



June 16, 2008

Status Report: College Action Plan, 2007 to 2009

GOAL 1: *Enrich the Learning and Teaching Environment*

Theme: Provide Quality Services to Learners

1. Improve service delivery through integration and collaboration across departments and campuses.
 - *The DataTel “Colleague” system has been successfully implemented across regional campuses; related activities for improvement are on-going; cross-campus registration of students is now available; on-line registration for continuing education across campuses has been implemented.*
 - *A computerized system for course and exam scheduling (“EnCampus” component of the Infosilem system) has been successfully implemented; activities for improvement are on-going. The next system module to be implemented will be room bookings at the Prince George campus.*
 - *Student Services’ web pages accessibility and currency have been improved, including scholarships and bursary applications on-line, on-line T2202As, application status look-up, address change and transcript order options; transcript ordering information is available on the CNC webpage.*
 - *Expanded Institutional Research services have improved responsiveness to requests for data, which supports improved planning*
 - *Program renewal of Human Kinetics has led to integration of recreation and business courses to meet community need, and to decrease direct program costs by “sharing” courses.*
 - *The College Store is adding products to support new program offerings and for students in existing programs. An example is nursing clothing and lab coats for students in Health programs.*
 - *Due to 2008/09 budget constraints the intercollegiate Athletics programs was discontinued. Recreation and Campus Life initiatives however have been increased through improved planning and partnerships with community groups to extend opportunities for students and staff. Improvements include: creation of a second, seasonal recreation position; wellness, fitness and recreation programming is planned for the 2008/2009 and will start the first day of classes instead of mid to late September; weekend recreation events will include white water rafting, planned hikes, cross country skiing and downhill skiing.*
 - *CNC has entered into a partnership with PG Racquet Club, allowing students and staff to access Badminton lessons at a reduced cost; there is a new bouldering wall for recreational and community use; work is underway on a partnership with Pacific Sport that could result in renovations to the weight room and additional equipment for use by students and staff. Fundraising activity for the CNC Daycare will occur during orientation week.*

2. Develop and implement plans for a new "Welcome Centre" at the Prince George campus.
 - *Service model design and functional preliminary planning have been completed; the project is on hold due to limited funds for renovations.*
 - *Analysis, design and implementation of improved workflow systems throughout Student Services, as part of the "Welcome Centre" renovations project are underway and will be implemented despite delay of the overall Welcome Centre project. Included in the improvements are structural changes in Admissions, and at the entry to Counselling & Advising/Financial Aid.*

3. Increase support of professional development for all employees and develop a stronger and more integrated PD program of activities throughout the College.
 - *The HR Department is developing a document that will serve to better inform operational staff employees of the various means by which they can access professional development opportunities. The intent is that by more clearly outlining the support that is currently available for PD activity, the understanding and therefore use of those supports for PD will increase. The document will be ready for the 2008-09 academic year.*
 - *With the leadership of Business instructor Bruce Bennett, all Student Service staff participated in one-day workshops on "Defining Service Excellence". These will be followed up at the department level, with service goals being identified and implemented. Other departments at the College have also expressed interest in accessing the workshops.*
 - *With the leadership of Business Systems Coordinator Wilf Schlitt, CNC will host its first cross-campus FNDUG (Far North Datatel Users' Group) conference in August 2008. This workshop will provide systems training to many CNC users, and support knowledge sharing.*

Theme: Develop Leaders

4. Plan and implement a new leadership development program for students.
 - *A team of faculty, staff, students and administrators have begun work on the development of a new "student leadership development" program. The new course will be available to any CNC student, regardless of their main program of study and will incorporate elements of personal/self-development, group dynamics and relational development, as well as "leading in the public eye" through a variety of service leadership projects. January 2009 is the target date to deliver the first offering of the course.*

Theme: Enrich Student Life

5. Develop and implement plans for a new "Student and Cultural Centre" at the Prince George Campus.
 - *Preliminary design process completed and a funding proposal was submitted to the Ministry of Advanced Education; the Ministry currently has no funding available.*

