



EDUCATION DIVISION

TACTICAL PLAN

2009-2012

(October 2009)

The Education Tactical Plan is designed to guide implementation of the Douglas College Academic Plan through the period of September 2009 to September 2012. 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, The Centre for Academic and Faculty Development, The Centre's of Excellence and the three overarching goals of the Academic Plan. The tactical plans of each of the Faculties and Centres 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
Appendix VIII	Centre for Academic & Faculty Development
Appendix IX	Centre's of Excellence – Health & Community Partnerships

**EDUCATION DIVISION
TACTICAL PLAN 2009 -2012
(October 2009)**

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 research and scholarly activity, to provide key student support services and to build strategic academic partnerships.

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, university transfer and career pathways.

**Education Division
Tactical Plan 2009-2010**

Goal # 1:

Douglas College will work with students to achieve their academic, professional and employment goals.

Related Objectives Stated in Academic Plan

1. Douglas College will work with students to achieve their academic, professional and employment goals;

- increase the level of student engagement and retention
- explore and implement delivery models that help students to integrate involvement in post-secondary education with other work/life commitments
- expand learning opportunities and access systems that are responsive to Aboriginal learners and Aboriginal communities.

Annual Activities	Responsibility	Outcome Indicator
Identify opportunities for student engagement and retention within select Faculties and Departments	Deans/Chairs/Coord.	Opportunities identified and implemented within select Faculties and Departments: <ul style="list-style-type: none"> • Mentorship • Faculty advising • Student Associations • Student performances and festivals
Investigate increased opportunities for flexible course delivery and Prior Learning Assessment and Recognition.	Deans/Chairs/ Coordinators	Pilot alternate delivery options (Evening, weekend, compressed courses, hybrid on-line)
Develop a cross College/Faculty plan for Hybrid and On-line courses, including course development and faculty PD	VPAC/VPES/ETTL/ Ed Tech Coordinator	Plan developed and timelines set
Implement Dual Admission Partnership with SFU in Arts and investigate opportunities in Science	Dual Admission implementation team VPE/Deans	SFU Dual Admission Partnership implemented Pilot Jan/2009 Students registered and tracked Science opportunities identified
Expand learning opportunities and access systems for Aboriginal learners and Aboriginal communities	VPE/VPES/Faculties	Increase recruitment and retention of Aboriginal students
Promote the increased engagement of students in research and scholarly activity including SoTL	RSA/FD Coordinator / Faculties	Successful Second Annual Student Researcher's Day Faculty Level Student Research Guidelines developed.

**Goal # 2:
Douglas will enhance the local, regional and international position of the college.**

Related Objectives Stated in Academic Plan

2. Douglas College will enhance the local, regional and international position of the college;

- build Professional and Academic Schools within Faculties offering programming which highlights links to specific community, professional and academic standards
- Build on College strengths to enhance and develop local and international partnerships and collaborations that will expand opportunities for Douglas College students.

Annual Activities	Responsibility	Outcome Indicator
Strengthen ties to universities Investigate joint offerings, degree partnerships and increase transfer arrangements	VPE/Deans/faculties	New Letters/Memorandums of agreement developed Transfer opportunities and student pathways identified.
Strengthen partnerships with School Districts	VPAC Regional Student Transition Coordinator	Increase transition options (affiliation agreements, Concurrent Studies and joint faculty PD opportunities)
Collaborate with CIE to increase international opportunities for students and employees, including scholarly activity	CIE/VPAC/Faculties	Increase number of international field schools and practicums Expand number of affiliation agreements Increase numbers of student and faculty exchanges
Continue to build and enhance relationships and partnerships with Aboriginal communities	Deans/Faculties/Aboriginal Coordinator	Increase Aboriginal representation on select PAC and DC Advisory committees and increase Douglas College employee representation on Aboriginal community committees and at Aboriginal events
Enhance ties with professional associations, government and industry contacts to develop professional standards and employment opportunities	Deans/Chairs/Coordinators	On-going

**Goal # 3:
Douglas will provide leading edge, evidence based programs and faculty development opportunities.**

**Related Objectives Stated in Academic Plan
3. Douglas College will provide leading edge, evidence based programs and faculty development opportunities;**

- provide professional development for faculty that assists them to adapt to changes in curriculum, education technology, teaching pedagogy and student experience
- implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement
- continue to expand structures that will support scholarly activity and research
- Continue implementation of the Academic Signature across the curriculum and evaluate its impact on student outcomes.

Annual Activities	Responsibility	Outcome Indicator
Provide appropriate PD related to teaching, learning, education technology, curriculum and assessment	CAFD/CEIT	Increase number and variety of PD opportunities
Develop, implement and evaluate a system for annual and comprehensive program reviews	Director CAFD/ VPE/VPAC	Policy approved System for Comprehensive review developed Annual reviews completed Pilot comprehensive review process
Provide a robust program of professional development related to research (Discipline based, CBR and SoTL	CAFD/RSA Coordinators/Directors/VPAC	Increase number of PD opportunities related to RSA
Establish full Tri-Council eligibility	VPE/Director CAFD	NSERC, SSHRC and CIHR eligibility
Partner with community partners on applied community based research and service learning initiatives	Deans/Faculty//CHCP	New initiatives underway Grant funding increased
Complete implementation of Academic Signature across	Academic Signature Steering Committee, VPAC and	All program Academic Signature

Annual Activities	Responsibility	Outcome Indicator
all Faculties	Faculties	templates posted on the website All course templates complete and approved through faculty process
Promote broader College engagement with external PD and RSA groups	Director and Coordinators CAFD	DC attendance and presentations at ISSoTL, CASTL, ACCC, UCIPD and local events
Provide faculty development in engagement in Aboriginal paradigm.	FD Coordinator/Select Faculties	PD opportunities provided
Continue to pursue and participate in CH&CP interdisciplinary projects	Director CHCP/CHCP Steering Committee	Increase in CBR projects and grants. Increase number of students involved in CSL
Continue to build capacity and expand initiatives related to Research & Scholarly Activity	Director and Coordinator CAFD/VPAC	On-going

Appendix I

**FACULTY OF COMMERCE AND
BUSINESS ADMINISTRATION**

Faculty of Commerce and Business Administration

Tactical Plan 2009-2010

Academic Vision Statement

The Faculty of Commerce and Business Administration offers students a complete range of academic opportunities with credentials from one-year citations through to a four-year Bachelor of Business Administration (B.B.A) degree. This degree is available in two streams: Accounting and Financial Services and Administration. Further streams in Marketing and Public Administration are currently being developed. International work and study opportunities for students continue through existing partnerships in Mexico, Thailand and China. 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.

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- Expand learning opportunities and access systems that are responsive to Aboriginal learners and Aboriginal communities.

Annual Activities	Responsibility	Outcome Indicator
Accounting Dept Set up group email to facilitate regular contact with degree students	Rod Comrie	Student contact management system (Group e-mail listing)
Organize information night with CGA/CMA/CA organizations	Glen Stanger	Information nights with CGA/CMA/CA
Identify students interest in forming an Accounting Student's Society	Gunter Eisenberg	Accounting Student Association merge with Marketing Student Association to form Business Student Association

Annual Activities	Responsibility	Outcome Indicator
Expand case analysis and student group work in management accounting courses	Glen Stanger	CG revisions have been passed by FEC
Set up an accounting job posting board	ACCT Dept Chair	Job link with CGA Association for graduating students
Expand student contact management system to include diploma students	ACCT Dept Chair	
Explore student mentoring	ACCT Dept Chair	
Expand the use of case analysis and student group work in the Accounting Theory course	ACCT Dept Chair	
Develop plan to incorporate accounting alumni into the life of Douglas College	ACCT Dept Chair	
Business and Finance Dept Increase number of external guest speakers in classes to eight per year	BUSN Dept Chair	The Business Department had several guest speakers in 2008-09 and will ensure at least 8 guest lecturers in 2009-2010
Initiate contact with the CFP organization	BUSN Dept Chair	This initiative was not advanced in 2008-09 but the Degree Coordinator and Chair will initiate discussions in 2009-10 with both organizations
Establish connections with the business community with the result of enhanced employment opportunities for our students	Faculty will assist with activities of CBA Dean	Initial plans to establish an Advisory Committee for both BBA streams is underway with plans to create the Committee by late Fall
Consider expanding articulation agreements for our BBA supporting pursuit of an MBA	BUSN Dept Chair	Ensure BC universities with MBAs accept our BBA for their MBA programs.
Create Investment Club for BBA students	BUSN Dept Chair	Evidence of sufficient interest with membership of 10 or more students
Establish a mechanism to support mentoring of first year students by third and fourth year students in our BBAs	BUSN Dept Chair	Evidence of sufficient interest with membership of 10 or more mentoring students
Offer BUSN 2252 in Hybrid mode in Winter 2010	BUSN Dept Chair to propose	Successful offering of the course in the classroom and online

Annual Activities	Responsibility	Outcome Indicator
Computing Science & Information Systems Dept Assign a faculty to each program student as a mentor to give him advice.	CSIS Department Chair	Student graduates with a job
Dept. chair monitors student performance each semester to make sure the student is succeeding in his/her studies.	Department Chair	CGPA of student
Provide co-op information and IT sector's job situation to program students regularly.	Department Chair	Number of CSIS students in the co-op program
Work with internal students to expand their computer knowledge.	Department Chair	Number of non-business students who take CSIS courses
Work with CIE to assist those international students who wish to come to the college.	Department Chair	Number of international students who joined the CSIS program
Economics Dept Initiate review of the Core curriculum requirements for current and proposed degree programs in CBA.	ECON FEC Representative and Chair.	Establish consistency in all degrees.
Develop and approve new BBA Degree in Public Policy and Administration.	Chair and ECON Faculty	Curriculum has been developed. Concept paper approved by VPAC. Feasibility Studies nearly complete.
Maintain and improve the transferability of the CBA UT Diploma and Associate of Arts (Economics Specialty) Degree to SFU, UBC, etc. in order to ensure that the students are receiving the best opportunity for further study.	ECON Chair	May Meeting participation. Contact SFU and UBC program heads. Regular meeting with Douglas College Academic Advisors
Highlight the seamless transition from CBA UT diploma to Douglas BBA degree.	ECON Chair	Updated CBA program booklet and updated UT handouts, including summer mail out.
To improve retention rates, it is important to participate and organize information nights for new and returning students interested in the academic programs.	ECON Chair	Ongoing. Summer mail out completed in July.

Annual Activities	Responsibility	Outcome Indicator
To improve the retention rate and to improve the completion rate	ECON Chair	Summer registration help session provided.
Maintain the University Transfer program information board to make students aware of the latest job and academic opportunities.	ECON Chair	Semester relevant information on the current board.
Connect with employment prospects in local government and provincial government.	Chair and ECON Department participation	Contact with various city government departments. This is achieved in part through development and implementation of the 'Public Policy' certificate and proposed 'Public Policy' degree.
Hotel & Restaurant Management Dept Collaboration with CE and MARK, HORM OADM CSIS for possible course offerings	HORM Dept Chair	On line delivery through third party supplier. Not yet in place.
Existing partnerships and collaborations maintained Please see departmental plans BUSN OADM HORM MARK CE CSIS	HORM Dept Chair	Extensive listing in place with both public and private domestically and internationally. One more agreement signed F09 with Blue Mountain in Australia.
Marketing Dept Provide guidance to the DCBA to ensure their success and growth	Christina Cawkell	Successful events held, increasing number of students engaged, membership in the organization broadened to across C&BA
Case work – launching case competitions, ensuring broad application of case work across Marketing, investigating participation in intramural case competitions	Padma Vipat, David Moulton	Case competitions held internally to Douglas College, case competitions attended outside of Douglas College, case component included in most Marketing courses
Assign each student a faculty advisor, ensure that student data is used for retention and planning	Marketing Dept Chair	Enhanced student retention and growth of numbers of graduating students
Enhance the technological aspect of each course, generate metrics to measure success and plans for moving forward	Lorne Patterson	The metrics developed will be used as the measures of success.
Office Administration Dept Office practicum reporting will be	Wilma McCrossan	Students actively participating in

Annual Activities	Responsibility	Outcome Indicator
enhanced by incorporating more reflective journaling of the practicum experience.		reflective journaling.
Office administration instructors will provide more direct industry input (such as guest speaker presentations and field trip opportunities) as part of the learning environment.	Titus Yip Diana Bergmann Wilma McCrossan Sheena Graves Janet Schreier	Regular use of guest speakers and field trips.
Office administration instructors will be using the newly acquired NetOps software to encourage greater student participation in the presentation and demonstration of computer skills.	Wayne Ratcliffe Neil Gillis Diana Bergmann David Cordon	Using NetOps to monitor student involvement and increase participation.

