Develop new partnership with New West Senior Secondary School. Treating high school students who do not have access to regular dental care.</li> </ul>	<ul style="list-style-type: none"> <li>- Participation in Professional Conferences October 2007</li> <li>-Fall 07</li> <li>-Fall 2007 – Community Service</li> </ul>

Faculty Based Tactical Plans	Outcome Indicator
<p><b>HIM PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Collaborate with other Departments (FHS Scholarship Working Group)</li> <li>• Faculty will continue to participate in national and provincial (international – IFHRO) initiatives in relation to educational and practice standards</li> <li>• Faculty members will investigate areas of interest for scholarly activity and explore available opportunities</li> </ul>	<p>-Ongoing</p> <p>-Ongoing</p>
<p><b>DOPT PROGRAM</b></p> <ul style="list-style-type: none"> <li>• Faculty to attend scholarly activity workshops</li> <li>• Initiate on-campus seminars for industry professionals with the help of industry associations and stakeholders</li> </ul>	<p>-Scholarly activity projects approved</p> <p>- Two successful presentations held with more planned</p>
<p><b>ALL PROGRAMS (Ongoing)</b></p> <ul style="list-style-type: none"> <li>• Collaborate with other Departments (FHS Scholarship Working Group)</li> <li>• Develop/Update Scholarly Activity Plans for each program</li> <li>• Develop and maintain inventory of scholarly activity within department</li> <li>• Prepare articles for publication, attend and present at professional conferences</li> <li>• Plan and participate in a Faculty-Wide Scholarly Activity sharing day annually</li> <li>• Work with Scholarly Activity Coordinator to prepare grant applications, plan cross-departmental, cross-college initiatives</li> <li>• Explore partnerships with other Research Initiatives and/or Research Teams (i.e. Fraser Health, UBC School of Nursing, SFU Health Sciences)</li> <li>• Submit proposals to Scholarly Activity Fund</li> <li>• Articles for Concourse (DC Scholarly Activity Publication)</li> <li>• Maintain memberships in appropriate Professional organizations</li> <li>• Participate on College Research Ethics Board</li> <li>• Participate on College Academic Affairs committee with particular attention to scholarship matters</li> </ul>	<p>FALL 2007/ WINTER 2008</p> <p>Annual plans and Reports</p> <p>Published articles</p> <p>Successful Grant Applications</p> <p>Partnership agreements</p> <p>Membership and participation</p>

**APPENDIX IV**  
**FACULTY OF HUMANITIES AND**  
**SOCIAL SCIENCES**

# FACULTY OF HUMANITIES AND SOCIAL SCIENCES TACTICAL PLAN 2007-2008

## Academic Vision Statement

The Faculty of Humanities and Social Sciences will continue to expand the number and range of programs it offers in partnership with other institutions and independently. HSS will strive to provide more opportunities for completion of academic baccalaureate degrees, which should encourage existing students to stay at Douglas College. In addition, HSS will explore the development of post-degree programs to attract new students and to enhance the academic profile of the College. Prospective students also will be recruited through increased associations with local school districts and opportunities for concurrent studies. The breadth and depth of courses provided by HSS departments and the corresponding need for professional development opportunities, including research, will continue to increase with degree development initiatives in HSS and across the College. Finally, HSS will explore new forms of course delivery, including on-line courses, hybrid courses, and compressed courses to respond to increased needs for flexible course scheduling.

### **Strategic Goal: Academic Direction and Program Mix**

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

### **Related Objectives Stated in Academic Plan:**

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• Associate Arts Limited Enrolment (closed enrolment)</li> </ul>	Fill 40 seats Fall each year
<ul style="list-style-type: none"> <li>• B.A. (Psychology) Collaborative</li> </ul>	Fill 25-30 seats Fall each year
<ul style="list-style-type: none"> <li>• B.A. (Criminal Justice) Collaborative</li> </ul>	Fill 25-30 seats Fall each year
<ul style="list-style-type: none"> <li>• Establish program as an ongoing collaborative degree. Program review.</li> </ul>	Winter 2008 Spring 2008

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• Legal Studies UT Diploma Develop second year courses Articulate new courses with universities university colleges</li>   <li>• Associate of Arts for Future Teachers Plan enhancement activities (e.g., invite SFU PDP recruiter to College to speak to students; set up volunteer placements in schools)</li>   <li>• Enhanced Transfer Options Explore early and/or dual admission arrangements with local universities and university colleges that allow students to complete a second year (or, in the case of General Studies, a third year) at Douglas College without worrying about movements in transfer GPAs.</li>   <li>• Upper Levels Courses Develop additional 3<sup>rd</sup> and 4<sup>th</sup> year courses in HSS departments</li>   <li>• Geography Collaborative degree Discussions with UCFV underway, strategic development funds requested, program planning begun.</li>   <li>• Other program developments</li> </ul>	<p>Open enrolment Fall 2007 Winter 2008</p> <p>Fill 35 seats each year Ongoing</p> <p>SFU Education letter of intent signed. Program approval at SFU required before advancing. Other options ongoing.</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>

**Strategic Goal #2: Academic Signature**

The College will work to implement a defined Academic Signature at Douglas College

**Related Objectives Stated in Academic Plan**

- Embed College signature in curriculum design
- Develop a credential that formally recognizes essential skills
- Develop program review and renewal processes