- *CNC Student Union, through referendum, has committed approximately \$750,000 to this project when it is able to move ahead.*
- *Aboriginal and international perspectives have been included in the dialogue and preliminary development of the Student and Cultural Centre concept.*
- *Improvements to the First Nations Education Support Services Centre will be made, with funding of \$315,000 from the provincial Aboriginal Gathering Places initiative*
- *In consultation with the Student Union, new furniture has been purchased for student lounge areas. More furniture will be purchased next year to increase informal spaces where students can relax, meet in small groups, or study.*
- *Interfaith Chaplaincy has successfully begun at the Prince George campus in Fall 2008; eight volunteer chaplains are currently involved.*
- *For the first time, an interdenominational meditation and prayer room has been located at the Prince George campus for summer 2008. Efforts will be made to maintain this student service.*

GOAL 2: Increase Access and Participation

Theme: Promote Learner Success

6. Implement the "Aboriginal Service Plan."

- *For 2008/09 the College has received \$400,000 in funding for the Aboriginal Service Plan. For full details regarding the implementation of the plan see the "Annual Report on the Aboriginal Education and Services Policy Activity" dated June 10, 2008.*
- *Community Education continues to work with the Lheidli T'enneh on their community capacity building project. Community members and the band administration have been actively engaging in education and training activities.*
- *Community education received funding to develop a health sciences exploration camp curriculum to be delivered throughout the College region. The goal of the project is to increase interest and knowledge in health sciences careers and ultimately increase Aboriginal participation in health sciences programs. We are confident that we will receive delivery funding and possibly bridging program funding as well.*
- *Community Education currently has funding for one semester of Street Humanities and is confident that funding will be in place for the full academic year*

7. Review the Aboriginal Education and Services Policy with a focus on improving access for Aboriginal Learners.

- *Marlene Erickson, long-time coordinator of the First Nations Education Support Services centre at the Prince George campus, has become a CNC employee. Her position title is Manager of Services for Aboriginal Students, and Senior Policy Advisor. Marlene will lead an internal and external collaborative review process of the Aboriginal Education and Services policy beginning in the fall.*

8. Develop programs and services at the new Fort St. James Campus.

- *In March 2008, the College completed the purchase of a building for the Fort St. James campus. The facility has been wired and networked with the Prince George campus and the space will be renovated over the summer to accommodate a Culinary Arts kitchen, Trades training shops, classrooms, offices, and an Aboriginal Gathering Place. Funding for the purchase and the renovations comes from ACA and Gathering Places grants and some very generous donations from the local community.*
- *Program deliveries at the Fort St. James campus have been greatly expanded and diversified to include: Welding Level C; Residential Construction Framing Technician Certificate; Office Worker Preparation Program; Applied Business Technology Program; Aboriginal Youth Trades Exploration. 8-week Early Childhood Education prep program; 10-month Health Science access program; Literacy Now – a community initiative to look at literacy needs in the community; and ESL – delivery training using volunteer tutors from the community.*

9. Expand student, faculty and staff engagement with internationalization of curriculum, services and campuses.

- *Overall the College's International student enrolments in 2007/08 have been maintained at the prior year's level, with an increase in summer students for 2008. Countries of student origin have expanded to include more students from Africa and the Middle East.*
- *Opportunities for staff and students to take part in international projects and activities increased through new partnerships in Italy and Chile, and expanded Study Abroad opportunities in China and Korea.*
- *The potential in Valemount of increased opportunities for international activities is being explored.*
- *The Business faculty are actively working towards an international business credential for students.*
- *Exchanges with Chilean and Russian instructors and community developers continue to build opportunities and global awareness.*
- *CNC has been an integral part of the northern B.C. preparation for activities at the BC Pavilion at the Beijing Olympics.*

10. Review and improve student access to the College's instructional programs.

- *Developed a trades math course that was delivered this spring in Mackenzie.*
- *Lowered admission criteria to Grade 10 for Culinary Arts and Automotive programs.*
- *Increased college-wide understanding of EMATs through a presentation given by the Canadian Test Centre and through discussions at EAT.*
- *Removed tuition on Math 155 and English 155.*
- *Implemented advanced standing for Practical nursing into NCBNP.*

- *Continuing Education delivered a course to assist students in developing a portfolio for admission to Fine Arts.*
- *Created a partnership with Emily Carr University of Art and Design.*
- *To meet the escalated demand for upgrading in Mackenzie, CCP English and Math will run in the summer.*
- *Lakes District and Nechako campuses are offering summer programs in partnership with School District 91.*
- *Delivering the Lheidli T'enneh community capacity project (literacy, computers, and administrative capacity).*