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Annual Activities	Responsibility	Outcome Indicator
Accounting Dept Complete transfer credit arrangements with professional bodies	George Robertson	Transfer credit arrangement with CGA completed
Complete degree efficiency with the Certified General Accountants Association of B.C.	George Robertson	
Attend BC post secondary conferences	Various faculty members	Annual BEAC Conference attended
Complete articulation agreement with the Northern Melbourne Institute of Technical and Further Education (NMIT)	Glen Stanger	Info provided to Julie Crothers

Annual Activities	Responsibility	Outcome Indicator
Participate in the completion of transfer arrangement for accounting students at Vancouver Community College	George Robertson	
Work as part of the business faculty to examine the feasibility of obtaining international accreditation	ACCT Dept Chair	
Explore and develop a new international partnership opportunity	ACCT Dept Chair	
Formulate a plan to offer BBA degree to CGA and CMA graduates without degrees	ACCT Dept Chair	
Explore and develop a new international partnership opportunity	ACCT Dept Chair	
Incorporate vision, accreditations, articulation and exchange agreements into promotional material	ACCT Dept Chair	
Explore and develop business degree completion programs for non-business faculties at Douglas College and elsewhere	ACCT Dept Chair	
Business & Finance Dept Consider connection with local governments in consideration of development of new specialties		This initiative is best pursued by the Economics Department as part of their BBA – Public Policy and Administration
Establish both China programs on firm footing with rolling 3-year teaching plan	CBA International Coordinator	The International Coordinator has established an on-going three-year teaching plan
Explore International program opportunities with Universite a Latina a Panama and Northern Melbourne Institute of Technology	BUSN Dept Chair	Courses offered by NMIT were evaluated with many of them strong candidates for transfer credit for our programs in Business and Finance. The potential relationship between the two institutions requires further investigation. The potential relationship with Universite a Latina a Panama has not advanced in the last year

Annual Activities	Responsibility	Outcome Indicator
Explore the potential of a Business International Field School in Mexico for May 2010	BUSN Dept Chair	Sufficient student interest to support the program
Computing Science & Information Systems Dept Form partnership with other post-secondary institutions (e.g. Kwantlen, BCIT) to allow easy entrance to their degree programs	CSIS Dept Chair	Number of CSIS graduates who attend those institutions
Form partnership with University of Athabasca in Alberta	CSIS Dept Chair	Number of CSIS graduates who attend this institution
Promote CSIS programs to high schools regularly	CSIS Dept Chair	Number of high school graduates who join the CSIS program
Economics Dept Continue to participate in seminars, workshops, and forums relating to economics	ECON Faculty	Participation in workshops by Peter Kantrowiz, Charles Odoom
Continue to participate in High School events to promote the Douglas College programs	ECON Dept Chair	Continuous participation by faculty representative
The development of the 'public policy' certificate and degree will be a natural avenue for strengthening the department's profile on a local and regional level	ECON faculty	Curriculum has been developed. Concept paper approved by VPAC. Feasibility Studies nearly complete. Email critiques and summer PD workshop are done.
Marketing Dept Ensure that the Advisory Council is engaged and beneficial to the Marketing Department, and utilize their expertise	Gail Tibbo, Christina Cawkell	Advisory Council member feedback (solicited and volunteered)
Develop mechanism for use of more projects and teamwork incorporated into cases: liaise with industry and Advisory Council to secure more projects, incorporate into these projects a brand-building objective for Douglas College in general, and C&BA in particular	MARK Dept Faculty	Annual review of courses and their project/teamwork component – to be done in Marketing Department meetings

Annual Activities	Responsibility	Outcome Indicator
International exchanges - Work closely with international office to identify opportunities for students and faculty in areas where we have international agreements. Promote exchanges to students and faculty, and work to encourage participants from partner countries to come to Douglas College. Specific initiatives include Disney program and Field School with University of Colima, Mexico	MARK Dept Chair	Review of numbers of students and faculty participating in exchanges, research to determine interest in this type of initiative across the C&BA student body
Liaise with local professional associations (BCAMA, MRIA, BCAIM, SMEI) through both faculty professional memberships and student involvement, and liaise with other student societies to promote more Douglas student engagement and external networking opportunity events	David Moulton	Memberships and attendance at Association events
Office Administration Dept Office administration faculty will be developing a skills survey to be administered to working graduates of our programs	Wilma McCrossan	Completion of a skills survey by our graduates
Office administration faculty will adapt the office practicum experience to include extra-provincial and international placements	Wilma McCrossan David Cordon	Practicum placements out of province and out of country as requested
Office practicum faculty will explore the possibilities of developing a student and faculty exchange with MHIT in Melbourne, Australia	Wayne Ratcliffe David Cordon Janet Schreier	Faculty and student exchange agreements made with MHIT

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- provide professional development for faculty that assists them to adapt to changes in curriculum, education technology, teaching pedagogy and student experience
- implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement
- continue to expand structures that will support scholarly activity and research
- Continue implementation of the Academic Signature across the curriculum and evaluate its impact on student outcomes.

Annual Activities	Responsibility	Outcome Indicator
Accounting Dept Develop a professional development plan so that faculty can upgrade their knowledge prior to the implementation of International Financial Accounting Standards	George Fisher	
Host an advisory committee meeting regarding program vision and content	Glen Stanger	Committee member identified
Improve the course alignment between the diploma and degree programs	Glen Stanger	At an impasse as it requires multi program coordination and concessions
Begin integration of International Financial Accounting Standards into the curriculum	George Fisher	
Formalize a vision for the department	ACCT Dept Chair	
Complete integration of International Financial Accounting Standards into the curriculum	ACCT Dept Chair	
Incorporate curriculum changes to facilitate international accreditation (where required); articulation agreements (where required).	ACCT Dept Chair	

Annual Activities	Responsibility	Outcome Indicator
Host an advisory committee meeting	ACCT Dept Chair	
Business & Finance Dept Develop new “general” BBA degree, explore options in local government	BUSN Dept Chair	The General BBA Degree has been identified as a potential initiative but will only be pursued after all consideration is given to the Marketing and Public Policy & Administration options.
Fully explore opportunities for joint programs with Athabasca and UFV	Dean	The Athabasca initiative analyzed and decided against. Initial discussions with UFV demonstrated that there was little interest on their part. Completed
Complete articulation agreements with VCC and Arbutus College with an aggressive campaign to attract their students after the agreements are executed.	Dean	The articulation agreement with VCC was successfully completed with many of their students entering our Accounting BBA option. Unfortunately, the relationship did not receive the endorsement of their Board of Directors. With Arbutus College, after further consideration, a decision was made not to pursue an articulation agreement. Completed.
Implement Citation in Management for Nursing		Bill Archibald and Brian Sugg have had numerous meetings with Nursing Faculty, Curriculum Developers and conducted surveys of students and nurses in the field. Detailed course curricula have been compared and analyzed. Currently, the consensus is low immediate demand due to practical considerations of recognition and little financial reward. The long-term prospects are substantial if Douglas was to partner with Fraser Health. Completed.
Explore other Citation in Management opportunities – Sports Management as part of the Sport Science Bachelor’s Degree	BUSN Dept Chair/Faculty	Further exploration of the Major/Minor initiative must be resolved to enable pursuit of this initiative
Create offerings for adult learners in junior or middle management careers	BUSN Dept Chair/Faculty	Initial meetings with Coast Savings Credit Union presented an opportunity of this type but there are significant challenges in determining the appropriate relationship. The Dean

Annual Activities	Responsibility	Outcome Indicator
		planned to meet with the VP – Learning at Coast Savings to discuss the possible framework of a potential relationship
Investigate the potential to offer an Advanced Corporate Finance class to potentially transfer to the CGA	BUSN Dept Chair	Successful launch of FINC 3340
Develop new “general” BBA degree, explore options in local government	BUSN Dept Chair	The General BBA Degree has been identified as a potential initiative but will only be pursued after all consideration is given to the Marketing and Public Policy & Administration options.
Computing Science & Information Systems Dept Work with other non-CBA program areas to ensure that information literacy and technology literacy (part of Academic Signature) are achieved by the students from those areas.	CSIS Dept Chair	Number of non-CBA students successfully completed the CSIS courses
Update Academic Signature forms regularly to reflect changes in our curriculum.	CSIS Dept Chair	Number of CSIS courses gets updated.
Use the latest teaching technology in our classes.	CSIS Dept Chair	New technology deployed in teaching.
Review each faculty’s PD needs regularly.	CSIS Dept Chair	Number of PD events attended by faculty
Offer IT workshops to faculty to upgrade their skills.	CSIS Dept Chair	Number of faculty who attend these workshops
Economics Dept Continue to support faculty efforts to participate in PD opportunities.	ECON Faculty members	Recent participation in conferences by Suki Badh, Les Marshall, Charles Odoom.
Since the core strength of Douglas College is the ‘university transfer program’, it is critical that our faculty continue to develop and revise curriculum with an express interest in achieving the highest level of articulation with the top universities.	ECON FEC Representative and Chair	Ongoing efforts.

Annual Activities	Responsibility	Outcome Indicator
Continue to participate actively in 'articulation' meetings and conferences.	Chair and ECON members	May meetings.
The credibility of our programs and of our courses is intrinsically tied to how students and employers view Douglas College programs in relation to SFU and UBC. Therefore, it is important to strengthen our ties to the universities through continued efforts to engage in joint offering and transfer arrangements when available	ECON faculty	Continued promotion
Hotel & Restaurant Management Dept Advisory Committee	HORM Dept Chair	Last met May 2009
Marketing Dept Develop additional courses to strengthen proposed degree offering, offer these courses College-wide	MARK Dept Chair and faculty members	New courses developed and offered, registration data, information on participants in the courses
Expand promotion of Marketing Degree option and Post Degree Diploma to build awareness and participation	MARK faculty	Inquiries about and registration in degree and PDD programs
Develop faculty: Foster and celebrate textbook authoring and editing, writing in academic or trade journals, and speaking at conferences. Develop human & financial resources to permit faculty to attend conferences and professional events should they occur during teaching semesters.	MARK faculty	Participation information and evidence of written work
Office Administration Dept Office administration faculty will participate with BC Campus to develop and implement an online Medical Office Assistant (MOA) Citation Program.	Janet Schreier Wayne Ratcliffe	Approval and delivery of an online MOA Citation Program.
Office administration faculty will work with Vancouver Coastal Health's Practice Support Program to expand the role for medical office assistants in Chronic Disease Management.	Sheena Graves Janet Schreier	Attendance at VCH's scheduled meetings.

Annual Activities	Responsibility	Outcome Indicator
Office administration faculty will commit to review each of our four certificate programs on a rotational basis over the next four years.	Neil Gillis Sheena Graves	Certificate program reviews conducted.
Office practicum faculty will increase the number of hands-on simulations in the Legal Administrative Assistant Certificate program.	Titus Yip	Increased use of simulations in legal specialty courses.
Office Administration Coordinator will assume the role of Chair of the Applied Business Technology/Office Administration Provincial Coordinators and Articulation Committee.	Wayne Ratcliffe	Chairing provincial ABT/OADM meetings.

APPENDIX II

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

Child, Family and Community Studies Tactical Plan 2009-2010

Academic Vision Statement

The Douglas College Faculty of Child, Family and Community Studies (CFCS) prepares exemplary graduates for the changing communities in which they work, live and learn. CFCS provides comprehensive educational programs, credentials and pathways to the work place and further professional development. CFCS is committed to continual development of current and emergent practice and curriculum. CFCS will increase faculty and student engagement in scholarly activity and community based research. We are dedicated to honour and enhance diversity and collaboration in our communities and in Douglas College.

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- Expand learning opportunities and access systems that are responsive to Aboriginal learners and Aboriginal communities.

Annual Activities	Responsibility	Outcome Indicator
To recruit successful applicants for CFCS Programs		
Promote the use of PLAR and Flextrack for experienced practitioners	Coordinators ECE team	Implementation of ECE provincial PLAR, 2010
Provide effective and regular information sessions	Associate Dean Program reps CFCS front office	On-going
Support timely and effective		Review intake processes with

Annual Activities	Responsibility	Outcome Indicator
intake processes for CFCS programs	Associate Dean	Registrar, on-going
Develop connections with high schools through work with Sharon Smith, Regional Student Transition Coordinator	Coordinators	Review, January FEC, 2010
Enhance and develop community connections to increase recognition of programs and contact potential students	Program teams	On-going
Develop program specific intake processes that are effective	Coordinators, Associate Dean	Programs and Registrar review, 2010
Increase the potential for students to use transfer opportunities from other institutions	CFCS FEC	Review all transfer agreements by May, 2010
To support students in CFCS Programs to maximize the opportunities for student success and graduation		
Provide student mentoring, and small group tutorials	CSSW initiative	2009
Utilize student feedback to increase student success	Program teams	2010
Explore alternative models to increase effectiveness of student labs	INTR initiative	2010
To increase the use of alternative delivery methods in program deliveries		
Increase the use of hybrid and online course instruction	Shared curriculum committee Program teams	Winter, 2010
Increase the use of a full range of technologies to enhance the classroom experience	Shared curriculum committee	Survey technology use, 2009
To develop a bank of learning objects and shared curriculum within CFCS	Shared curriculum committee	2010
Continue to develop and offer a range of bridging and transfer	CFCS FEC	2010

Annual Activities	Responsibility	Outcome Indicator
options for entry to CFCS degree programs	Program teams	
Explore the use of alternative delivery methods in offering Continuing Education courses and programs.	CFCS CE Coordinator and faculty	2010
Aboriginal Learners and Aboriginal communities		
Expand learning opportunities and access systems for Aboriginal learners and Aboriginal communities	CFCS program teams	Increase in the recruitment and retention of Aboriginal students.
Work with the college systems and staff to create a more culturally sensitive application process.	Dean, Associate Dean, Aboriginal stream coordinator CFCS coordinators	2010
Work with the college systems and staff to identify barriers facing Aboriginal students, and students in general, and make recommendations to reduce those barriers.	Dean, Associate Dean, Aboriginal stream coordinator	2010
Continue consulting with the Aboriginal community and elders for program feedback to ensure relevant courses and processes.	Dean, Associate Dean, Aboriginal stream coordinator	On-going
Continue and expand the process of Indigenization of curriculum.	Dean, Associate Dean, Aboriginal stream coordinator CFCS FEC	In process, review December, 2009 and May, 2010

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Annual Activities	Responsibility	Outcome Indicator
Participation in the development and establishment of professional and academic standards		
Liaison with professional associations	CFCS program teams	2010
Continue to work with the professional community in developing national and professional standards	CFCS program teams	Standards developed and updated with Douglas College participation
Support national certification in the child and youth care and career development programs	CYC Coordinators	Support funding of development of National Certification body Update, 2010
Enhance and develop partnerships to expand opportunities for Douglas College Students		
Develop a collaborative Bachelors degree in Social Work with UFV	CSSW program team	Full Program Proposal, 2010
Explore the development of a degree in Sign Language	INTR program team	Concept paper, 2010
Discuss the location of the Masters in CYC at Douglas College	CYC Coordinators	2009/10
Continue to build and enhance our partnerships with First Nations and Aboriginal communities	Dean, Associate Dean, Aboriginal stream coordinator	On-going
Collaborate with NVIT in training and professional development	Aboriginal stream coordinator	Fall, 2009/Winter, 2010
Explore international partnerships in human services programs	Dean Program coordinators	On-going
Develop liaisons with the 2010 Legacies Now program and the 2010 Olympics	TR program team	Therapeutic Recreation, in process, review 2010
Partnership with SFU in offering the DABA Program	CCS coordinator	2010
Develop FASD courses, program, learning objects	FASD focus group Shared curriculum committee	2010

Annual Activities	Responsibility	Outcome Indicator
Develop affiliation agreements with partner agencies in Uganda	CSSW coordinators Dean	2010

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- implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement
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- continue implementation of the Academic Signature across the curriculum and evaluate its impact on student outcomes.