Faculty Based Tactical Plans	Outcome Indicator
<p>Academic Signature</p> <p><i>New programs:</i> Legal Studies program designed to meet Academic Signature requirements</p> <p><i>Existing programs:</i> HSS Academic Signature Committee members completing course templates for all existing HSS courses.</p> <p>Annual program reviews</p>	<p>Course templates by Summer 2008</p> <p>ongoing</p> <p>Spring 08</p>

**Strategic Goal #3: Foundation Experience and Access**

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

**Related Objectives Stated in Academic Plan**

- Develop a student orientation process
- Establish an Office of New Students
- Provide coordinated assessment and advising
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantaged students

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p>Orientation provided for students in HSS closed programs:</p> <ol style="list-style-type: none"> <li>1. Criminology BA Program</li> <li>2. Psychology BA Program</li> <li>3. AA Limited Enrolment Program</li> <li>4. AA for Future Teachers</li> </ol> <p>“Connections” Foundations Program</p> <p>Arts Connections revised (ENGL, PSYC, GEOG) to increase attractiveness to students. Theme of mindscapes and landscapes or people and their world.</p> <p>Arts Connections with Conflict and Peace-keeping theme (HIST, POLI, PHIL)</p> <p>First semester Arts Connections launched with new theme and new courses</p>	<p>Every Fall Every Fall Every Summer Every Summer</p> <p>Fall 2007</p> <p>Winter 2008</p> <p>Fall 2008</p>

**Strategic Goal # 4: Pedagogy and Instructional Delivery**

The College will work to increase student engagement and access through use of innovative program design and delivery.

**Related Objectives Stated in Academic Plan**

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expand summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior leaning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2<sup>nd</sup> year persistence and credential completion

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><i>Hybrid courses</i> Create additional hybrid versions of service courses as needed to increase enrolment options for students</p>	ongoing
<p><i>Online courses</i> Develop Psyc 2300 as an on-line course (Psyc 2300 is a requirement in PNUR and NURS)</p> <p>Develop Psyc 2341 as an on-line course (Psyc 2341 is a requirement in PNUR)</p> <p>Develop new on-line courses in response to emerging student demands</p>	ongoing ongoing ongoing
<p><i>International Education</i> New Criminology Tour planned to New York City to study community courts</p> <p>Student exchange opportunities explored with Aarhus University in Denmark</p>	planned for Summer 08 initial stage
<p><i>Student Retention</i> Obtain university transfer status for new courses in Education (i.e., Ed Psyc, Philosophy of Ed, Social Issues in Ed).</p> <p>Explore post-baccalaureate program development to attract new students to Douglas College</p> <p>Revise proposal for dual admission with SFU for AA Limited Enrolment students</p> <p>Increase transfer options for students who complete at least 60-90 credits at Douglas College (e.g., UCFV General Studies accepts 90 credits for transfer).</p> <p>Promote HSS programs</p> <p>Develop new Associate Degree programs with discipline specializations (revise Credentials Policy and obtain approval from Education Council)</p> <p>Support Faculty and Student initiative for educational enhancement activities (e.g., Cinema Politica)</p>	2008 ongoing Fall 2007 ongoing ongoing policy revision taken to Ed Council; completion in 2008 if approved ongoing

**Strategic Goal # 5: Scholarly Activity**

The College will work to promote scholarly and instructional excellence/

**Related Objectives Stated in Academic Plan**

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
Support Faculty involvement in research/scholarly activities	ongoing
Improve HSS and College-wide awareness of faculty involvement in research/scholarly activities.	ongoing
Explore research opportunities involving the scholarship of teaching and learning	ongoing
Support Wisdom Institute Initiative	ongoing
Support Institute for Ethics and Global Justice	support ongoing

**APPENDIX V**

**FACULTY OF LANGUAGE, LITERATURE  
AND PERFORMING ARTS**

**FACULTY OF LANGUAGE, LITERATURE AND PERFORMING ARTS  
TACTICAL PLAN 2005 -2008**

**Academic Vision Statement**

The Faculty of Language, Literature and Performing Arts will review the initiatives identified in the 2005-2008 tactical plan and will endeavour to complete those projects which continue to reflect our vision. We will also begin to look beyond the current planning cycle to identify and respond to challenges facing post-secondary education.

Understanding that it is our mission to promote the values of a liberal education, we will continue to explore flexible scheduling and delivery, and enhancement and enrichment opportunities, for the benefit of our students and the college community.

**Strategic Goal #1: Academic Direction and Program Mix**

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

**Related Objectives Stated in Academic Plan**

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b><i>OBJECTIVE: DEVELOP NEW CREDENTIALS</i></b></p> <p><b>COMMUNICATIONS</b> Develop Advanced Diploma in Communications for Managers if feasibility study approved</p> <p>Develop a Certificate in Communications</p>	<p>Education Council approval</p>