Theme: Link, ladder and partner

11. Work collaboratively with UNBC, NWCC and NLC (the Northern Post-secondary Council).

- *During the past year, the CNC President has served as the Chair of the Northern Post-secondary Education Council (NPSC).*
- *Northern Collaborative Information Technology (NCIT) certificate and diploma programs have been successfully developed as the first multi-institution, shared program in the north.*
- *A NorthLink pilot project/proof of concept was successfully completed to test the use of inter-active video-conference technology in the delivery of the “Distributed Mental Health and Addictions Certificate”.*
- *A pan-northern (CNC, NWCC, NLC, UNBC) initiative for engineering-related technical training programs (the Applied Technical Education and Engineering Consortium) is underway with extensive business support through Prince George Chamber of Commerce. A goal has been set to re-introduce Engineering Technologist programming in 2009/10.*

12. Implement partnership programs and dual student enrolment with UNBC, Thompson Rivers University and Kwantlen University College.

- *Assessment is underway regarding technical and service aspects of dual enrolment and dual service opportunities (ie integrated library supports, counselling and advising supports).*
- *Assessment of resource requirements complete. Resources in place to implement student transition initiatives; template partner will be Kwantlen University-College, followed by TRU and UNBC.*
- *Continuing Education working with TRU to implement the Medical Office Assistant Program in Prince George and is participating in the discussions of the psychiatric nursing program discussions with Kwantlen.*

GOAL 3: Respond to Communities, and the Labour Market

13. Develop capacity to undertake Applied Research.

- *Formed an applied research committee with membership from faculty, operational staff, and administration.*
- *Developed a set of objectives that need to be met in order to begin developing capacity.*
- *Developed a rationale statement as to why CNC should become involved in applied research.*
- *A proposal has been submitted to the Ministry of Forest and Range requesting that the College be granted a Research Forest tenure.*

Theme: Provide “Right Programs, Right Place, Right Time”

14. Deliver CNC’s substantially expanded 2007/08 industry training and health related programs.

- *The College’s actual FTE Enrolments for 2007/08 increased by 7.6 percent (a total of +243 FTEs) over the previous year. The largest increases were in Health (+19% or 60 FTEs) and Trades Training (+8% or 113 FTE).*
- *Regional Campuses experienced the largest actual FTE enrolment increases compared to 2006/07:; Nechako +94 FTE (135%), Quesnel +87 FTEs (41%), Lakes District +73 FTEs (26%), and Mackenzie +33 FTE (60%).*
- *Net actual enrolment increases in Health and Trades programs were slightly offset by decreases in University Transfer -22 FTE (-5%) and Business programs -47 FTE (-23%).*
- *The Medical Laboratory Technology Diploma was successfully launched in January 2008 in partnership with Northern Alberta Institute of Technology; the provincial government provided funding approval for seat expansion to 24 students effective January 2009.*
- *Work on the Medical Radiography Technology program is continuing, in partnership with Northern Health, the Northern Medical Society and Interior Health. The planned start date is January 2010.*
- *Two sections of Home Support/Residential Care Aid and one of the Practical Nursing program were delivered in at the regional campuses.*

GOAL 4: Create a Dynamic Learning Organization

Theme Ignite Passion

15. Develop improved orientation for new employees (address the ongoing need to orient new employees to the organization).

- *The College is in the process of implementing several changes and improvements to new employee orientation activities. Changes implemented to date include a move to three times a year new employee orientation luncheon in Prince George with follow-up optional orientation activities (instead of a once a year new employee orientation information session) with a strong emphasis on inviting all new employees and the development and implementation of a “supervisor’s checklist” to aid in the departmental orientation of new employees. It is anticipated that in 2008-09 we will be implementing an improved new employee information document that goes beyond the current “payroll documentation” provided to employees and as well, improved benefits communication/orientation.*

16. Review and improve college processes for recognizing, honoring and celebrating employees.

- *Action on this objective has been deferred pending full implementation of #15.*

Theme: Extend Influence

17. Develop and implement plans for hosting the ACCC 2008 Annual Conference

- *CNC hosted the Association of Canadian Community Colleges Annual Conference in Prince George, May 25-27. The conference was a resounding success with approximately 600 delegates and other visitors attending. The conference program of key notes, panel presenters and workshop sessions was very well received. Feedback from ACCC and attendees regarding CNC's organization and the hospitality extended was very positive. The Sunday evening reception held at the Prince George campus was a highlight of the event. Dozens of college employees and community volunteers deserve the College's thanks for making the conference a positive event for all concerned.*
- *CNC has established a number of new connections with other colleges in Canada and in other countries as a result of meetings at the conference that we hope to nurture into new programs and projects.*