Annual Activities	Responsibility	Outcome Indicator
Offering of Professional Development in CFCS		
Enhance faculty skills in the development on online and hybrid course offerings	CFCS faculty	2010
Further CFCS knowledge and awareness of multi cultural perspectives in course development and delivery	CFCS FEC	2010
Increase opportunities and capacity for faculty to research in areas of specialization and interest	CFCS program teams	2009/10
Develop community service learning opportunities for faculty and students	CCS team CFCS FEC	Current, review 2010
Increase the use of demonstration labs and use of technology	Shared curriculum committee	On-going, review 2010
Develop further PD opportunities for working with First Nations peoples	CFCS FEC CFCS Coordinators	Current, 2009

Annual Activities	Responsibility	Outcome Indicator
To participate in regular program review to enhance curriculum		
Programs continue to review curriculum on an annual basis	Program teams	2010 Regular program renewal
Full program reviews occur on a regular basis	Dean Program teams	Scheduled on a rotation by year
To participate in scholarly activity and research		
Support faculty development in scholarly activity	Dean, Associate Dean CFCS Coordinators	Increase in faculty participation in scholarly activities and research
Partnership with community agencies to develop research opportunities for faculty and students	Youth Justice team CYC team	On-going, review 2010
Participate in the activities and further development of the Centre for Health and Community Programs	Dean, Associate Dean and CFCS faculty	Review 2010
Academic Signature		
Update and identify the Academic Signature elements in CFCS courses and programs	CFCS FEC Program teams	Academic Signature identified and enhanced in curriculum, 2010

APPENDIX III

FACULTY OF HEALTH SCIENCES

Faculty of Health Sciences Tactical Plan 2009-2010

Academic Vision Statement

The Faculty of Health Sciences is committed to promoting health and quality of life through education programs based on contemporary theory, clinical care and research. We are a dynamic Faculty that focuses on individuals' learning needs, fosters diversity, promotes a sense of community and strives for competence, life-long learning and excellence.

The Faculty is guided by three organizing principles that inform all activities for faculty, students and staff. They include: scholarship, service, and inclusiveness. We aspire to cultivate a community of health care practitioners who are actively engaged in various forms of scholarship that inform our teaching and practice and raise further questions for future inquiry in Health Science education. In addition, we contribute to the Health Sciences regional, provincial, national and international communities, positioning the Faculty of Health Sciences as a leader in Health Science education. Finally, we believe in celebrating different perspectives and voices. Inclusiveness permeates our curricula and our interpersonal and professional relationships.

Goal # 1:
Douglas College will work with students to achieve their academic, professional and employment goals.

Related Objectives Stated in Academic Plan

1. Douglas College will work with students to achieve their academic, professional and employment goals;

- increase the level of student engagement and retention
- explore and implement delivery models that help students to integrate involvement in post-secondary education with other work/life commitments
- expand learning opportunities and access systems that are responsive to Aboriginal learners and Aboriginal communities.

Annual Activities	Responsibility	Outcome Indicator
Continuing Education Review course content of all CE courses and programs based on student evaluations and	Patricia O'Hagan with contract faculty members	Ongoing Winter 2010 – Dementia care course to be updated.

Annual Activities	Responsibility	Outcome Indicator
<p>academic scholarship of current research.</p> <p>Update website content to reflect content revisions and new curriculum and/or new programs</p>	P. O'Hagan with Maria Corderio, contract faculty members and CMO	Fall 2009 - New content and look for the website.
Offer online and classroom delivery of courses and programs to ensure the broadest reach to meet student educational needs.	P. O'Hagan and contract faculty members	<p>2009 – Completed for the all Mental Health Nursing programs; completed for Community Mental Health Certificate Program including Introduction to Mental Health and Psychosocial Rehabilitation</p> <p>Winter 2010 - Dementia care course to be expanded from classroom to online.</p> <p>Winter 2010 – Begin delivery of Health Promotion and Prevention courses.</p>
Hybrid course development for English for Health Care Professionals, include videotaped role playing as component.	P. O'Hagan with contract faculty members	Winter 2010 – English for Health Professionals
Creating a selection of full-time courses and programs to assist unemployed students.	P. O'Hagan with contracted faculty members	Winter 09/10 – Packaging of IMH; PSR; ACMH; EMH and other related courses to qualify for Employment Insurance.
<p>Revision of CEHS Mental Health Nursing Policies</p> <p>Explore accreditation for LPNMH with regulatory bodies</p>	P. O'Hagan and M. Mackey	Ongoing
Explore potential for LPNMH program/components access into PNUR.	M. MacKey and P. O'Hagan	Fall/Winter 09/10 – LPN Mental Health Nursing Program or components of the program are being considered by PNUR program
Develop new courses for electives in PNUR; and for Internationally trained health care professionals. (example: leadership; professional ethics)	P. O'Hagan with Service Providers (Skills Connect; Back in Motion and DOPT)	Ongoing
<p>Dental Assisting</p> <p>Enhance practicum site evaluation tools and develop practicum manual for sites to support student practicum experiences</p>	Coordinator	Develop criteria for sites and evaluation form for use by faculty (2010). Develop manual for practicum sites March 2011.

Annual Activities	Responsibility	Outcome Indicator
Develop and fund raise for an International student externship	Coordinator with support from IESC	Three Students and one faculty traveled to Uganda for one month May 2009. Templates for Due Diligence and Emergency Procedures Document developed.
Develop video streamed lab activities demonstrations	Coordinator with faculty	Video clips on Blackboard Sept 2010.
Implement Academic Signature	CHDA Coordinator and Faculty	Incorporate Academic Signature Elements into Performance Outcome Document and Student Learning Journals (Learning Objectives & Reflection Assignments).
Develop proposal for Diploma In Oral Health Sciences	CHDA Coordinator	Full proposal Document for presentation to Ed Co April 2010. First Intake September 2010
Expand contract faculty pool	Selection Committee	One additional Contract Faculty hired September 2009
Explore part time condensed delivery of Semester One courses for entry into Sem Two full time courses	CHDA coordinator	Feasibility report
Program review and rewrite of Program Policies and procedures manuals	Coordinator and Curriculum Committee	Final Draft completed
Dispensing Opticianry DOPT Faculty will continue to develop formative and summative surveys for both instructors and program content	Coordinator to set up with collation of results tabulated by FHS field base team	Attrition reduction and good results on the surveys.
Develop year 1 – eyeglass dispensing – online conversion to expand availability to distance students that are unable to attend F2F instruction	DOPT Contract Faculty to be supported by Regular Faculty	Delivery of year 1 online program offered Fall of 2010.
New Year 2 Diploma Program – ongoing program evaluation to continue to improve the delivery model for distance (online Students)	DOPT Faculty to monitor students comments on online course delivery	Number of comments from online students regarding course delivery.
Continue Biannual Program Advisory Committee (PAC) meetings in an effort to meet labor market demand for graduates and curriculum content.	Program Coordinator with the PAC Chair	Minutes of the PAC meetings

Annual Activities	Responsibility	Outcome Indicator
Continue to review PAC membership to ensure adequate cross-section of participants on the committee as well as adequate participation of current members	Program Coordinator with the PAC Chair	DOPT PAC membership
Continue to review and update Department and Program webpage information for prospective students	Coordinator and FHS Field base staff	Currency of Department and Program Webpage
Summative evaluation on the use of Mediasite tool for program delivery	DOPT Faculty	Student surveys
Develop diverse delivery models for 2 new concepts – 13 week Bridging Program and 13 week Refraction Program through collaboration with FHS CE department	Completion of the course program proposals, program planning, and offers for delivery	The two courses offered for delivery
<p>Health Care Support Worker</p> <p>Recruitment materials and website to be updated to reflect new curriculum and new program organization</p> <ul style="list-style-type: none"> ongoing work with CMO to market program 	Dianne Maxwell	<p>Oct 2009 – interim updates to be completed to indicate program changes anticipated</p> <p>TBA – final changes; timelines dependent upon approval of program changes</p>
Increased use of high fidelity simulation	Simulation Committee	Fall 2009 – use in semester I (already used in semester 2)
Hybrid course development for CMHW courses	Coleen Brown Dolores MacNeil	<p>Fall 2009 – HCSW 1165; other courses to follow</p> <p>TBA based on release time and HCA curriculum development timelines</p>
Evaluate part time studies	TBA	2011 – once new curriculum and program organization in place and evaluated
Laddering into BSN/PNUR	Patricia Juvik	on hold – until other programs are in a position to continue with this
Incorporation of skills testing in lab to improve readiness for clinical practice	Lead: Dolores MacNeil Sem. 1 lab instructors	Fall 2009
Revision of student evaluation forms for all clinical/practicum courses (HCSW 1130, 1150,	Diane Batty Coleen Brown	Winter 2010

Annual Activities	Responsibility	Outcome Indicator
1160, 1200) <ul style="list-style-type: none"> standardized language used clarity of information for employers to help students achieve their employment goals 	Patricia Juvik Dolores MacNeil	
Evaluation of HCSW Student Advising program	Patricia Juvik	Fall 2009
Where appropriate, encourage potential HCSW applicants to enroll in the Academic Health Care Foundation courses prior to HCSW program; include in revised program materials	Coordinator (at information sessions)	Fall 2009 and ongoing
Revision of HCSW Student Policies	Dianne Maxwell	Jan 2010 – to FEC
Development of protocols to accompany policies	Lead: Dianne Maxwell	Winter 2010
Health Information Management Continue to deliver face-to-face HIM program every second year with implementation of annual delivery of the online HIM program	HIM Coordinator	Full student enrollment in both the face-to-face and online sections of the HIM program
Investigate the feasibility of developing and offering post diploma opportunities beginning with data analysis	HIM Coordinator in conjunction with HIM Advisory Committee	Feasibility report
Expand number and types of sites for second year senior practicum	HIM Coordinator	# of new sites added
Implement academic signature	HIM Coordinator	Incorporated into key documents for 2010 incoming students including the student reflection assessment form(s)
Secure appropriate faculty for courses offered in Winter 2010 and beyond	HIM Selections Committee	Faculty position(s) filled
Develop a relationship with HIM students and/or other FHS students and/or FHS faculty/staff and/or CHCP re the creation of the PHR (personal health record)	HIM Coordinator	Presentation of the concept of the PHR

Annual Activities	Responsibility	Outcome Indicator
or other identified student learning opportunity		
Edit HIM student policies; submit for EDCO approval	HIM Coordinator	Approved HIM policy booklet 2010
Nursing Curriculum Review: Academic Signature elements Year 1 Development of Review/Re-design Action Plan Philosophical dialogue Trend analysis Literature Review Environmental Scan - internal Environmental Scan – external	Curriculum Coordinator and Curriculum Committee	Year 1 complete June 2009 Action Plan to Coord Cmttee June 09 Analysis, dialogue, lit review, scans 2009-2010
Curriculum Revision	Potential for 2 FTE releases	TBA
PEC Evaluation Process: Create project plan for development and implementation of survey monkey Obtain time release for project work (complete Aug 2009) & secure appropriate faculty Present progress to Dept by Nov 2009	Curriculum Coordinator	Plan for Survey Monkey Sept 2009
Internal Relationships: student placements: Establish, maintain, and continuously evaluate processes with faculty for securing placements Develop a yearly plan for receiving Practice Site Assessments from faculty Establish and maintain processes for student placements	Practice Placement Coordinator in collaboration with faculty	Placement process in place Dec 2009 Plan to Coord Cmttee Fall 2009 Ongoing – placement issues are reduced by 20% in 2009-2010
Relationships with External Stakeholders: Maintain current relationships with external stakeholders	Practice Placement Coordinator in collaboration with faculty	

Annual Activities	Responsibility	Outcome Indicator
<p>Develop a plan for ongoing assessment of currency and relevancy of clinical sites based on curriculum outcomes</p> <p>Explore new placement sites that are innovative</p>		<p>Plan to coord cmttee Fall 2009</p> <p>Plan by Dec 2009 for 2009-2011</p>
<p>Resource Development:</p> <p>Develop a profile document for each agency and a process for faculty to obtain the information from their individual practice sites</p>	<p>Practice Placement Coordinator with a faculty task group</p>	<p>Clinical profile document in place by Spring 2010</p>
<p>CHCP Utility:</p> <p>Develop a relationship with CH&CP for community based research / community service learning; links with student learning opportunities; interprofessional collaboration</p>	<p>CHCP Group with Practice Placement Coordinator</p>	<p>Partnerships are established with utilization plan in 2009-2010</p>
<p>Policy Review – Student, Practice, & Registration Policies :</p> <p>Draft Student Policies</p> <p>Review by faculty volunteers</p> <p>Present to Department Nov 09 for approval</p> <p>Present to EDCO Dec 09 for approval</p>	<p>Coordinating Committee</p>	<p>Draft by Aug 2009</p> <p>Review complete mid-Sept 2009</p> <p>Special Meeting for Policy Review Oct 2009</p> <p>Dept approval Oct 19 2009</p> <p>FEC Nov 2009</p> <p>EDCO approval Dec 2009</p>
<p>Policy Review – Admission, Re-Entry, Progression:</p> <p>Preferential Admission review</p> <p>Present to Department for approval in Jan 2010</p> <p>Long term plan by Jan 2010</p>	<p>Carolyn with the Registrar’s Office</p>	<p>Draft preferential admission reqt’s Sept 2009</p> <p>Dept approval Dec 2009</p> <p>Plan to Coord cmttee by Dec 2009</p>
<p>Protocol Development – for Dept Policies:</p> <p>Develop Protocols that will accompany Program Policies</p> <p>Ensure protocols are explicitly linked in policies</p> <p>Present to Department Nov 09 for approval</p>	<p>Coordinating Committee in consultation with faculty and semester teams</p>	<p>Student policies and protocols by Oct 19 2009</p> <p>Dept approval by Oct 19 2009</p>

Annual Activities	Responsibility	Outcome Indicator
Psychiatric Nursing Completion of AHHRI project that introduces the Aboriginal paradigm into psychiatric nursing education	A Helewka	Planned cohort group Sept 2010
Re assignment of on line calendar update responsibility	A Helewka	Beginning Fall 2009
Review and possible development of PNUR web site to include faculty on line profiles	L Townsend	Begin May 2009
Establish stronger links with CMO in relation to current and relevant recruitment materials for Diploma, Degree and Degree completion	K Liebelt Degree Completion Facilitator	Ongoing
Continue to work/explore/troubleshoot with CEIT to streamline and enhance MediaSite technology and delivery	L Townsend Associate Dean Dean, SMT	Ongoing
Work with Faculty On Line Support to streamline PNUR on line course delivery.	M Mackey	Ongoing
Explore potential for LPN/RCA graduate access into PNUR with development of learning modules to promote same	A Helewka Curriculum Committee	May 2010
Facilitate student attendance on PAC	L Townsend	Start processes Fall 2009
Work within college to strengthen and adopt Academic Honesty strategies	Y Savard Academic Integrity Committee	Ongoing
Continue to develop and explore pathways and inroads with CASN and CNA	Dean/Associate Dean	Ongoing
Provide student access to course/program evaluation results as collected by Survey Monkey	M Mackey A Helewka	Fall 2009
Work with CRPNBC to develop accreditation processes	A Helewka L Townsend	Ongoing
Review revise and submit, for EDCO approval, departmental policies	Curriculum Committee	Fall 2009

Goal # 2:**Douglas will enhance the local, regional and international position of the college.****Related Objectives Stated in Academic Plan****2. Douglas College will enhance the local, regional and international position of the college;**

- build Professional and Academic Schools within Faculties offering programming which highlights links to specific community, professional and academic standards
- build on College strengths to enhance and develop local and international partnerships and collaborations that will expand opportunities for Douglas College students.