Faculty Based Tactical Plans	Outcome Indicator
<p><b>CREATIVE WRITING</b> Consider development of third year CRWR courses, as next step towards a potential degree program</p> <p><b>ENGLISH</b> Participate in Foundations Programming Task Group and design Foundations curriculum at the direction of the College</p> <p><b>MODERN LANGUAGES</b> Develop East Asian Studies Associate Degree</p> <p>Develop a Certificate in Modern Languages</p> <p><b>MUSIC</b> Develop Bachelor of Applied Music (BAM)</p> <p><b>PERFORMING ARTS</b> Develop Advanced Diploma in Arts and Events Management</p> <p><b>PRINT FUTURES</b> Assess the feasibility of and possibly develop an appropriate Bachelor's degree (BAPW, for example)</p> <p>Work with the Communications Department, as needed, to help develop the Advanced Diploma in Communications for Managers</p> <p><b>STAGECRAFT</b> Develop a Post Diploma Certificate in Stagecraft</p> <p><b>THEATRE</b> Develop a Post Diploma Certificate in Theatre</p> <p><b>OBJECTIVE: DEVELOP NEW COURSES</b></p> <p><b>COMMUNICATIONS</b> Design a 3000-level course addressing writing needs of degree students</p>	<p>Recommendation from Upper Level Course Development Committee</p> <p>Finalized Foundation curriculum</p> <p>Education Council approval</p> <p>Education Council approval</p> <p>DQAB approval</p> <p>Education Council approval</p> <p>Feasibility study review by FEC, VPAC &amp; SMT</p> <p>Education Council approval</p> <p>Education Council approval</p> <p>Education Council approval</p> <p>Achieve recommendation from Upper Level Course Development Committee</p>

Faculty Based Tactical Plans	Outcome Indicator
<p>Work to introduce interpersonal/spoken communications courses that have been developed but not implemented (i.e. CMNS 3316 Conflict Resolution: Advanced Practices, CMNS 1425 Advanced Oral Presentation, 1210 Working Effectively with Groups)</p> <p><b>CREATIVE WRITING</b></p> <p>Concept paper for New Play/New Screenplay Production workshop presented to Performing Arts Committee</p> <p>Implement Summer Institute in Historical Fiction</p> <p><b>ENGLISH</b></p> <p>Consider developing the following courses: ENGL 1118: Introduction to Life-Writing, ENGL 2328: Advanced topics in Life Writing, IDST xxxx: Stories of the Self</p> <p>Develop “Literature in Context” course exploring the relationship between Literature and the other Arts as well as History and Politics</p> <p>Explore mounting a combined Academic Writing/Communications course to serve student needs</p> <p>English 3xxx Literature and Health Issues</p> <p><b>MODERN LANGUAGES</b></p> <p>Develop Summer Institute model and Language and Culture Courses</p> <p>Develop additional levels in Spanish</p> <p><b>MUSIC</b></p> <p>Implement all approved and modified courses</p>	<p>Resource reallocation to CMNS 1425, 1210 and 3316</p> <p>Pending</p> <p>Enrollment of students</p> <p>Review and recommendation of Upper Level Development Committee</p> <p>Resource reallocation plan to support delivery of new courses</p> <p>Education Council approval</p> <p>Ed Council approval and resources</p> <p>Education Council approval</p>

Faculty Based Tactical Plans	Outcome Indicator
<p><b>PERFORMING ARTS</b> Develop new PEFA courses for open-enrollment and certificate students</p> <p><b>STAGECRAFT</b> Investigate new PEFA options for STGE students</p> <p><b>THEATRE</b> Develop new PEFA Options or THEA Options</p> <p>Collaborate and co-operate with CRWR and PEFA to develop new Play/Screen Production workshop</p> <p><b><i>OBJECTIVE: ENSURE CURRENCY OF CURRICULUM</i></b></p> <p><b>MUSIC</b> Review the current objectives of the Basic Musicianship program and revise the structure and student workload as required</p> <p><b>STAGECRAFT</b> Maintain curriculum viability by ensuring current industry practices and new technology are included in course content</p> <p><b><i>OBJECTIVE: DEVELOP COLLABORATIVE PROGRAMS WITH OTHER INSTITUTIONS / INCREASE TRANSFER AND COLLABORATIVE OPTIONS</i></b></p> <p><b>COMMUNICATIONS</b> Obtain “W” status for UT CMNS courses</p> <p>Improve transferability of CMNS 1115</p>	<p>Education Council approval and student enrollment</p> <p>Education Council approval</p> <p>Education Council approval</p> <p>Education Council approval</p> <p>Review Outcome Report</p> <p>Education Council approval of curriculum revisions</p> <p>“W” status achieved and recorded</p> <p>New transfer credit recorded in BCCAT Transfer Guide</p>

Faculty Based Tactical Plans	Outcome Indicator
<p><b>ENGLISH</b> Collaborate with Kwantlen University College on 3<sup>rd</sup> Year transfer courses in order to ease student ability to transfer from Douglas to Kwantlen, and participate in new English minor at Kwantlen</p> <p>Develop Flexible Pre-Major Articulation Agreement with other Colleges, University-Colleges and Universities</p> <p>Explore possibility of collaborative degree with UCFV</p> <p><b>PERFORMING ARTS</b> Develop Collaborative Degree in the Performing Arts (partners: Capilano, Langara, V.C.C.)</p>	<p>Transfer agreements recorded in Transfer Guide</p> <p>Articulation Agreement recorded in Transfer Guide</p> <p>EdCo, AVED &amp; DQAB approval</p>

**Strategic Goal #2: Academic Signature**

The College will work to implement a defined Academic Signature at Douglas College.

