



Douglas College

Strategic Plan 2006



Approved by the College Board, March 2007

Contents

Introduction	1
Vision	1
Goals	2
<i>Content of Student Learning</i>	2
Implement the Academic Signature	2
Develop Curriculum and New Credential Programs	2
<i>Means for Facilitating Learning</i>	2
Improve Student Success and Persistence	2
Foundation Experience	3
Student Engagement	3
Assessment of Student Learning	3
Deliver Curriculum and Services More Flexibly	3
Describe the Douglas College Student Experience	3
<i>Student Body</i>	3
Manage Enrolment	3
Expand International Education	3
Promote Continuing Education and Contract Training	4
<i>Employees</i>	4
Enhance Internal Collaboration, Coordination and Efficiency	4
Expand Scholarly Activity	4
Develop Human Resources	4
<i>Physical Resources and Facilities</i>	4
Leverage Educational and Information Technology	4
Provide Facilities for Learning	5
<i>Community Outreach</i>	5
Strengthen External Relations	5
Appendices	
A. Planning Framework	
B. Douglas College Values and Goals	
C. Environmental Scan	
D. Planning Context and Elaboration of Goals	

Introduction

This plan identifies priority activities for Douglas College in the medium to long term. Its content was largely extracted and refined from several recent plans and documents, and was developed in the context of three overarching themes:

- Placing transformative learning and learners at the centre of the College's activities
- Enriching workplace culture
- Responding to a competitive enrolment environment

Details about the planning context and about each of the following goals appear in Appendix D.

Vision

The vision guiding this Strategic Plan is that Douglas College will be empowered to confidently tell its students "You can go anywhere from here" because Douglas College:

- Offers high quality, relevant, outcomes-based education
- Welcomes and engages students in a learning community that meets their needs
- Provides and promotes centres of excellence
- Demonstrates organizational and teaching excellence
- Connects to the local and global community.

Douglas College's tradition of supporting broad-based education will, over the next three to five years, be made explicit by the infusion of the Academic Signature throughout its programming and by the largest expansion of curriculum and credentials since the College's inception.

Students will be welcomed and fully engaged in a learning community that is simultaneously challenging and responsive to the needs of traditional and non-traditional students. A focus on the student experience will recognize the holistic nature of education and will ensure that student experiences in service areas outside the classroom, during informal learning activities and throughout the college environment will reinforce formal learning and the goals of the Academic Signature.

Paralleling the public's growing awareness of Douglas College's distinctive strengths and commitment to liberally educated individuals, the growth and promotion of excellence in teaching and learning and in scholarly activity will enhance Douglas College's reputation among prospective students. Continuing education and contract training will help the College extend its reach into the community and attract older adults into credit courses. Throughout these developments, the College will retain its longstanding commitment to providing access for undereducated and disadvantaged students.

These are ambitious aspirations that will require Douglas College to demonstrate organizational and teaching excellence. The valuing of faculty and staff through professional growth and development will result in an institution with a more comprehensive set of means for facilitating learning. Employees will be supported through enhanced physical resources and facilities to make the best use of their knowledge, skills and abilities.

Douglas College's commitment to meeting the needs of individuals and of the local community will be expressed in a manner that enables it to also reach out to the global community. The student body will continue to be diverse in terms of age, educational aspirations and life situations

and the college will provide greater opportunities for students to expand their global awareness through international study and/or practicum placements.

Goals

Content of Student Learning

Implement the Academic Signature

The Douglas College Signature included in the Academic Plan outlines core competencies and overarching signature elements that will characterize the academic curriculum offered by Douglas College. A framework document has been developed to define the associated levels of learning for each competency relative to the credential levels offered by the college. Program and course templates are also being developed to assist faculty with inclusion and/or definition of the Academic Signature elements through regular review and revision of curriculum.

Develop Curriculum and New Credential Programs

The following objectives will guide the development of new programs in response to the massive 1,500 FTE growth proposed for Douglas College by 2010:

- Build on existing strengths and expertise
- Selectively introduce new fields of study
- Increase the range and mix of credentials
- Provide at least one baccalaureate degree in each Faculty
- Enhance student transfer and laddering options through partnerships
- Ensure implementation of a defined Academic Signature across all curriculum

Partnerships will be a key strategy in developing new degree programs, in international education and in contract training. As the launching of new programs diminishes over the next five years, the focus of the Strategic Development Fund will shift towards supporting program renewal.