Annual Activities	Responsibility	Outcome Indicator
Continuing Education Continue partnership with Health Authorities; community stakeholders for training in NVCI for aboriginal mental health services; CEHS offerings with other HS departments (DOPT; Dental Assisting and PNUR	P. O'Hagan with contract faculty where applicable	Winter 2010 – contracts with HA for staff training if and when funding is available. Fall 09 – Target date to offer DOPT bridging CE courses Winter 2010 – Target date to offer DOPT refraction CE courses Ongoing: LPNMN with PNUR Summer 2011: exploring summer course offerings with dental assisting.
Expand and incorporate service learning throughout the program	P. O'Hagan	2010 – 2012 Implementation into new full time programs for unemployed students.
International Education for service learning and practicum opportunities for CEHS CHCP Utility: community service learning opportunities in FHA and across BC	P. O'Hagan	Ongoing; Health Promotion Program; Prevention of Disordered Eating.
Dental Assisting Submit CIDA Proposal For International Youth Internship In Uganda	CHDA Coordinator	Submitted September 2009
Develop and fund raise for an International student externship	Coordinator with support from Health Sciences IESC	Three Students and one faculty traveled to Uganda for one month May 2009. Regional Dental Director has committed to ongoing

Annual Activities	Responsibility	Outcome Indicator
		partnership. Coordinator and/or students have delivered presentations in the Community and at professional meetings about their experience
Develop project and fund raise for ongoing International student externships to Masaka Uganda	Coordinator	Student participation in Externship Spring 2011
Enhance partnerships with UBC Faculty of Dentistry Dental Hygiene Degree Program	Coordinator	Partnership implemented September 2009. CHDA students in collaboration with UBC Dental Hygiene students will deliver care to financially challenged members of the community in Semesters One and Two
Develop relationship with licensing and examining bodies and raise profile of Douglas College Department of Dental Assisting in the professional community	Coordinator	Three exams were held at Douglas College in 2008-2009. Dates for 2009-2010 are under review.
Develop Douglas College Community Care clinics. Organize urgent care clinic three times a year	Coordinator	Develop clinics to provide urgent care to disadvantaged members of the community or those with limited access/barriers to care. Volunteer dental students, dental hygienists, CHDA students, and faculty work collaboratively. First day held April 25 th 2009. Seconded day scheduled for October 17 th 2009
Continue Community Dental Day in partnership with the BC Dental Association	Coordinator	Held April 24 th 2009
Continue Pediatric Dental Clinics in partnership with UBC Faculty of Dentistry	Coordinator	Scheduled for 4 days a week Winter Semester with CHDA student participation
Dispensing Opticianry Completion of items regarded as "opportunities for improvement" in the DOPT Program Accreditation Process	DOPT Coordinator and Faculty	Receipt of approval for the 2 minor items indicated in the Accreditation Report by NACOR (Accrediting body)
Continue to attend and support local and regional HS career fairs	Department of Dispensing Opticianry in collaboration with ONS	Attendance of local and regional career fairs

Annual Activities	Responsibility	Outcome Indicator
Continue to attend and support DC information sessions at both DL and NW campuses	Department of Dispensing Opticianry in collaboration with ONS	Attendance of DC information sessions at DL and NW campuses
Continue to build partnerships with the College of Opticians of BC (COBC)	semiannual meetings between DOPT Faculty and COBC	Minutes of the meetings
Continue to build partnerships with corporate sponsors for the Annual DOPT Awards Ceremony	DOPT Coordinator, Faculty and staff	Number of DOPT specific bursaries at the annual DOPT awards ceremony
Continue to build partnerships with corporate sponsors to keep abreast of new technologies and equipment for both the program and Vision Centre use	DOPT Faculty and Staff	New partnerships acquired
Continue to build national relationships at semiannual Opticians Council of Canada OCC and Canadian Association of Opticianry Meetings CAOE meetings	DOPT Coordinator	Attendance at OCC national meetings – minutes of the meetings
Pursue opportunities for the DOPT program and Vision Centre to grow through acquisition of Specialty Contact Lens Fitting patient files.	DOPT Faculty	Growth in the Specialty Contact Lens Fitting category.
Develop and complete preceptor training course for supervisors of on-campus online students	DOPT Faculty	Delivery of the course Fall 2009
Continue to pursue international education opportunities for DOPT students, graduates and faculty	Coordinator in collaboration with International Ed working group	DOPT student, graduates and faculty participating in International Ed opportunities
Continue to pursue and then participate in CHCP interdisciplinary projects related to DOPT	Coordinator in collaboration with CHCP and DOPT Faculty	DOPT Student and Faculty Participation in interdisciplinary CBR and CSL projects with CHCP
Continue to support Alumni office by recruiting optical corporations for the on-campus career fairs	DOPT Faculty and Staff	Participation in DC on-campus career fairs (Alumni Office)

Annual Activities	Responsibility	Outcome Indicator
Health Care Support Worker Partnership with SD43	Dianne Maxwell	Agreement in place Fall 2010 – preferential admission for SD43 students (3 seats) 2011 – evaluate success of SD43 pref. admission students
Network with community members through CHCP, e.g. transfer of HCSW 1150 learning activity from current site to CHCP with local seniors CHCP Committee/liaison for increased involvement	HCSW 1150 Instructors Patricia Juvik	Winter 2010 – planning Summer 2010 - implementation and evaluation ongoing
Expand/incorporate service learning throughout the program		2010 – 2012 beginning with implementation of new curriculum
International Education <ul style="list-style-type: none"> • explore opportunities for HCSW students 	Patricia Juvik Coleen Brown	ongoing ; no current projects involving HCSW; application for inclusion of HCSW graduates submitted to CIDA IYI project
Health Information Management Submit proposal for International Youth Internship - Uganda	HIM Coordinator	Proposal submitted (September 2009)
Local – Develop a relationship with CHCP re creation of the PHR	HIM Coordinator in conjunction with HIM students/graduates	PHR developed and used by members of the local community
Formalize a relationship re HIM training in Ethiopia	HIM Coordinator	Articulation agreement between Douglas College and Ethiopia
Maintain membership of the HIM Advisory Committee with community and professional participation	HIM Coordinator and faculty	PAC minutes Evaluation of PAC activities
Nursing Local Profile: Hold		Continue day to day opportunities
Regional Profile: Hold		Continue day to day opportunities

Annual Activities	Responsibility	Outcome Indicator
International opportunities: student experiences: Explore feasibility of international student experiences Site visits to select schools in Eng-speaking countries Under Review: Operationalize international instructor-led student experiences	Dean and Jennifer with the International Education Steering Committee	Roster of potential opportunities by Feb 2010 1 additional site to Uganda approved Plan in place by Oct 2009 with visit in 2010
Psychiatric Nursing Continued work in International Education Investigate possible practice placements	M Graveson P Brouwer	Ongoing
Market partnership seats with SD 43 for student entrants into program	K Liebelt	Ongoing
Continue to explore international education in Psychiatric Nursing to include National focus i.e. provincial, national to include rural, and far north	M Graveson P Brouwer	Ongoing
Continue to represent Psychiatric Nursing as a member of the Steering Committee for Clinical Placement in the Lower Mainland	L Townsend	Ongoing
Sits as a member of the Graduate Education Committee (Western Canada) Work towards finalizing Graduate Education for RPNs	L Townsend Dean/Associate Dean	Ongoing
Begin discussion with Kwantlen Polytechnic University in the development of clinical placement strategies between the two institutions	L Townsend	Ongoing
Partnering with SFU re College University pre health courses to facilitate aboriginal admission into PNUR programs	A Helewka	Spring 2010
Leadership role within college, local, regional and provincial communities re innovation simulation technology	J Griffith D Roy	Ongoing

Annual Activities	Responsibility	Outcome Indicator
Explore and facilitate the inclusion of Aboriginal Elder from Coquitlam/New Westminster community to be included in PNUR PAC membership	A Helewka	Spring 2010
Continued collaboration with HSPnet/Interschool/Interagency partners	K Liebelt	Ongoing
Investigate degree as entry to practice with CPRNBC	L Townsend A Helewka Dean/Associate Dean	Ongoing

Goal # 3:

Douglas will provide leading edge, evidence based programs and faculty development opportunities.

Related Objectives Stated in Academic Plan

3. Douglas College will provide leading edge, evidence based programs and faculty development opportunities;

- provide professional development for faculty that assists them to adapt to changes in curriculum, education technology, teaching pedagogy and student experience
- implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement
- continue to expand structures that will support scholarly activity and research
- continue implementation of the Academic Signature across the curriculum and evaluate its impact on student outcomes.

Annual Activities	Responsibility	Outcome Indicator
Continuing Education Encourage use of available teaching technology within program, e.g. expanded use of Blackboard; video streaming; communication lab	P. O'Hagan and contract faculty members	Ongoing
Academic Signatures revision/development for courses	P. O'Hagan and contract faculty members	Fall 2010 - implementation

Annual Activities	Responsibility	Outcome Indicator
Scholarly activity: Presentation at professional conferences and professional development	P. O'Hagan	<p>Fall 2009: Presentations on Health Inequities and Health Promotion a) PHABC November Conference and b) October Canadian Conference on International Health in Ottawa; PD at LERN Conference November.</p> <p>Summer 2010: International Conference on Health Promotion Geneva.</p>
<p>Dental Assisting</p> <p>Rewrite curriculum to included expanded skills and dentistry's move to the Health Profession's Act</p>	Coordinator	New curriculum, learning outcomes and updated curriculum guidelines June 2010
Review program offerings and reorganize delivery	Coordinator and curriculum committee	<p>June 2009 course review and student feedback</p> <p>June 2010 program review</p> <p>Fall 2010 PAC review</p> <p>New curriculum guidelines to Ed Co January 2011</p>
Develop and maintain post probationary faculty evaluations	Coordinator and selections committee	<p>One complete</p> <p>One ongoing</p>
<p>Participate in college and professional PD activities;</p> <p>Increase membership in Dental Educators Professional Associations;</p> <p>Ongoing professional association membership</p>	All faculty	<p>Tracking CE credits and activities;</p> <p>DAEC Membership and attendance at National Conference</p> <p>Annual CDABC membership</p>
Identify scholarly activity for 2011	All faculty	ongoing
<p>Dispensing Opticianry</p> <p>Encourage DOPT Faculty to continue to develop teaching skills</p>	DOPT Faculty	New credentials acquired by faculty
Encourage DOPT faculty to participate and apply for and submit scholarly activity proposals	DOPT Faculty	New scholarly activity projects awarded to Faculty

Annual Activities	Responsibility	Outcome Indicator
Pursue research opportunities external stakeholders such as optical product manufacturers and distributors	DOPT Faculty	Research projects awarded to DOPT Faculty
Continue to review and implement signature elements in all DOPT year 2 courses	DOPT Faculty	Signature elements implemented as per DOPT department minutes and FEC minutes
Review DOPT department policies to ensure compliance and compatibility with DC policies	DOPT Faculty	DOPT Department meeting minutes and FEC Minutes
Health Care Support Worker Encourage use of available teaching technology within program, e.g. expanded use of Blackboard; clickers, etc.	Tanvir Uppal All Faculty	ongoing
Implementation of new Health Care Assistant provincial curriculum <ul style="list-style-type: none">• revision of current courses included in new curriculum• development of new courses• revision of program organization of courses	All Faculty	TBA – begin course revision/development once approved by college Fall 2010 - implementation <i>This is the immediate program priority.</i>
Academic Signatures revision/development for courses in new HCA provincial curriculum	All Faculty	Fall 2010 - implementation
Revision of classroom, course, and instructor evaluations; move to Survey Monkey	Diane Batty Tanvir Uppal	
Evaluation of HCSW program	Lead: Dolores MacNeil	2009/10 – development of evaluation process/documents, etc. 2010/11 – focus on employer and graduate satisfaction re: combining of HSRC and CMHW citation programs 2011/12 – evaluation after first academic year of new curriculum
Scholarship: Several opportunities exist for scholarship within the HCSW program.	TBA	on hold/TBA – current focus is on implementation of new curriculum and day to day program activities