**Related objectives stated in Academic Plan**

- Embed College signature in curriculum design
- Develop a credential that formally recognizes essential skills
- Develop program review and renewal processes

Faculty Based Tactical Plans	Outcome Indicator
<p><b><i>OBJECTIVE: EMBED COLLEGE SIGNATURE IN CURRICULUM DESIGN</i></b></p> <p><b>COMMUNICATIONS</b></p> <p>Review instruction in research skills in electronic contexts, including real world applications</p>	<p>Curriculum revision approved by Education Council</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p>Explore incorporating a professionalism grade into <i>all</i> CMNS courses (e.g. using a grading rubric to assess attendance, participation, collaboration, timelines, etc.)</p> <p>Advocate for inclusion of intercultural/interpersonal communications courses requirements for other programs</p> <p><b>ENGLISH</b> Enhance core and signature elements in course descriptions</p> <p>Diversify literature course offerings to appeal to multi-ethnic student population and support Associate Degree in International and Intercultural Studies, including the redesign of ENGL 2310</p> <p><b>MODERN LANGUAGES</b> Review courses to enhance core competencies and offer support to other areas in the development of intercultural and international components, particularly those associated with language and cultural studies</p> <p><b>MUSIC</b> Review programming to identify core competencies and signature elements</p> <p><b>PERFORMING ARTS</b> Review PEFA Certificate to identify core competencies and signature elements</p> <p><b>PRINT FUTURES</b> Promote awareness of the students' work in the community and recruit and train additional work-experience employers</p>	<p>Revisions shown in course guidelines</p> <p>Record of meetings with other Departments</p> <p>Education Council approval of curriculum revisions</p> <p>Education Council approval of course guideline revisions</p> <p>Education Council approval of course guideline revisions</p> <p>Signature elements noted in course guideline</p> <p>Signature elements noted in all course guidelines</p> <p>Record of increased number of work-experience employers</p>

Faculty Based Tactical Plans	Outcome Indicator
<p>Investigate intercultural opportunities for students (including proposed citation in TESL)</p> <p><b>STAGECRAFT</b> Review programming to identify core competencies and signature elements</p> <p><b>THEATRE</b> Review programming to identify core competencies and signature elements</p> <p><b><i>OBJECTIVE: CONTRIBUTE TO WRITING-RELATED INITIATIVES</i></b></p> <p><b>COMMUNICATIONS</b> With ENGL Department, offer assistance to other disciplines to articulate what they expect from/on their written assignments</p> <p><b>ENGLISH</b> Co-ordinate writing to learn and writing within and across disciplines initiatives</p> <p>Work together with CMNS and other disciplines to determine and co-ordinate expectations from writing assignments across the College</p> <p><b>PRINT FUTURES</b> Provide an added perspective on the writing to learn and writing within and across disciplines initiatives</p> <p><b><i>OBJECTIVE: DEVELOP PROGRAM REVIEW AND RENEWAL PROCESSES</i></b></p> <p><b>STAGECRAFT</b> Review the use of instructor/course evaluations and forms for student feedback</p> <p>Develop a student production performance evaluation process that better serves student needs</p>	<p>List of opportunities</p> <p>Signature elements noted in course guidelines</p> <p>Signature elements noted in curriculum guidelines</p> <p>Template for cross-college writing expectations</p> <p>Record of sessions given/Department meetings attended</p> <p>Template for cross-college writing expectations</p> <p>Written report on record of input</p> <p>List of recommended changes</p> <p>Written performance evaluation guide</p>

Faculty Based Tactical Plans	Outcome Indicator
Review curriculum and program structure and make recommendations for program change in order to enhance enrolment	Program revision approved by Ed Council

**Strategic Goal #3: Foundation Experience and Access**

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

**Related Objectives Stated in Academic Plan**

- Develop a student orientation process
- Establish an Office of New Students
- Provide coordinated assessment and advising
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantaged students

Faculty Based Tactical Plans	Outcome Indicator
<p><b><i>OBJECTIVE: OFFER FOUNDATION PROGRAMMING</i></b></p> <p><b>COMMUNICATIONS</b> Collaborate with ENGL Department to develop a 1<sup>st</sup> Year writing/reading/interpersonal Foundation course to enhance student success</p> <p><b>ENGLISH</b> Investigate the possibility of a CMNS/ENGL course, as above</p> <p><b>PERFORMING ARTS</b> Investigate the potential advantages of a Summer Institute in the Performing Arts as a foundation to Performing Arts programs</p>	<p>Education Council approval of course guidelines and inclusion in Foundation programming</p> <p>(see above)</p> <p>Report submitted</p>