Means for Facilitating Learning

Improve Student Success and Persistence

Foundation Experience

To ensure all its students possess a good foundation for subsequent studies, a conceptual framework for enhancing student readiness to learn will coordinate the following components:

- Entry assessment and advising
- Student educational plans
- Office for New Students
- Foundations programming, including *Connections*

Student Engagement

Creating a welcoming and engaging environment will begin at the student's point of first contact with Douglas College, be emphasized at orientation, and then maintained throughout the student's entire stay at the College. The quality of experiences outside the classroom, in addition to those within classes, will be addressed. Particular attention will be paid to increasing the engagement of open enrolment students.

Assessment of Student Learning

Douglas College will foster best practice in the assessment of student learning within and across courses, supporting faculty professional development regarding the theory and techniques for the ongoing assessment of student learning.

Deliver Curriculum and Services More Flexibly

The College will build on its base of face-to-face delivery to provide students with additional and more flexible delivery options. Technology will be used as appropriate to schedule courses and programs, to provide blended or hybrid courses and/or some fully online course offerings.

Describe the Douglas College Student Experience

Consistent with the attributes outlined in such documents as the Academic Signature, Douglas College will make explicit that it focuses on the student experience in a comprehensive and integrated way when planning for the delivery of services, interacting with students and assessing institutional performance. A relationship model of interaction with students will be central to strengthening student experiences at Douglas College.

Student Body

Manage Enrolment

Meeting the annually increasing FTE enrolment target set by the provincial government is a top priority for Douglas College. In the short term, the greatest opportunities are through the retention of existing students in credit programs and through expansion of continuing education and contract training to serve additional segments of the community. In the long term, the offering of an expanded range of credential options, degree programs in particular, will attract and retain a broader range of students. Credit programs and delivery methods will be targeted to attract older populations as growth in the 20 to 30 year age range is forecast to increase.

Expand International Education

Douglas College's recruitment of international students will expand from its historical base in Asia Pacific countries to two regions where strong middle classes are developing, South Asia and Latin America. International contracts and partnerships will focus on China but the College will also benefit from other opportunities as they arise. Support for Douglas College students studying abroad will gradually increase.

Promote Continuing Education and Contract Training

Douglas College will aggressively pursue new funding sources from federal and provincial sources outside the Ministry of Advanced Education. Cost recovery and entrepreneurial activities enable the College to serve new student populations, to develop new expertise and institutional capacity to promote and market the breadth of College services at a community level, and to generate small amounts of net revenue to support other initiatives throughout the College.

Employees

Enhance Internal Collaboration, Coordination and Efficiency

Douglas College will strengthen cross-college planning and collaboration to unify efforts and improve intra-college communication. Along with new initiatives, such as the Office for New Students, joint problem-solving and the sharing of information will be facilitated at the departmental chair/coordinator and mid-management level.

Expand Scholarly Activity

A key strategic direction is to gradually build the college's capacity to support faculty involved in applied scholarly activity that is oriented to the faculty member's teaching discipline and encourages student involvement. Increased financial and coordination support of scholarly activity will occur within the context of Douglas College's being a teaching and learning institution. The College will strive to achieve Natural Sciences and Engineering Research Council (NSERC) eligibility within the next three to five years.

Develop Human Resources

Succession planning will be emphasized, given the significant change in human resources over the next decade that the College will experience due to growth and retirements. The value of benefit plans and the College's commitment to the growth and development of its employees will be used as recruiting tools. Improving the orientation and mentoring of all employees, and encouraging behaviour that contributes to a respectful workplace, will strengthen an organizational climate that will encourage valued employees to remain at Douglas College.

Physical Resources and Facilities

Leverage Educational and Information Technology

The judicious use of technology the College already owns will improve program and service delivery, reduce administrative burden and duplication of effort, and support employee and student communication.

The priorities for developing online courses will be those programs where Douglas College has provincially or nationally distinctive expertise or curriculum, and for student populations that are

geographically dispersed or have flexible delivery needs (as is increasingly the case with continuing education and contract education).

Provide Facilities for Learning

Following completion of the David Lam expansion and renovation of vacated space in New Westminster, the next new facility will eventually be constructed adjacent to the New Westminster campus. Physical plant development will be guided by principles concerning cost effective ways of fostering educational and social interaction in instructional, office and public spaces.

Community Outreach

Strengthen External Relations

Expanding connections with local school districts, universities, and the local employer community, hosting external events on campus, concentrating awareness efforts on the TriCities, and taking the skills and knowledge of Douglas College personnel into the community are all steps towards heightening the Douglas College profile within the communities it serves.

Appendices

- A. Planning Framework
- B. Douglas College Values and Goals
- C. Environmental Scan
- D. Planning Context and Elaboration of Goals