Annual Activities	Responsibility	Outcome Indicator
Health Information Management Develop and maintain a schedule for post-probationary evaluations	HIM Selections Committee	Post-probationary evaluation schedule adhered to
Participate in college and professional association PD activities; maintain membership in relevant professional associations (CHIMA / HRABC / AHIMA / COACH / WHIN, etc.)	HIM faculty	Tracking of CHIMA CPE credits
Follow-up on possibility of accessing a hospital-based computer test system to enhance student learning (e.g.: Meditech thru FHA)	HIM Coordinator in conjunction with the Dean and FHA	Access agreement
Expanding records in virtual DB thru an agreement with Providence Health Care or other identified source	HIM Coordinator (Could be in conjunction with other HIM coordinators across Canada)	Agreement established with Providence HC New records added to VR Database
Investigate areas of interest for scholarly activity and explore available opportunities	HIM Coordinator	Scholarly activity identified
Nursing Decision Making Framework: Draft Decision Making Framework by Dec 2009 Final Draft of this framework to Dept by Jan 2010	Coordinating Committee	Draft to Dept by Dec 2009 Dept approval by Jan 2010
Communication Framework: Issue exploration including analysis of communication gaps Develop appropriate communication pathways Task Group will present the Communication Pathway document to the Coordinating Committee by Dec 2009	Faculty Task Group – to be identified	Establish Task Group Oct 2009 Communication plan by Dec 2009 to Coord cmttee
Faculty Commitment and Accountability: Ensure all faculty are aware of	Faculty Semester teams Facilitators	Faculty Guidelines re-distributed by

Annual Activities	Responsibility	Outcome Indicator
scholarship activities that includes recognition, resources, funding, release time as appropriate, mentoring opportunities		
Psychiatric Nursing Implement full academic signature elements throughout the Diploma and BSPN programs	A Helewka	Generic Degree/Diploma courses complete September 2009 Planned Degree Completion course review May 2010 Program review May 2010
Implement faculty "Village" meetings to allow celebration of faculty accomplishments and presentation of scholarly work	L Townsend	Begin Fall 2009
Implement "Turn it In" software throughout the program	Y Savard Academic Integrity Committee	Ongoing
Ongoing PNUR faculty development in engagement in aboriginal paradigm	A Helewka	Ongoing
Faculty development processes to address simulation technology in communication and nursing labs	Simulation Committee M Lewthwaite N Blanes Educational Technology Coordinator	Ongoing
Maintain currency of program and promote culture of scholarship via intensive yearly faculty curriculum work	L Townsend A Helewka	Yearly work completed by entire faculty in May each year - ongoing
Development of new course offerings for electives based on PAC and stakeholders feedback	A Helewka	May 2010
Work with CRPNBC to ensure that program graduates meet entry level practice requirements and are eligible for registration	A Helewka L Townsend	Ongoing
Continued review and revision of program outcomes for PNUR programs	A Helewka	Fall 2009

Annual Activities	Responsibility	Outcome Indicator
Review and Revision of “Tool box” resource for all faculty	L Townsend Facilitators	May 2010
Development of a comprehensive new faculty orientation	L Townsend Facilitators	May 2010
Continued review of Neuman Systems model for ongoing faculty development	A Helewka	Ongoing
Ongoing review and revision of courses/program based on Survey Monkey results	A Helewka Curriculum Committee	Ongoing

APPENDIX IV
FACULTY OF HUMANITIES AND
SOCIAL SCIENCES

Faculty of Humanities and Social Sciences

Tactical Plan 2009-2012

Academic Vision Statement

The Faculty of Humanities and Social Sciences will develop and enhance partnerships with SFU and other institutions (e.g., BCIT, TRU) to provide more opportunities for completion of academic baccalaureate degrees. HSS will also provide international field school opportunities for students to study abroad. HSS will explore new forms of course delivery, including on-line courses, hybrid courses, and discipline-specific field work to meet perceived demand for flexible course scheduling and service learning. These efforts should encourage existing students to stay at Douglas College, and may attract new students. A plan to create a post-degree program in Psychosocial Rehabilitation and an Applied Arts degree may also attract new students, and enhance the academic profile of the College. 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.

Faculty of Humanities and Social Sciences

Tactical Plan 2009-2010

Goal # 1:

Douglas College will work with students to achieve their academic, professional and employment goals.

Related Objectives Stated in Academic Plan

4. Douglas College will work with students to achieve their academic, professional and employment goals;

- increase the level of student engagement and retention
- explore and implement delivery models that help students to integrate involvement in post-secondary education with other work/life commitments
- expand learning opportunities and access systems that are responsive to Aboriginal learners and Aboriginal communities.

Annual Activities	Responsibility	Outcome Indicator
Increase degree partnership opportunities within Arts	Dean and Associate Dean	Ongoing
Implement degree partnership program with SFU	Dean	January 2010
Clarify and improve transfer options for students	Chairs	Ongoing
Identify and communicate to students the professional opportunities for BA graduates	BA Program Coordinators	Ongoing
Promote value of Liberal Arts education on College website and in promotional materials	Associate Dean	January 2010
Increase hybrid and on-line courses as needed.	Chairs and Faculty	Ongoing
Continue flexible day/evening scheduling at both campuses	Chairs	Ongoing
Monitor student retention in first and second year	Chairs and Faculty	Ongoing
Support College-wide Career Fairs	Chairs and Faculty	Ongoing
Increase field-based learning opportunities in all Geography courses	Geography Faculty	Ongoing
Develop Geography Field School, Anthropology Field School	Geography Faculty	Ongoing
Continue to build relationships between the College and Aboriginal communities and institutions in the region	Geography Faculty (S. Paynter)	Ongoing
Participate in orientation sessions	Program Coordinators	Ongoing
Continue to work with other areas of the College (e.g., DVST, Learning Centre) to enhance student success	All Faculty	Ongoing

Annual Activities	Responsibility	Outcome Indicator
Advise students when they may require some additional support or assistance	All Faculty	Ongoing
Enhance linkages with local high schools	All Faculty	Ongoing
Update Department websites to improve program information available to students	Department members	Ongoing
Explore the development of a Psychology Society	Psyc Chair	Initial Meetings in Fall 2009
Support and encourage faculty research	All	Ongoing
Provide required "service" courses (e.g., Ethics Statistics) and upper levels electives for degree programs	Relevant Departments	Ongoing
Enhance degree pathways for AA graduates	Dean and Associate Dean	Ongoing

Goal # 2:

Douglas will enhance the local, regional and international position of the college.

Related Objectives Stated in Academic Plan

5. Douglas College will enhance the local, regional and international position of the college;

- build Professional and Academic Schools within Faculties offering programming which highlights links to specific community, professional and academic standards
- build on College strengths to enhance and develop local and international partnerships and collaborations that will expand opportunities for Douglas College students.

Annual Activities	Responsibility	Outcome Indicator
Encourage and enable the participation of faculty in academic and professional communities	Faculty and Chairs	Ongoing

Annual Activities	Responsibility	Outcome Indicator
Continue to work in partnership with other institutions to offer joint programs.	Faculty, Chairs and Coordinators	Ongoing
Explore opportunities for new international field schools (e.g., Belize, Tasmania)	Faculty and Chairs	Ongoing
Explore the development of a diploma in Cultural Resource Management	Department of Sociology and Anthropology	Ongoing
Redraft MOU with UFV Criminal Justice to change collaborative degree from a cohort program to a 90 credit transfer program	BA Coordinator and Dean	January 2010
Legal Studies: Develop a proposal to offer courses for Vancouver Federal Crown staff	Criminology Faculty (Heidi Currie)	January 2010
Develop new Criminology courses for a partnership with TRU	Criminology Faculty	Fall 2010
Develop on-line courses in Criminology to support a partnership with TRU	Criminology Faculty (Beth de Beer, Sussan Thomson)	Fall 2010
Identify opportunities for students to participate in field work in the local community	Geography Faculty	Ongoing
Faculty participation in discipline-based conferences	All Faculty	Ongoing
Participation in Discipline-based articulation committees	Faculty representatives from all departments	Annually
Explore the development of an Applied Arts degree	Associate Dean	Fall 2010

Goal # 3:

Douglas will provide leading edge, evidence based programs and faculty development opportunities.

Related Objectives Stated in Academic Plan

6. Douglas College will provide leading edge, evidence based programs and faculty development opportunities;

- provide professional development for faculty that assists them to adapt to changes in curriculum, education technology, teaching pedagogy and student experience
- implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement
- continue to expand structures that will support scholarly activity and research
- continue implementation of the Academic Signature across the curriculum and evaluate its impact on student outcomes.

Annual Activities	Responsibility	Outcome Indicator
Participate in discipline-based research activities and other scholarly activities	Faculty	Ongoing
Support discipline-based research	Dean, Associate Dean	Ongoing
Publish new journal in HSS	Faculty	Ongoing
Evaluate instructional policies and practices within and across departments (e.g., common course requirements, penalties for late assignment)	Faculty	Ongoing
Evaluate the demand for new 2 nd year courses (e.g., Special topics courses)	All departments	Fall 2010
Evaluate the demand for new 3 rd and 4 th year courses to support degree programs	Chairs	Ongoing
Support HSS Academic Signature Committee	Faculty	Ongoing
Review Transfer and Degree Programs	Chair and Coordinator	Continuous

Annual Activities	Responsibility	Outcome Indicator
Host conferences and articulation committee meetings as required	Faculty	Ongoing
Cost-host International Conference on Teaching of Psychology	Dean and Psyc representatives	July 2011

APPENDIX V

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

Faculty of Language, Literature & Performing Arts

Tactical Plan 2009 - 2010

Academic Vision Statement

The Faculty of Language, Literature and Performing Arts has reviewed the initiatives identified in the 2005-2008 tactical plan and completed those projects which reflect our on-going vision.

We have endeavored to look beyond the current planning cycle to identify and respond to broader 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 while embracing rightsizing for our faculty.

Goal # 1:
Douglas College will work with students to achieve their academic, professional and employment goals.

Related Objectives Stated in Academic Plan

1. Douglas College will work with students to achieve their academic, professional and employment goals;

- increase the level of student engagement and retention
- explore and implement delivery models that help students to integrate involvement in post-secondary education with other work/life commitments
- expand learning opportunities and access systems that are responsive to Aboriginal learners and Aboriginal communities.

Annual Activities	Responsibility	Outcome Indicator
<p>COMMUNICATIONS</p> <p>Develop and disseminate Communications Certificate brochure to increase student awareness of the program.</p>	<p>Department members</p>	<p>Publication and dissemination of brochure.</p>

Annual Activities	Responsibility	Outcome Indicator
Develop and disseminate information sheet for CMNS Certificate	Department members	Publication and dissemination of information sheet
Promote CMNS 3100 to students to raise awareness of the course for its next offering in Winter '10	Department members	Increased enrolment in Winter '10
Customize CMNS 1111 for CHDA students' needs; create hybrid interpersonal/writing version of 1111 offered over portions of two terms starting Fall '10	Department members and CHDA members	Approval of new course and format
Revise, renew, and possibly offer hybrid form of 1105 to meet needs of more students	Department members	Approval of new course and format
CREATIVE WRITING		
Interdisciplinary and linked courses; new methods of instructional delivery	All	Strong, established connection between CRWR and Theatre with playwriting course.
Strategies of offering courses at a variety of times in the matrix. E.g. Saturday morning and Friday afternoon workshops.	All	Successful enrollment with lengthy waiting lists.
Pearls evening celebration in Winter semester to launch anthology of CRWR student writing	All	A well-attended evening showcasing the work of our best students in CRWR.
Increase number of options open to students who are working towards an Associate Degree in Creative Writing	All. To be discussed at fall department meeting	Plan to revive a night of reading and discussion for Associate Degree students (Writers Unplugged)
ENGLISH		
Develop program brochures for orientation/information sessions	Faculty	Brochures used at sessions
Overhaul department website to modernize and highlight new opportunities in the English department	Chair and selected faculty	Website changed

Annual Activities	Responsibility	Outcome Indicator
Develop promotional material for an AA in English	Chair and department	Material available to students (on website and possibly as pamphlet)
Increase faculty advising of new and returning students	Department (accountable time task for those in non-teaching term)	Promotion and use of new English@douglas.bc.ca email for queries
Increase department participation in orientation and information sessions for new students	Department (accountable time task for those in non-teaching term)	Regular participation in sessions
Raise profile of second-year awards (retention)	Chair and selected faculty	Increase in applicant numbers
Discuss establishing first-year essay prize for literature courses	Department	Discussion and decision; if favourable, development of new prize criteria and guidelines, and promotion of this via College and department websites/calendar
Help EASL students make the transition to College-level English studies	Department, EMc and JN	Success of pilot adjunct EASL 0460 and ENGL 1130 (Winter 2010)
Develop pilot hybrid-delivery literature course	Chair and selected faculty	Hybrid training completed; piloted section of ENGL 1115: Studies in Drama 2010/11
Explore models for compressed-delivery of suitable literature courses	Department	Discussion and decision; if favourable, pilot(s) offered
Maximize opportunities for once/week classes, where appropriate	Chair	Timetabling
Inventory First Nations content in all courses	Department	Information to MS
Highlight First Nations content in courses to students	Chair and selected faculty	Website content uploaded
Develop new course in post-colonial literature, emphasizing aboriginal content	Faculty	Course approved at EdCo
MODERN LANGUAGES		
Monitor reallocation/enrollment		Determine long-term course offering

Annual Activities	Responsibility	Outcome Indicator
in French courses	MODL Chair, French Instructors	in French.
Monitor enrollment and student success in new Spanish course (MODL 2351)	MODL Chair Spanish Instructor	Continue/discontinue new courses.
Consider developing additional course in Spanish if there is demand (MODL 2352)	Spanish Instructor	Develop new courses if appropriate.
Monitor demand for additional languages at DC	LLPA Dean MODL Chair	Develop new courses if appropriate.
Reassess development of East Asian Studies Associate Degree	LLPA Dean MODL Chair MODL Instructors	
Reassess development of Language and Culture Courses for languages other than Spanish	LLPA Dean MODL Chair MODL Instructors	
Tailor assessment process for all languages to students' needs	MODL Instructors	Implement revised assessment process.
MUSIC		
Concerts and recitals	Performance faculty	Arts at One, Year End Concert
Review Timetable	Coordinator	To allow students to participate in both choral and instrumental ensembles (done).
Develop new courses	Faculty	Chamber ensemble (done).
Develop new credential	Music Technology Committee	Develop 3 rd year certificate in Music Technology.
Sponsor BC Kiwanis Festival	CMS Coordinator	Annual event now ongoing.
CMS Audio Engineering integrated into community	CMS	Done; ongoing.
Reschedule more Concert Band rehearsals into evening to involve community members	Faculty	Done, Fall 2009
Development recommendations	Faculty	Implemented recommendation.