Faculty Based Tactical Plans	Outcome Indicator
<p><b><i>OBJECTIVE: PROVIDE COORDINATED ASSESSMENT AND ADVISING</i></b></p> <p><b>COMMUNICATIONS</b>  Work to formalize the College Writing Assessment ENGL/CMNS/CRWR recommendation as a requirement</p> <p>Advocate for more intra-college communication around assessment, especially with the Centre for International Education and the EASL Department</p> <p>Establish realistic expectations and strategies for the success of International students in UT writing courses, in consultation with the Office of International Students</p> <p><b>ENGLISH</b>  Be more proactive in showing students how our offerings fit their academic needs and interests and create some stratification of our first year course offerings so students can see how they relate to each other</p> <p><b>PERFORMING ARTS</b>  Develop a plan for a coordinated recruitment process for all Performing Arts closed programs</p> <p><b><i>OBJECTIVE: IMPROVE STUDENT SUCCESS AND PERSISTENCE</i></b></p> <p><b>MUSIC</b>  Implement one-hour private lessons in the Basic Musicianship program in order to maximize the likelihood of student success</p> <p>Offer credit rudiments courses to potential university transfer students in the evening during regular academic year, and/or during the Summer, and/or by distance education to improve access and to maximize the likelihood of student success</p>	<p>Formal approval of College writing assessment recommendation as a requirement</p> <p>Discussions held with Centre for International Education and EASL Departments</p> <p>Written report outlining expectation and strategies for success</p> <p>Development of one page information sheet (to be reviewed with students)</p> <p>Plan submitted</p> <p>Written proposal submitted for review</p> <p>Course outline approved by Education Council and/or courses timetabled</p>

Faculty Based Tactical Plans	Outcome Indicator
<p><b>PRINT FUTURES</b> Review and, where necessary, improve orientation and mentoring programs and maintain evaluation and intrusive-advising procedures</p> <p><b>STAGECRAFT</b> Develop Graduate Profile to assist students in finding employment</p> <p><b>OBJECTIVE: DIVERSIFY RECRUITMENT STRATEGIES</b></p> <p><b>MODL</b> Offer dual credit to high-school students for selected basic level language courses</p> <p><b>PERFORMING ARTS</b> Investigate the possibility of advanced/dual credit for high-school students, particularly in MUSC and STGE</p> <p><b>PRINT FUTURES</b> In addition to advertising, sponsor events (including “in-kind”) as a method of recruiting students</p> <p>Increase applicant pool by encouraging program applicants from within the College</p> <p><b>STAGECRAFT</b> Improve Theatre and Stagecraft Fall Orientation</p> <p>Continue to monitor and update Stagecraft/Theatre home page</p> <p><b>THEATRE</b> Boost the profile of productions as a recruitment tool by inviting Advisory Committee members, high school drama teachers and counsellors, Theatre applicants to opening night</p>	<p>Revised orientation plan</p> <p>Publication of Graduate Profile</p> <p>Establish dual credit LOA’s</p> <p>Dual credit agreements signed</p> <p>Number of Sponsorships</p> <p>Increase in application and enrollment numbers</p> <p>Record of improvements</p> <p>Home page revisions</p> <p>Open night attendance numbers</p>

**Strategic Goal #4: Pedagogy and Instructional Delivery**

The College will work to increase student engagement and access through use of innovative program design and delivery.

**Related Objectives Stated in Academic Plan**

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2<sup>nd</sup> year persistence and credential completion

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b><i>OBJECTIVE: REDESIGN/EVOLVE CURRICULUM</i></b></p> <p><b>COMMUNICATIONS</b> Explore on-line delivery of CMNS curriculum</p> <p>Continue to use WebCT as an adjunct for CMNS 1216 and evaluate use for other courses</p> <p><b>ENGLISH</b> Forge more connections between the Department and WSGR Associate of Arts Program and increase number of courses that could be applied to the AA in WSGR</p> <p><b>MODERN LANGUAGES</b> Implement Summer Institute and develop template for Language and Culture courses</p> <p><b>MUSIC</b> Offer credit rudiments courses by distance education to facilitate entrance requirements</p>	<p>Minimum of one course developed in on-line format</p> <p>WebCT Report</p> <p>Report on joint activities</p> <p>Student enrollment numbers</p> <p>Student enrollment numbers</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p>Review Basic Musicianship Program</p> <p><b>OBJECTIVE: INCREASE STUDENT ENGAGEMENT AND ACCESS THROUGH USE OF INNOVATIVE PROGRAM DESIGN AND DELIVERY, INCLUDING FLEXIBLE SCHEDULING AND BLENDED COURSE DELIVERY</b></p> <p><b>COMMUNICATIONS</b> Work to develop CMNS curriculum using flexible modes of delivery</p> <p><b>ENGLISH</b> Explore possibilities for hybrid courses</p> <p>Enhance student performance and satisfaction through participating in learning communities</p> <p><b>MODERN LANGUAGES</b> Review timetable options for students</p> <p><b>PERFORMING ARTS</b> Review feasibility of “hybrid” model and flexible scheduling for Arts and Events Management</p> <p><b>PRINT FUTURES</b> Explore a residential/on-line or blended option for diploma or degree completion</p> <p><b>STAGECRAFT</b> Continue to ensure software programs and hardware are updated</p> <p>Encourage student use of online services</p> <p><b>OBJECTIVE: ENSURE THE USE OF ADVISORY COMMITTEES</b></p>	<p>Meetings and written proposal</p> <p>Offering of a minimum of one flexible delivery course</p> <p>Offering of a minimum of one hybrid course</p> <p>Report on learning communities</p> <p>Timetable review report</p> <p>Plan for use of flexible scheduling</p> <p>Report</p> <p>Report</p> <p>Report</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b>MUSIC</b> Gather expert advice for BAM and other curriculum revisions</p> <p><b>STAGECRAFT</b> Involve Advisory Committee in review of curriculum viability to ensure current industry practices and new technology are included in course content</p> <p><b><i>OBJECTIVE: PROMOTE CREDENTIAL COMPLETION</i></b></p> <p><b>MUSIC</b> Implement relevant recommendations in the PEFA Recruitment and Retention document prepared for SEMC and in the Music-specific document prepared by Blair Fisher</p> <p><b>THEATRE/STAGECRAFT</b> Implement relevant recommendations in the Recruitment and Retention summary prepared to SEMC</p>	<p>Summary document of expert advice</p> <p>Summary document of expert advice</p> <p>Report on recruitment/ retention outcomes</p> <p>Report on recruitment/ retention outcomes</p>

**Strategic Goal #5: Scholarly Activity**

The College will work to promote scholarly and instructional excellence.