Theme: Improve Core Systems and Processes

18. Implement projects to review and revise selected college "business" processes.

- *An automated textbook list has been developed that will provide students with a customized booklist based on their registration data. The application will run on the College Store website.*
- *The process of annually laying-off and recalling seasonal operational employees has become significantly more efficient through the creation of the seasonal lay-off form (replacing the need for the use of both a PR form and a letter to the employee).*
- *Work has been ongoing to enhance the efficiency and error rates related to the hiring of sessional employees and we anticipate that the use of electronically transmitted sessional worksheets will be implemented in 2008-09.*
- *The Agreement to Teach Review Project was kicked off in January 2008 and has been progressing. Upon completion this project will likely represent the most significant process revision to date for an HR related process (with the exception of a significant IT system implementation).*
- *Investigation is on-going into improved file and information-sharing tools; currently most needs being met through on-site customizations and staff training.*
- *Exploration of document imaging and archival storage for the College is continuing. This is a major initiative which would affect all campuses and units. Currently resources are insufficient to implement and maintain, but investigation of options and planning of models continues.*

- *CNC is live on the first three processes for BC Campus, supporting improved student services for on-line courses.*
- *There continue to be incremental improvements to business process strategies and to business systems design in areas such as Admissions & Registration, Finance and Human Resources.*

19. Implement Voice Over Internet (VOIP) telephone system.

- *The Voice Over Internet (VOIP) telephone system has been implemented at the Prince George campus. Quesnel campus will be implemented during the next year and the other campuses will be scheduled following the completion of Quesnel.*

20. Review, develop and communicate an integrated and coordinated college-wide plan for Educational and Information Technology.

- *In December 2007, the College Executive Committee developed a new vision statement for Information and Education Technology: “Educational and information technology at CNC are of vital strategic importance. Our technology is responsive and accessible to all stakeholders and inspires confidence. The college’s effective use of technology enhances learning, student success, and organizational results.”*
- *In February, 2007 an Information and Education Technology Planning Forum was held at the Prince George Campus. Approximately 20 staff, faculty and administrators participated in discussing issues and identifying priorities for improvement.*
- *In 2008/09 the College will continue to develop improvements to its Information and Education Technology services through improved college-wide planning, coordination and integration of resources.*

GOAL 5. Strengthen Resources

Theme: Influence funding organizations

21. Develop and implement a college advocacy plan at the local, regional and provincial levels involving the College Board and stakeholders.

- *The College Board developed an updated Advocacy Plan in November 2007. Key elements of the plan have included regular meetings with local provincial government MLAs, presentations to municipal councils, Chambers of Commerce and Rotary Clubs, as well as CNC participation in province-wide advocacy activities through the college consortium.*

Theme: Use Resources Effectively

22. Manage the College's 2007/08 operating budget to result in a small year end surplus.

- *The College Operating Fund ended the 2007/08 fiscal year with a deficit of \$1.1 million. The main reason for this was due to a change in the accounting treatment of the ITA grant. Without this change the College would have had a small surplus. The deficit was funded by surplus carried over from the prior year.*
- *In March 2008, the College was successful in obtaining additional funding (\$905,000) from the Ministry of Advanced Education to purchase trades training equipment. These additional funds eased somewhat the pressures on our 2007/08 and 2008/09 operating fund allocations for the purchase of equipment.*

23. Develop a balanced budget for the 2008/09 fiscal year.

- *On March 12, the College (along with other post-secondary institutions) was informed by AVED that base funding allocations would be reduced by 2.6 percent (-\$686,000). This action compounded the fiscal challenges posed by the structural deficit of \$1.1 million the College previously announced in February.*
- *The College undertook a budget development process in January through March which culminated in a series of difficult decisions to reduce programs, services and staffing.*
- *The College Board has approved (on April 18, 2008) a balanced budget for 2008/09. The budget had a deficit of \$250,043 and the Board approved the use of \$250,043 from prior year's surplus to fund this deficit and balance the Operating Fund budget.*
- *The 2008/09 budget process and work that resulted from it (e.g. impacts on programs and employees) dominated the workloads of the College's Executive Administration during the period January 2008 to May 2008. This heavy time commitment on budget related matters limited the College's abilities to move ahead on some other objectives during this period.*

24. Complete the electrical and mechanical system upgrades to the Mackenzie Building (800 Block) at the Prince George Campus.