Annual Activities	Responsibility	Outcome Indicator
in recruitment and retention document prepared by B. Fisher.		
Implement and maintain student database	Coordinator and Program Assistant	
PRINT FUTURES Hold Writing Matters conference and Portfolio Show	Coordinator, faculty, and students	Events held
Continue with fall orientations, written updates in fall and winter, peer-mentoring program, forums, job list	Coordinator	Continue
Recruit volunteers for program and community events	All	Participation in Word on the Street (September) and similar activities
Continue modifications to course delivery	Coordinator, interested faculty	Hybrid courses (2009), with potentially online courses by 2011 or 2012
Maintain the Print Futures Meeting Place (WebCT area)	Coordinator	High use by students and faculty for posting program-related information and questions
Increase the flexibility and quality of the work-experience program	Coordinator, employers, faculty	Curriculum-related changes approved, and program enhanced
Gain final approval for program policies and shorter-term credential	Coordinator, faculty, relevant college bodies	Approvals granted (2009) and promotion/launch (for 2010)
Develop post-degree diploma	Coordinator, faculty	Approvals granted (2010) and promotion/launch (TBA)
STAGECRAFT Continue implementation of new program curriculum, that includes new delivery models, as approved in spring '09.	Coordinator/ All instructors	Increased enrollment, increased retention and higher student satisfaction.
Through new course, STGE 2440 Work Experience, create networking opportunities for students leading to employment .	Instructor	Higher quality employment for grads.

Annual Activities	Responsibility	Outcome Indicator
Develop New PEFA Course to replace former STGE 2430 lost in restructuring	Coordinators	Implementation of course
THEATRE		
Student orientation event	Faculty & Coord.	Event
Student assessment interviews. End of each term.	Faculty	Interview response document
Increase availability of student scholarship funding	Coord & Faculty	Increase student assistance.
Maintain relationship with DCSU re Performing Arts Fund	Coord	Continued funding for student-driven performing arts events.
Create opportunities for inter-departmental events.	Coord & Faculty	Events - debriefing
Review, expand and refresh "Self-created Work" elements of course work to enhance student understanding of process.	Faculty	Review document
Maintain opportunities for student-driven performance events.	Coord & Faculty	Scheduling events

Goal # 2:
Douglas will enhance the local, regional and international position of the college.

Related Objectives Stated in Academic Plan

2. Douglas College will enhance the local, regional and international position of the college;

- build Professional and Academic Schools within Faculties offering programming which highlights links to specific community, professional and academic standards
- build on College strengths to enhance and develop local and international partnerships and collaborations that will expand opportunities for Douglas College students.

Annual Activities	Responsibility	Outcome Indicator
COMMUNICATIONS Obtain transfer credit to SFU for CMNS 1216, 1115, and 1217 individually, rather than as block transfers	Department members	Acceptance by SFU, if approved.
Market and run a repeat of the 2008 China Field School in Summer 2010 for Douglas students taking CMNS 1104 and other Douglas courses	Department members	Successful running of program if enrolment is sufficient.
CREATIVE WRITING Reading series by new and established writers for students and open to the public	Literature Alive committee	Ongoing attendance at readings always includes some members of the public
Discussions with University of Fraser Valley regarding some tie-in to their intended BFA minor in Creative Writing	Chair	Chair will report back to department and the Dean on discussion with UFV English department chair
Continued participation in summer semester orientation sessions for students	Chair or other department member	Participation in session
Continuing to develop liaison with area secondary schools	Chair	Invitations to Pearls evenings for teachers and top English/CRWR students; sending out CRWR handbook to secondary school English departments
ENGLISH Improve block transfer opportunities for students	Department and Chair	Flexible pre-major agreement signed (2009 Articulation)
Offer collaborative degree in English with BC university partner (UFV or other)	Department; Dean; VPAC; EdCo	Degree approved and offered
Explore summer institute collaborations with TRU	Chair and department	Report on discussions with TRU department; if favourable, proposal
Improve articulation of courses, as needed	Chair	Talks with Emily Carr and Kwantlen underway to improve transferability of second-year courses

Annual Activities	Responsibility	Outcome Indicator
MODERN LANGUAGES 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	LLPA Dean MODL Chair MODL Instructors	Adopt courses.
Develop international opportunities for students, i.e. Field School	LLPA Dean MODL Chair MODL Instructors	Offer field schools.
Build connections with post-secondary educational institutions abroad	LLPA Dean MODL Chair MODL Instructors	
MUSIC Continue Arts at One Concert Series	Faculty	
Host Kiwanis Festival	CMS Coordinator	Began Spring 2009
Develop certificate	Music Tech committee	
“Composer Tuesdays”	Faculty	Established Fall 2009
Continue Summer Jazz Intensive	CMS	
Sponsor Burnaby Cleff Society Festival	CMS	Began Spring 2009
Recording opportunities for high schools and offer community groups.	Faculty	Began Spring 2009
PRINT FUTURES Involve professional associations in Writing Matters conference	Coordinator, interested faculty	Demonstrated involvement through panel and session participation
Teach to the revised Professional Editorial Standards (Editors’ Association of Canada)	Editing instructors	Student familiarity with changed standards and improved skills; continued involvement of faculty in the national association in elected positions and as speakers

Annual Activities	Responsibility	Outcome Indicator
Continue to liaise with Royal Roads University and profile degree-completion options	Coordinator	Continued representation on the advisory committee for the School of Communication and Culture
Increase service-learning opportunities	Coordinator, faculty	Website revision for recruitment of suitable projects (2010) Increased number of courses with service-learning components (currently, three) (2011)
Continue to explore field school options	Coordinator	Assess feasibility and, if appropriate, deliver (TBA)
Consider moving scholarly journal (formerly, <i>Technostyle</i>) back to Douglas College	Coordinator and Faculty	Decision made and, if appropriate, shift in place of publication (2009)
Strengthen ties with SFU Summer Publishing Workshop	Coordinator	Established (2010)
Recruit additional members for advisory committee to fill gaps (design community, academic institution representatives)	Coordinator, with faculty input	Recruited (2009)
Market through national-level professional associations (STC, IABC, CPRS, EAC, CAA)	Coordinator	Print and online marketing/ partnerships, with an impact on improved, broader-based student recruitment
STAGECRAFT Work with Trinity College University, Wales to create opportunities for students of both institutions. These may include further study, internships and field studies,	Coordinator	Exchange of students
Continue articulation process with SD 41 Burnaby and Byrne Creek Secondary	Coordinator	Completed agreement
Continue work with SD 42 Maple Ridge and Garibaldi Secondary to offer a section of STGE 1180 on their campus.	Coordinator	Completed agreement
For fall '10 be ready to invite industry professionals to join	Coordinator/ Instructors	Successful completion of new short delivery courses with current

Annual Activities	Responsibility	Outcome Indicator
some of our regular classes as upgrading		students.
Sponsor related community groups by supplying space if available.	Coordinator/ Staff	Mounting of productions
Implement block transfer for STGE grads with selected universities	Coordinator	
THEATRE		
Host ABCDE Drama Festival	Coord	Report on activity.
Create block transfer of Theatre Diploma credits to Trinity College – University of Wales for Bachelor of Arts degree	Coord	Memo of Understanding
Facilitate tour to UFV Director’s Festival	Coord & Faculty	Report on activity
Provide assistance and facilitation for professional companies and artists to visit Douglas College – interaction with DC Theatre students.	Coord & Faculty	Report on activities.
Attend Theatre Articulation meeting – province-wide organization.	Coord & Faculty	Minutes of meeting.
Maintain Theatre Advisory Committee participation in reviewing department programming – specifically with reference to professional standards and requirements.	Coord	Recommendation document
Maintain performance structures that encourage local community participation – touring, invited matinee performances, etc.	Coord	Performance schedule. Touring schedule.
Participate in DC community activities including Fall Fair, Class Act, High School Orientation events, etc.	Coord & Faculty	Documentation of participation.

Goal # 3:

Douglas will provide leading edge, evidence based programs and faculty development opportunities.

Related Objectives Stated in Academic Plan

3. Douglas College will provide leading edge, evidence based programs and faculty development opportunities;

- provide professional development for faculty that assists them to adapt to changes in curriculum, education technology, teaching pedagogy and student experience
- implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement
- continue to expand structures that will support scholarly activity and research
- continue implementation of the Academic Signature across the curriculum and evaluate its impact on student outcomes.

Annual Activities	Responsibility	Outcome Indicator
<p>COMMUNICATIONS</p> <p>Reintroduce CMNS 1316 (Understanding and Managing Interpersonal Conflict), Fall '10, in light of department members' completed professional development in this area in 2008-9.</p>	Department members	Scheduling and offering course
<p>Conduct a department review and redesign of CMNS 1115 to ensure currency and relevance</p>	Department members	Continued high enrolment and student engagement.
<p>CREATIVE WRITING</p> <p>Affirm professional activities of faculty and their importance to teaching</p> <ul style="list-style-type: none"> • Continue to read and support each other's writing at regular, twice-yearly PD sessions and to inform the College community of publications 	All.	Faculty continues to work on their own projects, through various magazine and book publications as well as readings and talks.

Annual Activities	Responsibility	Outcome Indicator
Discussion of new course possibilities (e.g. considering a CRWR course in Genre Writing, which would be a course offering unique to Douglas College)	All.	Possible curriculum development action
ENGLISH PD sessions on expanding curriculum into third-year offerings, technology in the classroom, and pedagogy	Chair and PD committee	Sessions held (April/May/August 2010)
Review of all second-year Curriculum Guidelines	Department	Revised CGs approved at EdCo
Review of first-year offerings in light of expansion into third year	Department	Revised CGs approved at EdCo
Development of new third-year courses to support College degrees and possible collaborative degree in English	Department and Chair	Approval of new CGs at EdCo; piloting of new courses ENGL 3180: Representations of Health Issues in Literature, and ENGL 3112: The Plays of Shakespeare, to be piloted Winter 2010 Topics in American Literature to be piloted Summer 2010
Website revision to include profiles of scholarly interests and activities of instructors	Chair and selected faculty	Website content uploaded
Explore team-teaching opportunities (within English, and cross-disciplinary) to foster pedagogical exchange and curriculum renewal	Department (where appropriate to course and scheduling concerns) and Chair	Increase in team-taught courses offered in 2010/11
Podcasts to feature current activities of instructors, and profile guest/events	Selected faculty	Podcasts available for listening

Annual Activities	Responsibility	Outcome Indicator
Colloquium to feature instructors' scholarly activities	Selected faculty	Event (spring 2010)
MODERN LANGUAGES Encourage increased faculty involvement in scholarly activity / consider developing a Department plan and statement of necessary conditions (funds, time release, access to grants etc.)		
MUSIC Develop new credential	Faculty	EDCO approval.
Review Basic Musicianship	BM committee	Revised Basic Musicianship curriculum.
Review UT offerings	Faculty	Changes in History and Theory curriculum.
Conferences, workshops, clinics and performance opportunities re: concerts, recitals.	Faculty	
PRINT FUTURES Encourage contract faculty (in particular) to enroll in available college PD	Coordinator	Increased attendance at PD sessions
Introduce faculty internships with major writing-related organizations	Coordinator	Internships held
Take a grassroots approach to online course development with significant student input along the way	Coordinator and Faculty	Increase in number of hybrid and online courses offered, starting with PRFU 1100, 2370/2470, and 2490
Ensure continued student participation in annual research day	Faculty	Participation in the event
Where appropriate, encourage faculty studying for advanced degrees to present in program forums	Coordinator	Participation in forums

Annual Activities	Responsibility	Outcome Indicator
Get formal approval for revised signature documents for revised curriculum	Coordinator, relevant college bodies	Approval granted (2009)
Increase the number and success of applications to the Scholarly Activity Fund from PF faculty	Coordinator and Faculty	Applications increased and successful
STAGECRAFT Seek opportunities for instructors for professional development in new areas of instruction.	Coordinator/ instructors	
Seek opportunities for part time instructors for upgrading instructional skills that fit into their careers.	Coordinator/ instructors	
Revitalize Advisory Committee	Coordinator	New advisory committee members appointed.
Academic Signature distributed to faculty for discussion and reference.	Coordinator	Academic signature approval of old courses.
THEATRE Review professional development activity within department.	Coord & Faculty	List of activity. Reports on events.
Meet regarding Academic Signature – update as required.	Coord & Faculty	Updated Academic Signature documents.
Annual Department retreat to create SWOT document and review program.	Coord & Faculty	SWOT document and related documentation to review and/or implement decisions.
Provide faculty with information on scholarly activity, research and related items.	Coord	Copies of information. Faculty responses.
Encourage faculty to participate in DC professional development activities.	Coord	

APPENDIX VI
FACULTY OF SCIENCE & TECHNOLOGY

Faculty of Science & Technology

Tactical Plan 2009-2010

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.

Goal # 1:
Douglas College will work with students to achieve their academic, professional and employment goals.

Related Objectives Stated in Academic Plan

1. Douglas College will work with students to achieve their academic, professional and employment goals;

- increase the level of student engagement and retention
- explore and implement delivery models that help students to integrate involvement in post-secondary education with other work/life commitments
- expand learning opportunities and access systems that are responsive to Aboriginal learners and Aboriginal communities.