**Related Objectives Stated in Academic Plan**

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop scholarly activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b><i>OBJECTIVE: ENCOURAGE INCREASED FACULTY INVOLVEMENT IN SCHOLARLY ACTIVITY</i></b></p>	

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b>COMMUNICATIONS</b> Prepare a plan for doing collaborative, classroom-based research</p> <p>Help to build profile of tacit genre knowledge specific to reading/writing in various disciplines (in concert with ENGL/CMNS initiative to work collaboratively with other Departments)</p> <p>Continue developing curriculum and assessment tools related to intercultural communication for potential publication</p> <p><b>CREATIVE WRITING</b> Affirm professional activities of faculty and their importance to teaching</p> <p><b>ENGLISH</b> Create an on-line space for scholarly activity, perhaps in the form of an on-line journal, and participate in potential network of such sites with other colleges</p> <p><b>MODERN LANGUAGES</b> Develop a Departmental Plan and statement of necessary conditions (funds, time release, access to grants, etc.)</p> <p><b>MUSIC</b> Establish a database to record performances, lectures, workshops, recordings, etc. and examine ways of communicating activities to the College</p> <p><b>PRINT FUTURES</b> Exploit existing connections with professional associations and scholarly organizations to benefit faculty and students</p>	<p>Completed Plan</p> <p>Changes to curriculum made</p> <p>Completed curriculum and assessment tools and publication proposals</p> <p>Inclusion in annual report and other venues</p> <p>On-line journal/scholarly activity site developed</p> <p>Submission of completed plan</p> <p>Database established</p> <p>Consult as needed</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<p><b>STAGECRAFT</b> Develop in-house professional workshops for faculty and staff</p> <p>Attend and participate in professional conferences, theatrical performances, events, etc.</p> <p><b>THEATRE</b> Attend and participate in professional conferences, theatrical performances, events, etc.</p>	<p>List of workshops</p> <p>List of conferences and performances attended</p> <p>List of conferences and performances attended</p>

**APPENDIX VI**  
**FACULTY OF SCIENCE & TECHNOLOGY**

**FACULTY OF SCIENCE & TECHNOLOGY  
TACTICAL PLAN 2005-2008**

**Academic Vision Statement**

The Faculty of Science and Technology is committed to maintaining and expanding a comprehensive range of courses leading to a variety of credentials which will enable our students to obtain competitive degrees, transfer into other post-secondary institutions, or have direct access to the work force. In doing so, we will strive to maintain our high quality of instruction by having highly qualified, student-centered faculty in the classroom and continuing to emphasize the importance of students acquiring practical skills through laboratory activities or practicum placements. We will continue to focus upon embedding the elements of the Academic Signature within all programs and courses. To enable this, we will strive to maintain adequate resources for laboratory equipment and field experiences, and promote excellence in instruction through valuing scholarly research, including discipline-specific research and research in the field of teaching and learning. The Faculty is also committed to expanding technology programs thereby increasing opportunities for our students and complimenting existing university transfer programs.

**Strategic Goal #1: Academic Direction and Program Mix**

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

**Related Objectives Stated in Academic Plan**

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
New Programs under Development: <ul style="list-style-type: none"> <li>• Post Degree Diploma in Physical Education Instruction</li> <li>• Bachelor of Physical Education</li> </ul>	Implementation Timeline  Fall 2005 - completed  Fall 2007 – completed, year three in progress

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• Certificate in Building Environmental Systems (BES)</li> <li>• Post-Trades Diploma in Building Environmental Systems (BES) and Diploma in Alternative Energy Technology</li> <li>• Diploma in Animal Health Technician</li> <li>• Diploma in Animal Health Technician – Year 2</li> <li>• Diploma/Post Degree Diploma in Biotechnology</li> <li>• Post Degree Diploma in Science and Mathematics Instruction</li> <li>• Geology Citation, Certificate, and Diploma.</li> <li>• Collaborative BSc in Biology with UCFV</li> </ul>	<p>Fall 2005 - completed</p> <p>Market Scan – complete in early 2008</p> <p>Fall 2007 - Year 1 in progress</p> <p>Fall 2008</p> <p>Market survey indicated program is not currently viable.</p> <p>Feasibility, Winter/Summer 2008</p> <p>Under Development</p> <p>Dialogue Initiated</p>