- *The electrical and mechanical upgrades to the 800 Block building have been partially funded through a \$2.3 million ACA grant from the Ministry of Advanced Education. We are applying for additional funds through energy management grants. The upgrade of ventilation in the Welding shop area will be the first phase of the project and will commence shortly.*

25. Review and implement improvements to the college's administrative organization and supports in response to increased program and service delivery.
- *During the past year, two new administrative positions, Associate Deans of Health Sciences and Associate Dean of Trades were established and filled in order to better support these two high growth program areas.*
 - *The former contracted position of Coordinator for the First Nations Education and Support Services (FNESS) was elevated to a new position of Manager of Services for Aboriginal Students and Senior Policy Advisor on Aboriginal Education and Services.*
 - *In order to align the College's administrative organization structure with programming changes that are occurring as a result of the 2008/09 budget process, and to support achievement of the objectives set out in the College Action Plan, 2007-2009 the College is implementing a number of changes to our administrative organization structure. These changes are summarized in the "Administrative Organization Update, June 6, 2008".*
26. Plan and implement an expanded and more systematic program of fundraising activities.
- *A new Fundraising Coordinator staff position was created and filled in November 2007. During the past eight months, fundraising activities have focused on: the Medical Laboratory Technology program equipment and student financial assistance supports; trades equipment needs; and, the planning and preparations for the launch of a first "Annual Campaign" in September 2008. The College continues to be supported in our fundraising efforts by an Advisory Committee comprised of business and community leaders.*
 - *On May 9, 2008 approximately 300 people attended the 2nd Annual Global Gourmet Fundraising Gala Dinner at the Prince George Campus.*
27. Investigate best practices regarding the incorporation of environmental sustainability into College operations, campus life, learning and teaching.
- *Facility Services have been working towards the identification of the College's current carbon footprint so as to position the College to measure against and comply with provincial legislation regarding matters of environmental sustainability.*
 - *Discussions are underway with BC Hydro to obtain funds for energy management services. Also, an energy management study is being updated by a consultant. This study will help inform the college of its current carbon footprint and make recommendations on energy savings.*
 - *The College has implemented an Environmental Sustainability Committee effective May 2008 with upcoming meetings scheduled for July and August and draft Committee Terms of Reference and College Policy to be finalized by the Committee in September 2008 and then vetted through appropriate approval processes.*

28. Complete Master Site Development Plan for Prince George Campus facilities (pending available funding resources.)

- *This project is on hold until funding becomes available.*

GOAL 6. Deepen Awareness

Theme: Inform and communicate

29. Identify and implement activities designed to increase student enrolments, which involve faculty and staff across the College.

- *On October 13, 2007 the College held a successful Open House at the Prince George Campus.*
- *Student recruiters attended and facilitated numerous trade shows, public information sessions, education and careers fairs (9), high school and employment agency visits (31) as well as tele-recruitment sessions.*
- *Campus tours of the Prince George campus increased from 19 in 206/07 to 31 in 2007/08.*
- *Marketing department and Deans/Regional Directors have developed program specific initiatives to involve program faculty and staff in student recruitment and promotional activities.*

30. Increase internal and external communication highlighting successes and achievements, demonstrating that CNC is “a teaching and learning community that cares, serves and leads.”

- *The College Web Site has become the primary source of information regarding the College’s programs, services and activities for both external and internal audiences. Multi-media features including virtual campus tours and videos have been added to the Web Site.*
- *In 2007, the College published 69 separate external media releases, and is currently on pace to increase that number in 2008 to approximately 80. The College has benefited from extensive electronic and print media coverage during the past year.*
- *The annual Community Appreciation dinner held on January 25, 2008 was attended by approximately 100 guests.*
- *In January 2008, the College published the “CNC Community Connections” magazine.*
- *CNC continues to produce “CNC Community Connections” on Shaw Cable Channel 10.*
- *CNC videos and commercial have been posted to YouTube and engaged with Facebook groups.*
- *Regular internal college-wide communications include the weekly “CNC News & Events for the week”, the monthly “CNC Notes” and the President’s Monthly Reports.*
- *All CNC external job advertisements now include the statement “a teaching community that cares, serves and leads”.*