Annual Activities	Responsibility	Outcome Indicator
Pilot the conversion of courses to a hybrid delivery model in two Departments in Science and Technology	Dean/Chairs/Instructors	Completion and acceptance of proposals (AHTT2108, 2305, Chem 1108) during the 2010-2011 academic year

Annual Activities	Responsibility	Outcome Indicator
Encourage formation of a student chapter of the Animal Health Technologists of BC (AHAT BC) at Douglas College and further encourage AHT graduate participation to provide mentoring opportunities to students	AHT Coordinator	Degree of student and graduate enrollment in club, improved student success in program (% registered that graduate)
Douglas College Pre-professional healthcare club	Chair of Chemistry	Degree of student participation
Development of Accelerated Chemistry course for summer semester	Chemistry Chair/ Instructors	Enrolments in new courses delivered in summer 2010
Encourage Faculty to participate in instructional workshops (e.g., PIDP at VCC)	Chairs/ Faculty and staff	Instructor or staff reporting successful completion of workshops
Establish external relationship(s) with other post-secondary institutions to deliver a BSc in Biological Sciences	Dean/Chair/ All Biology Faculty	Degree of student enrolment in upper division Science Courses, Student retention in 3 rd year courses
Provide semester-long small research project opportunities for students in upper division courses	Faculty teaching in upper division	increases participation and quality of student presentations at year-end College-wide showcase
Host BC Coaching Week Event	Coaching Coordinators	Student participation as indicated by volunteer rates
Host College-wide Student Research Day	SPSC 3240 Instructor/ All Faculty	Success measured by student feedback
Operate an SPSC peer-tutoring partnership with the learning centre	SPSC Chair/ Faculty Rep/SPSC Lab/	Degree of participation
Increase diversity of Fieldwork Opportunities beyond school setting	Coaching Coordinator	Data from fieldwork placements show year over year increase in breadth
Develop and offer Math 1160 for Health Sciences students as an evening course with face-to-face instruction	Chair/Instructors	Course enrolment

Goal # 2:**Douglas will enhance the local, regional and international position of the college.****Related Objectives Stated in Academic Plan****2. Douglas College will enhance the local, regional and international position of the college;**

- build Professional and Academic Schools within Faculties offering programming which highlights links to specific community, professional and academic standards
- build on College strengths to enhance and develop local and international partnerships and collaborations that will expand opportunities for Douglas College students.

Annual Activities	Responsibility	Outcome Indicator
Establish the "Douglas College Institute of Veterinary Medicine" to partner the delivery of advanced courses in Animal Health Technology for veterinarians and technicians. Provide venue for student interaction with potential practicum placements and employers	Dean, AHT Coordinator	Proposal Acceptance, improved practicum placement and employment numbers
Generally, engage in national and international conferences	All	Attendance numbers and publication representation at national and international conferences.
Enhance ties with veterinary associations (BCVMA, WVTE, AVTE) and similar institutions (TRU AHT). Attend industry meetings, represent college and share progress and ideas. Host WVTE meeting in 2012	Dean, AHT Coordinator, AHT Committee	Increased referral of educational and job opportunities for Douglas students. Conference proposal accepted at 2010 summer meeting of WVTE.
Develop Co-op program in AHT to give students more time in local practices and to facilitate networking	AHT Coordinator	Post-graduates fully employed (i.e., those wishing to remain in field)
Meet annually with the Office of International Students in order to make them aware of programs faculty courses laboratories and research interests (Biol. and other Dept)	All faculty	Increased enrolment of International Students in Biol Courses

Annual Activities	Responsibility	Outcome Indicator
Establish student exchange(s) with a foreign institution(s)	Chairs	Sign exchange agreement. Degree of student participation
Continue and potentially expand Co-op opportunities to Riverside Grade 11 students	Chemistry Chair & Instructors	Increased enrolment of Riverside Secondary students in S&T courses
Add additional post-degree diploma in PE cohort	Post-degree coordinator	Funding is approved and cohort fills for 2010 and 2012 cohorts
Take advantage of 2010 connections and Olympic opportunities by inviting guest speakers to SPSC classes	All	Guest speaker and external field trip opportunities related to areas of SPSC expertise.
Pass Bachelor of Physical Education and Coaching through the Canadian Council of University Physical Educators and Kinesiologists Association (CCUPEKA) Accreditation	All Faculty coordinated by BPCE Coordinator	Accreditation approval in 2010 calendar year.

Goal # 3:

Douglas will provide leading edge, evidence based programs and faculty development opportunities.

Related Objectives Stated in Academic Plan

3. Douglas College will provide leading edge, evidence based programs and faculty development opportunities;

- provide professional development for faculty that assists them to adapt to changes in curriculum, education technology, teaching pedagogy and student experience
- implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement
- continue to expand structures that will support scholarly activity and research
- continue implementation of the Academic Signature across the curriculum and evaluate its impact on student outcomes.

Annual Activities	Responsibility	Outcome Indicator
Encourage all Faculty and Staff to participate in instructional workshops (e.g., PIDP at VCC)	Dean/Chairs	Instructor or staff reporting successful completion of workshops

Annual Activities	Responsibility	Outcome Indicator
Encourage Faculty and Staff to take advantages of CAFD opportunities	Dean/Chairs	Enrolment in courses offered.
Maintain AHT Accreditations through successive reviews	AHT Coordinator	Successful completion of accreditations – achievement of Good Animal Practice certificate from CCAC.
Complete Implementation Of Academic Signature across Faculty	Chairs/Instructors	All Courses complete by November 2009
Hybrid Development Course	Chemistry Instructors	Complete by Jan 2010
Explore Faculty Mentoring for Technology	Chemistry Chair	Creation of Database by Summer 2010
Increase instructors teaching using online technologies	Chair	Previously uninitiated instructors take up hybrid or fully online course delivery.
Review BC student exit data and internal surveys of student satisfaction annually	Chair and Coordinators	Review results shared annually at faculty meeting
Support Scholarly activity proposals internally through peer support and feedback	Faculty SA Committee	Increasing number of proposals being put forward to College-wide scholarly activity fund committee.
Undertake a curriculum review and mapping process as a faculty using supportive technology for mapping curriculum and the academic signature	Chair and volunteer faculty	Completion of curriculum map and ongoing/annual review of the map at annual curriculum meetings.

APPENDIX VII
DEPARTMENT OF STUDENT DEVELOPMENT

**DEPARTMENT OF STUDENT DEVELOPMENT
TACTICAL PLAN 2009-2012
(October 2009)**

Vision Statement

To explore and implement new ways to assist academically under-prepared students and students with particular needs in an environment of increasing costs, heightened competition, and changing student expectations through increased collaboration and innovation.

Divisional Re-Alignment

Under divisional re-alignment, the Department of Student Development will cease to exist mid-way through the year and a new Faculty area will be created for access programming to include Developmental Studies, English as a Second Language, Adult Special Education, and Student Success disciplines. Within this context, several objectives will need to be achieved:

- To determine the identity and focus of the new Faculty.
- To hire a new Dean and realign support personnel.
- To develop a strategic vision for the new Faculty.

Goal # 1:
Douglas College will work with students to achieve their academic, professional and employment goals.

Annual Activities	Responsibility	Outcome Indicator
To develop and implement a proactive tracking system for students in their first semester taking developmental education courses.	Dean with Institutional Research and Supervisor, Developmental Education	System operating by September 2010
To review and revise current academic probation process, policy and options available to students.	Dean with Counsellors and Registrar's Office	Policy revision presented to Education Council by April 2010
To promote Career Start and to develop additional programs of internship and Co-Op programming.	Supervisor of Student Employment and Co-Op	Additional programs developed by April 2010

Annual Activities	Responsibility	Outcome Indicator
To explore and implement with other Faculties models for providing integrated foundations-level programming for under-prepared students.	Coordinators in Developmental Education with other Faculties	Concept papers developed by June 2010
To develop and implement culturally-appropriate foundations-level programming specifically designed to facilitate first-year success for aboriginal students.	Coordinator of STSU with Aboriginal Student Services Coordinator	Concept paper developed by June 2010
To implement the Health Sciences Foundation program.	Coordinator of EASL with Health Sciences	Program offered Fall 2010
To develop responses to the Creating the Best Student Experience initiative.	Dean with faculty and staff in Student Services	Responses implemented during 2009/2010
To develop plan for administering learning disability assessments in-house for CSD students.	Coordinator of CSD	Plan complete by April 2010

Goal # 2:
Douglas will enhance the local, regional and international position of the college.

Annual Activities	Responsibility	Outcome Indicator
To implement delivery of the Teaching English as a Second Language (TESL) citation program.	Coordinator of EASL with CMO and others	Program offered Summer 2010
To explore with community agencies and groups how to facilitate the coordination of literacy programming after the withdrawal of provincial funds.	Dean with Coordinator of DVST and ICARE Coordinator	Plan developed and operating by January 2010
To receive designated trainer status from ITA for the Light Warehouse Training Program	Dean with Coordinator of ASE	Status confirmed by ITA after Fall semester 2009
To explore with CIE further opportunities for ESL programs for international students and faculty secondments abroad.	Coordinator of EASL with CIE	Additional opportunities identified by April 2010

Annual Activities	Responsibility	Outcome Indicator
To develop a program proposal for the Transitions program.	Coordinator of ASE with local School Districts	Program proposal approved by July 2010
To construct an Aboriginal Gathering Place.	Dean with Director of Facilities Services, Vice-President External, Aboriginal Student Services Coordinator and others	Construction completed by September 2010

Goal # 3:
Douglas will provide leading edge, evidence based programs and faculty development opportunities.

Annual Activities	Responsibility	Outcome Indicator
To consider re-naming the following units to reflect more current nomenclature used elsewhere: Developmental Studies, ICARE, and English as a Second Language.	Coordinators of DVST and EASL	New names proposed to FEC by January 2010
To review alternatives for students repeating Mastery courses.	Coordinators of DVST and EASL with Dean	Alternatives proposed to FEC by April 2010
To review the implementation of Accuplacer and Maplesoft for placement of students in Developmental Education programs.	Dean with Assessment Centre and others	Review complete by April 2010
To explore new avenues of scholarly activity in the department.	FEC and PD committee	Plan completed by March 2010

APPENDIX VIII
CENTRE FOR ACADEMIC & FACULTY DEVELOPMENT

Centre For Academic and Faculty Development

Tactical Plan 2009-2010

Vision Statement

In promoting and supporting academic quality, we support teaching excellence with the ultimate goal of engaging students in vital learning. We provide professional development for faculty that assists them to adapt to changes in curriculum, education technology, teaching pedagogy and student experience

We support faculty engagement in research activities and other forms of scholarship, as an important contributor to teaching excellence and student learning. We implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement.

Our work is rooted in priorities outlined in the College Academic Plan and is responsive to the needs of Douglas College faculty.

Goal # 1:

Douglas College will work with students to achieve their academic, professional and employment goals.

Related Objectives Stated in Academic Plan

1. Douglas College will work with students to achieve their academic, professional and employment goals;

- increase the level of student engagement and retention
- explore and implement delivery models that help students to integrate involvement in post-secondary education with other work/life commitments
- expand learning opportunities and access systems that are responsive to Aboriginal learners and Aboriginal communities.

CAFD Strategic Directions 2009-2012:

- Promote student engagement in research and scholarly activities

Annual Activities	Responsibility	Outcome Indicator
Promote the increased engagement of students in research and scholarly activity, including SoTL	RSA Coord FD Coords Faculties	Successful Second Annual Student Researchers' Day Faculty Level Student Research Guidelines President's Award for student researchers
Collaborate with CFCS faculty to develop resources and offer workshops to increase broader faculty knowledge about needs of aboriginal learners	FD Coord	Workshops related to aboriginal learners offered in the Faculty Development Program;
Promote the involvement of Aboriginal learners in research and scholarly activity, particularly community- based research	RSA Coord CHCP	Aboriginal student involvement in Student Researcher's Day
Provide teaching and learning perspective to Education Technology Working Group, to be used in planning for alternate delivery of College courses	FD Coord	Planning for alternate delivery modes reflects best practices in teaching and learning
Develop an inventory of research activities available for student participation	RSA Coord	Listing of courses on the RSA website

Goal # 2:

Douglas College will enhance the local, regional and international position of the college.

Related Objectives Stated in Academic Plan

2. Douglas College will enhance the local, regional and international position of the college;

- build Professional and Academic Schools within Faculties offering programming which highlights links to specific community, professional and academic standards
- build on College strengths to enhance and develop local and international partnerships and collaborations that will expand opportunities for Douglas College students.

CAFD Strategic Directions 2009-2012:

- Maintain and promote broader engagement of Faculty Development and individual faculty with external PD/FD groups
- Strengthen research and scholarly activity linkages with other post-secondary institutions, community agencies and other geographic and sectoral groups

Annual Activities	Responsibility	Outcome Indicator
Promote the engagement of students and faculty in international activities with a research and scholarly activity component.	Director RSA Coord	Student and faculty engagement in field schools, exchange programs and international service learning projects with a research component
<p>Promote broader College engagement with external PD and RSA groups:</p> <p>oversee completion and dissemination of work with the Carnegie Academy for the Scholarship of Teaching and Learning (CASTL)</p> <p>BC UCIPD - University, Colleges and Institutes Professional Developers' Network</p> <p>Provide leadership for Metro Educational Developers Consortium – Metro Ed</p> <p>Cdn Assoc of University Research Administrators (CAURA)</p> <p>BC Applied Research Network (BCARN)</p> <p>ACCC,</p> <p>ACCTI (Alberta)</p>	Director FD Coords RSA Coord	<p>DC faculty and leaders attend ISSoTL 2009 conference</p> <p>DC presentations at ISSoTL - International Society for the Scholarship of Teaching and Learning at the final CASTL Colloquium, and at local events</p> <p>Collaboration with other BC institutions to plan and conduct province-wide UCIPD meetings/work sessions each semester</p> <p>Collaboration with local institutions to plan monthly meetings, regional PD events</p> <p>Committee participation</p> <p>Conference presentations</p>
Participate in Strategic Enrolment Management subcommittee on Student retention/engagement	FD Coord	FD perspective on promoting pedagogies of engagement reflected in report
Strengthen partnerships with local high school PD providers	Director FD Coord	Collaboration with Regional Student Transition Coordinator to offer PD to both College faculty and high school teachers
Open “Opening Classroom Doors” initiative to high school teachers	FD Coord	High school teachers attend Open Classrooms weeks

Annual Activities	Responsibility	Outcome Indicator
Open the Student Researcher's Day to High School students	RSA Coord	Attendance of local High Schools at the Student Researcher's Day

Goal # 3:

Douglas will provide leading edge, evidence based programs and faculty development opportunities.