<p><b>Strategic Goal #2: Academic Signature</b> The College will work to implement a defined Academic Signature at Douglas College.</p>	
<p><b>Related objectives stated in Academic Plan</b></p> <ul style="list-style-type: none"> <li>• Embed College signature in curriculum design</li> <li>• Develop a credential that formally recognizes essential skills</li> <li>• Develop program review and renewal processes</li> </ul>	
Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• Commitment to embedding the college signature elements in both program curricula and individual courses.</li> </ul>	<p>1. All new courses and programs must detail signature elements and how these will be evaluated.</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• Commitment to a review of every Faculty program within 3 years (i.e. by 2009).</li> <li>• Development of a sequential series of ladderred credentials ie: Citation, Certificate, Diploma, Associate Degree, Degree, and Post Degree Diplomas.</li> <li>• Maintain and expand support for laboratory, practicum and field activities within courses.</li> <li>• Increase in multidisciplinary and interdisciplinary courses.</li> </ul>	<p>2. All new programs must reference which courses fulfil signature elements and how these will be interwoven throughout the program</p> <p>Completed Program Review</p> <p>FEC and Ed Council Approval</p> <p>1. Maintenance of historical importance of lab activities/ course guideline approval</p> <p>2. Periodic redesign of labs</p> <p>3. Continual upgrading of Capital equipment</p>

**Strategic Goal #3: Foundation Experience and Access**

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

**Related Objectives Stated in Academic Plan**

- Develop a student orientation process
- Establish an Office of New Students
- Provide coordinated assessment and advising
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantaged students

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• Expand resources for Faculty Enrolment Management Coordinator.</li> <li>• Participate in College student advisory sessions internal and external to college.</li> <li>• Develop strategic ties with secondary school system through a variety of mechanisms e.g.: advanced standing, dual credit, in-service teacher education.</li> <li>• Participate in a new student assessment process through the development of a wider range of coordinated assessment tools.</li> <li>• Continue to support and expand college “prep” courses in Science and Mathematics.</li> <li>• Continued Participation in the development and offering of a variety of cohort-based foundation “CONNECTIONS” programs in Arts and Science.</li> <li>• Continue to support and grow contacts with school districts.</li> </ul>	<p>Completed Fall 2006</p> <p>Establish school/college Departmental head contacts</p> <p># of agreements on dual credit/advanced placement</p> <p>Complete range of new assessment tests.</p> <p>#New course development</p> <p>Development of Connections Certificate programs.</p> <p>Develop inventory of existing and new contacts.</p>

#### **Strategic Goal #4: Pedagogy and Instructional Delivery**

The College will work to increase student engagement and access through use of innovative program design and delivery.

#### **Related Objectives Stated in Academic Plan**

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2<sup>nd</sup> year persistence and credential completion

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• Encourage the expansion of the use of problem based learning - initially in Biology courses and then throughout the program curricula (focus on BIOL 1103-1203 and 1109-1209).</li> <li>• Increase the number of block transfer agreements, the range of institutions with whom such transfer is agreed, and clarify existing relationships.</li> <li>• Maintain range of 2<sup>nd</sup> year courses and provide 3<sup>rd</sup> &amp; 4<sup>th</sup> year courses as required or elective courses for college-wide degree programs.</li> <li>• Participate in the development of an “Education Technology for Teaching and Learning Plan” to increase the use of on-line, hybrid and flexible delivery offerings.</li> <li>• Participate in the development of upper level courses for college degree programs.</li> <li>• Develop pre-HealthCare Professional Society for Science and Technology students.</li> <li>• Re-capitalize laboratory equipment and update lab curricula.</li> </ul>	<p>BIOL 1105&amp;1205 developed for Therapeutic Recreation program</p> <p># of agreements</p> <p># of new courses offered</p> <p>BIOL 3205&amp;3305 developed and now offered to Nursing and SPSC degree programs.</p> <p>Three third- year college-wide elective courses to be completed by winter 2008</p> <p>Increased retention rate of 2<sup>nd</sup> year students</p> <p>Development of a number of course delivery alternatives.</p> <p>Increase in % of on-line, blended, compressed, and hybrid courses.</p> <p># of courses developed.</p> <p>Plan event and monitor student participation.</p> <p>Inventory of new equipment and of lab updates.</p>

**Strategic Goal #5: Scholarly Activity**

The College will work to promote scholarly and instructional excellence.

**Related Objectives Stated in Academic Plan**

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop scholarly activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• Continue to hold annual faculty wide professional development events.</li> <li>• Promote, through the PD fund and scholarly activity fund, ongoing scholarly activity for faculty.</li> <li>• Continue to seek resources for interested faculty to engage in research activity.</li> <li>• Develop a Faculty Scholarly Activity Committee to encourage and monitor scholarly activity.</li> <li>• Participate in the development of a College Scholarly Activity web page and promote internal departmental scholarly activity committees.</li> <li>• Continue to encourage off-campus Professional Development activities and linkages with our college communities.</li> <li>• Lobby for expanded resource base for individual, off-campus Professional Development.</li> </ul>	<p>Plan events</p> <p>Award PD funds Applications to SD fund Citation of faculty for scholarly publishing</p> <p># Applications to internal and external funding sources</p> <p>Structure Committee</p> <p>Faculty contributions to web page.</p> <p>Inventory of PD activities and relationships with community groups.</p> <p>Monitor resources and promote value of off-campus PD.</p>

**APPENDIX V11**

**DEPARTMENT OF STUDENT DEVELOPMENT**

**DEPARTMENT OF STUDENT DEVELOPMENT  
TACTICAL PLAN 2005-2008**

**Vision Statement**

The Department of Student Development provides instruction and services to help students develop and achieve their own personal, academic and employment goals.

We focus on enabling students to gain the skills and support they need to access a variety of college programs; we provide programming for students with diverse needs and backgrounds; and we deliver ongoing educational support for students throughout their programs at the college.

We meet students where they are now and help them get where they want to go.

**Strategic Goal #1: Academic Direction and Program Mix**

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

**Related Objectives Stated in Academic Plan**

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• In collaboration with other faculties, implement College Connections programming as part of Science foundation experience.</li> </ul>	<p>Schedule for Fall 08 offering</p>

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• EASL to develop TESL teacher training (15 credit citation).</li>   <li>• In collaboration with Health Sciences, EASL to develop access foundation program for allied health.</li>   <li>• In collaboration with Commerce &amp; Business, EASL to develop access foundation program.</li>   <li>• EASL to develop new program for assisting foreign-trained professionals.</li>   <li>• ASE to develop a new 15 credit citation in building supply service worker program for people with disabilities.</li>   <li>• Developmental Education DEC to explore possibilities for new program options to utilize new FTE in Academic Plan.</li>   <li>• In collaboration with other areas, explore developing program streams for Aboriginal students.</li>   <li>• DVST and CSD to develop joint programming to support students with learning disabilities.</li> </ul>	<p>Full program proposal to be approved Fall 2007. Delivery planned for Summer 2008 using new or re-assigned FTE.</p> <p>Pilot to be developed during 2007/08 using existing FTE from EASL. Delivery planned for Fall 2008.</p> <p>Concept paper to be submitted to VPAC in Winter semester 2008.</p> <p>Feasibility report to be submitted to VPAC in Summer 2008.</p> <p>Concept paper submitted to VPAC by Summer 2008.</p> <p>Concept paper to be submitted to VPAC by Summer 2008.</p> <p>Plans to be developed during 2007/08.</p> <p>Concept paper to be submitted to VPAC during 2008.</p>

**Strategic Goal #2: Academic Signature**

The College will work to implement a defined Academic Signature at Douglas College.

**Related objectives stated in Academic Plan**

- Embed College signature in curriculum design
- Develop a credential that formally recognizes essential skills
- Develop program review and renewal processes

<b>Faculty Based Tactical Plans</b>	<b>Outcome Indicator</b>
<ul style="list-style-type: none"> <li>• DEC to review existing curriculum and recommend changes to ensure elements of the signature are addressed in each program area, where relevant.</li> <li>• Use college's new program review and renewal process in Financial Aid Office and Student Employment Office.</li> </ul>	<p>Complete review by August 2008</p> <p>Reviews completed by August 2008.</p>

**Strategic Goal #3: Foundation Experience and Access**

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

**Related Objectives Stated in Academic Plan**

- Develop a student orientation process
- Establish an Office of New Students
- Provide coordinated assessment and advising
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantaged students

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• Continue to work with Office for New Students to develop linkages with Peer Support Workers and Open House.</li> </ul> <p>Continue to assist the development of Coordinated Assessment and Advising e.g. Accuplacer and MapleSoft.</p> <ul style="list-style-type: none"> <li>• Continue to assist the development of Student Educational Plans.</li> <li>• Maintain programming for educationally disadvantaged students.</li> <li>• STSU to explore offering courses to specific clientele e.g. athletes and Aboriginal students.</li> <li>• DVST to investigate participation in proposed Aboriginal CYCC program (Foundations).</li> </ul>	<p>Linkages identified Fall 2007 and implemented Winter 2008. ONS participation in Fall Open House.</p> <p>Implementation during 2007/08.</p> <p>Plan for website application to be developed by May 2008.</p> <p>Programming to be maintained.</p> <p>Initiatives to be explored during 2007/08.</p> <p>Program model to be developed in 2007/08.</p>

#### **Strategic Goal #4: Pedagogy and Instructional Delivery**

The College will work to increase student engagement and access through use of innovative program design and delivery.

#### **Related Objectives Stated in Academic Plan**

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2<sup>nd</sup> year persistence and credential completion

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• In collaboration with Library, Systems and other areas, Learning Centre to develop proposal for Virtual Learning Commons.</li> <li>• Explore expanded evening and summer options.</li> <li>• Explore with local School Districts opportunities for transitions programming for Aboriginal students.</li> <li>• DVST and EASL to explore new ways to offer adjunct course delivery or blended course options.</li> <li>• EASL to explore cross-disciplinary research on writing instruction and articulation with English Department.</li> </ul>	<p>Concept paper to be approved by VPAC in Fall 2007.</p> <p>To be timetabled December 2007.</p> <p>Initiatives to be identified by April 2008.</p> <p>Initiatives to be identified by April 2008.</p> <p>Initiatives to be identified by April 2008.</p>

**Strategic Goal #5: Scholarly Activity**

The College will work to promote scholarly and instructional excellence.

**Related Objectives Stated in Academic Plan**

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop scholarly activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

Faculty Based Tactical Plans	Outcome Indicator
<ul style="list-style-type: none"> <li>• DEC to review further responses for encouraging and supporting scholarly activity</li> </ul>	<p>Responses implemented by April 2008.</p>