Related Objectives Stated in Academic Plan

3. Douglas College will provide leading edge, evidence based programs and faculty development opportunities;

- provide professional development for faculty that assists them to adapt to changes in curriculum, education technology, teaching pedagogy and student experience
- implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement
- continue to expand structures that will support scholarly activity and research
- continue implementation of the Academic Signature across the curriculum and evaluate its impact on student outcomes.

CAFD Strategic Directions 2009-2012

- Enhance funding for CAFD and establish supportive structures and processes for FD, RSA and PRR
- Develop a vibrant disciplinary and interdisciplinary FD and RSA culture
- Expand, consolidate and integrate structures that support diverse faculty development programs related to enhancing teaching expertise through the pedagogies of student engagement;
- Maintain and enhance a CAFD website that promotes communication and is a resource for FD, RSA and PRR.
- Provide offerings and resources related to curriculum development, assessment, and redesign/renewal of curriculum;
- Collaborate with other College personnel to expand and enhance the new faculty orientation program;
- Develop mechanisms to engage new faculty in PD and RSA inside and outside the College
- Expand Instructional Skills Workshops and recruit and nurture new ISW presenters;
- Promote cross-disciplinary thematic activities that enhance curriculum implementation
- Develop, test, revise and assist in the implementation of a system for annual and full

program reviews: including a 5-7 year schedule for full program reviews ;

- Evaluate the effectiveness of changes

Annual Activities	Responsibility	Outcome Indicator
Advocate for increased resources for Faculty Development	Director	Increased budget and faculty development personnel to develop and/or expand Mentoring, Teaching with Technology, ISW, Teacher Scholar initiatives
Advocate for increased resources for RSA for discipline and SoTL-based research Seek grant funding where available	Director RSA Coord	Increased budget and RSA personnel to provide increased assistance to faculty in grant preparation Increased RSA Fund to provide more faculty releases for research, and support for SoTL projects Faculty complete and report out on research funded by CAFD
Promote the integration of Research and Scholarly Activity into the Schools, including discipline and SoTL-based Research	Director RSA Coord FD (SoTL) Coord	Faculty Level RSA Committees developed Increased interaction between the chairs of existing RSA Committees and between Chairs and the RSA Coord Research methods courses in programs of study. Faculty involvement in discipline based and/or SoTL research
Develop mechanisms for informing faculty about the new College RSA policies and promote knowledge of research related policies Work with REB in faculty and student education initiatives	RSA Coord REB	Greater faculty awareness of components of the policies and operational impacts
Provide a robust program of professional development related to research (discipline based, CBR and SoTL) Collaborate with CHCP	RSA Coord FD Coord (SoTL), CHCP	Fall, Winter and Summer PD sessions, college- wide and Faculty- specific
Assist Faculty in the development of funding proposals	FD Coord (SoTL) RSA Coord	Increase in the number and quality of proposals going forward.
Establish full Tri-Council eligibility	Director	NSERC, SSHRC and CIHR eligibility

Annual Activities	Responsibility	Outcome Indicator
<p>Address faculty-specific needs related to research on teaching and learning (SoTL)</p> <p>Provide PD opportunities that inform people about purpose, nature & benefits of SoTL</p> <p>help equip faculty with SoTL skills & knowledge</p> <p>Maintain/update the SoTL pages of the Faculty Development website</p> <p>Chair the SoTL Cohort Research Project; steer the cohort work through to completion</p> <p>Develop discipline-based SoTL projects</p>	<p>FD Coord (SoTL)</p> <p>RSA Coord</p>	<p>Research on teaching and learning projects undertaken in faculties on various aspects of DC classroom experience</p> <p>Workshop series and reading circles on SoTL part of the faculty development program</p> <p>SoTL web pages are current and provide useful information about SoTL</p> <p>Cohort project is completed; project members report out to the College and to larger communities</p> <p>New SoTL research projects are undertaken in the faculties</p>
<p>Provide appropriate PD related to teaching, learning, curriculum and assessment</p> <p>Consistently review literature and resources on post-secondary instruction</p> <p>Consolidate and publicize CASTL survey responses regarding faculty development needs</p> <p>Map existing FD programs and services in relation to identified needs</p> <p>Augment existing FD core curriculum to address needs</p> <p>Offer custom services to specific groups</p>	<p>FD Coord</p>	<p>Faculty development programs and services reflect needs identified in the faculties, in career stage and special interest groups, and in the larger literature on teaching and learning in post-secondary</p> <p>FD workshops and series designed and delivered to specific groups</p>

Annual Activities	Responsibility	Outcome Indicator
<p>Develop mechanisms to ensure robust faculty engagement in FD programs and services</p> <p>Recruit and nurture new ISW facilitators, faculty peer mentoring partners</p> <p>Augment faculty peer mentoring program to include an explicit focus on research mentoring</p>	<p>FD Coords,</p> <p>RSA Coord</p>	<p>Incentives for participation in faculty development</p> <p>Increased number of ISW facilitators and faculty mentoring partners</p> <p>Peer FM Program includes participants whose focus is on research mentoring</p>
<p>Enhance web resources on teaching, learning, curriculum and assessment and RSA</p> <p>Work with CEIT to ensure easily accessible and navigable web structures</p> <p>Create and implement structures for regular website review and updating</p>	<p>FD Coord</p> <p>RSA Coord</p> <p>CAFD Office Coord</p>	<p>Web resources are current</p> <p>Faculty can easily access and navigate website</p> <p>Consistent website review and update schedule in place</p>
<p>Strengthen College PD communications systems so that VPAC, the VP Education, the CWFD and Academic Affairs committees and CAFD are mutually aware of PD initiatives and events</p>	<p>Director</p> <p>FD Coords</p> <p>RSA Coord</p>	<p>Senior leaders and committee members and CAFD personnel are aware of, can help disseminate information about, and can make plans that consider and/or augment PD initiatives and events in all areas of the College</p>
<p>Improve structures and processes for promotion and publication of CAFD events, activities and resources</p> <p>Work with the Standing Committee on Academic Affairs to develop effective means of raising awareness of the importance of RSA at the college and the achievements of faculty, promoting funding opportunities, and stimulating undergraduate research across the college</p>	<p>Director</p> <p>FD Coords</p> <p>RSA Coord</p>	<p>Well-functioning planning structures and electronic/paper communications system for faculty development, RSA and other College PD events</p> <p>Greater involvement of the SCAA in the promotion of RSA at the College</p> <p>RSA Annual Report 2010</p> <p>Greater faculty awareness of funding opportunities, Expanded Employee Publication section in the Library</p>
<p>Develop and implement a system for Comprehensive Program Reviews including</p>	<p>Director</p>	<p>Policy approved.</p> <p>System for Comprehensive</p>

Annual Activities	Responsibility	Outcome Indicator
approval of a new Program and Service Review Policy		Program reviews approved. Review schedule drafted for implementation in 2010-2011

APPENDIX IX
CENTRES OF EXCELLENCE

CENTRE FOR HEALTH AND COMMUNITY PARTNERSHIPS

TACTICAL PLAN 2009 -2010

Vision Statement

The Center for Health and Community Partnerships, opened in September 2008, is an interdisciplinary Centre of Excellence dedicated to linking Douglas College programs with community agencies and the communities we serve. Our partnerships are committed to, and engaged in, best practices of health promotion and facilitating healthy communities through community-based research and scholarship, community service-learning and health promotion activities.

We will be a recognized leader and exemplar of community partnerships and action as evidenced by effective collaborative programs and services that promote healthy citizens and healthy communities that are served by Douglas College.

College Goal # 1:
Douglas College will work with students to achieve their academic, professional and employment goals.

Related Objectives Stated in Academic Plan

1. Douglas College will work with students to achieve their academic, professional and employment goals;

- increase the level of student engagement and retention
- explore and implement delivery models that help students to integrate involvement in post-secondary education with other work/life commitments
- expand learning opportunities and access systems that are responsive to Aboriginal learners and Aboriginal communities.

CHCP Strategic Directions 2009-2012:

- **Develop and implement a system to arrange and support agency, faculty and student participation** in interdisciplinary community service-learning (CSL) and community-based research (CBR) projects that have a health promotion focus.
- **Provide a range of resources** for faculty, students and the community related to the development and implementation of interdisciplinary CSL and CBR experiences.

Annual Activities	Responsibility	Outcome Indicator
procedures, resources ➤ Develop templates that will help faculty get started e.g. sample assignments, grading rubrics ➤ Develop and implement orientation packages for students	staff Task group, Researcher/PM Task group, Researcher/PM,	Range of templates developed and used Orientation package developed and used

**College Goal # 2:
Douglas will enhance the local, regional and international position of the college.**

Related Objectives Stated in Academic Plan

2. Douglas College will enhance the local, regional and international position of the college;

- build Professional and Academic Schools within Faculties offering programming which highlights links to specific community, professional and academic standards
- build on College strengths to enhance and develop local and international partnerships and collaborations that will expand opportunities for Douglas College students.

CHCP Strategic Directions 2009-2012

- Work in close **partnership** with the community, through the Community Advisory Committee, selected core agencies and other community agencies/groups to fulfill the mission and overall goals of the Centre.
- Provide a venue **for health promotion activities** (in concert with student participation) for community agencies and groups.
- Act as a health **promotion and health promotion educational resource** for community members.

Annual Activities	Responsibility	Outcome Indicator
<p>Ensure 3 meetings per year, of Community Advisory Committee with meaningful input throughout the year</p> <ul style="list-style-type: none"> ➤ Actively seek out project opportunities with the community ➤ Act responsively and promptly to community enquiries ➤ Promote CHCP to the community via Inside DC, DC and CHCP websites, newspaper articles, flyers ➤ Encourage the Advisory Committee to be active in marketing the Centre ➤ In concert with CSL students, develop reader-friendly content for the website : e.g. monthly news on chronic health challenges, health literacy etc 	<p>Director</p> <p>Director Researcher/PM, CHCP Assistant</p> <p>Director Researcher/PM</p> <p>Director, Chair, Staff Researcher/PM and students</p> <p>Director, CAC Chair</p> <p>Researcher/PM CHCP Assistant</p>	<p>Positive self evaluation at the end of the year</p> <p>Increased number of projects available</p> <p>Establish meetings as follow up to enquiries to ascertain agency needs, define the focus, scope and logistics of projects</p> <p>Publications, website visits, contacts by agencies and faculty for projects</p> <p>Content included on website</p> <p>Referrals</p> <p>Materials developed and placed on website. Regularly reviewed for currency</p>
<p>Market Health Promotion activities and space to Faculties. Target specific courses and programs that can use this resource</p> <ul style="list-style-type: none"> ➤ Market in the community ➤ Develop a promotional e-flyer and send out to faculty, agencies, students, community groups 	<p>Director Researcher/PM, Operations Group members</p> <p>Director Researcher/PM, CHCP Assistant</p>	<p>Numbers of health promotion activities increase to meet at least 75% capacity of CHCP space</p> <p>Articles published, Flyers distributed , Inquiries followed up and projects planned, Fall Fair display</p>
<p>Enhance health promotion resources available on-site and on-line</p>	<p>Director Researcher/PM, CHCP Assistant</p>	<p>Visits to the CHCP and CHCP website by community members</p>

**College Goal # 3:
Douglas will provide leading edge, evidence based programs and faculty development opportunities.**

Related Objectives Stated in Academic Plan

3. Douglas College will provide leading edge, evidence based programs and faculty development opportunities;

- provide professional development for faculty that assists them to adapt to changes in curriculum, education technology, teaching pedagogy and student experience
- implement a process of continuous program review and renewal that will ensure program quality, relevancy and a high level of student engagement
- continue to expand structures that will support scholarly activity and research
- continue implementation of the Academic Signature across the curriculum and evaluate its impact on student outcomes.

CHCP Strategic Directions: 2009-2012

- Develop capacity in and partnerships for **community based participatory research.**
- **Collaborate with the Centre for Academic and Faculty Development** to address faculty learning needs re CSL and CBR.
- Seek grant funding opportunities to enable Centre/community projects and act as a resource, coordinating and administrative centre for funding initiatives that support the Centre and its projects.
- Evaluate the effectiveness of Centre operations.

Annual Activities	Responsibility	Outcome Indicator
Provide on-line material for agencies, faculty, students via website	Researcher/PM provide or arrange	Material and learning sessions seen as effective and accessed by faculty
Provide specific workshops	Researcher/PM, faculty	
Engage students and faculty in a number of CBR projects		CSL and CBR projects increase

Annual Activities	Responsibility	Outcome Indicator
<p>Develop sessions on CSL and CBR generally that can be offered through Faculty Development, as well as to agency personnel</p> <p>Provide on-line learning resources for faculty and agency staff on the CAFD and CHCP websites</p> <p>Ensure linkage with the Research and SA Office in relation to CBR projects, internal funding opportunities</p>	<p>Director, Scholarly Activity Coordinator</p> <p>Director, CAFD FD Coord</p> <p>Director, Researcher/PM, RSA Coord</p>	<p>Sessions are developed and offered</p> <p>Resources are on the websites</p> <p>Coordination is evident</p>
<p>Apply for grants to support the CHCP operations: explore the development of an application for a CURA grant</p> <p>Apply for grants that support CHCP/community projects</p> <p>Apply for base funding</p>	<p>Director</p> <p>Researcher/PM,</p> <p>Director</p>	<p>Grants are successful</p> <p>Feasibility of application for CURA grant completed</p> <p>Base funding increase approved (FY 10/11)</p>
<p>Development an evaluation system</p>	<p>Director, Researcher/PM</p> <p>Operations Group</p>	<p>Evaluation system used</p>