

Chapter 2

STRATEGIC PLAN SUBCOMMITTEE REPORT

Working Group Members:

Jan Mastromatteo

Cathe Wishart

Murry Krause

Bob Miller

Peter Maides

1 Schedule for development or revision of the Institutional Strategic Plan

As there has been no single Strategic Plan in the past seven years, there has been no review schedule. The Institutional Strategic Plan Subcommittee recommends the establishment of a schedule for the development and review of a College Strategic Plan, and recommends that the full schedule be developed by October 31, 1999; the components of the Plan identified, and available for inclusion in the planning process by January 31, 2000; the College Strategic Plan completed by April 30, 2000. The Strategic Plan should have built-in provisions and schedules for review, as per the provincial guidelines.

2 The process of development or revision of the Institutional Strategic Plan

The Committee has recommended components of a development process as part of this Self-Study report. Once the Board decides on the process to be used, and the planning is begun, resources allocated and required should be tracked for future reference, and participants should provide feedback on the process, resources and future revisions.

3 Compliance with SCOEA's criteria for development or revision of an Institutional Strategic Plan

3a Does CNC have an identifiable, current strategic plan? CNC does not have a strategic plan readily recognizable as a single document. CNC has five documents that currently guide its strategic planning:

CNC Mission Statement

Charting a New Course

Board Goals

Presidential Goals

Financial Plan

3b Does CNC process for reviewing its institutional strategic plan comply with SCOEA's criteria? CNC does not have a formal process for reviewing its strategic plan. However the five guiding documents are regularly reviewed by the Board (reference date for review of Mission Statement, when *Charting a New Course* figured into Board reviews, when Board Goals were developed and reviewed and when Presidential Goals were developed and reviewed).

3c Does the current institutional strategic planning process have:

- i Explicit goals and objectives? Yes*
 - Goal statements in Mission statement
 - Board goals arising from deliberations formed by consultation (reference Board Meetings)
 - Provincially established goals in *Charting a New Course*
 - Presidential/Senior Management goals established annually (reference documents provided to Board).
- ii Goals explicit with the mission and values of the institution? Yes*
 - Board goals and actions are linked to mission statement and *Charting a New Course*, as part of the Board process (reference Board minutes);
 - Presidential/Senior Management goals are linked to Board goals and *Charting a New Course* (reference report to Board).
- iii Goals consistent with system goals? Yes*
 - Board goals related to *Charting a New Course* through review and deliberation by Board: therefore Presidential/Senior Management goals are consistent (reference Board minutes relating to these discussions and review of *Charting a New Course* as linked to CNC planning).
- iv Strategies with clear timelines with respect to goals and objectives? Yes*
 - Board goals have timelines, where relevant (provide example references)
 - Reporting on *Charting a New Course* Achievements has specific timelines (reference Presidential report)
 - Presidential/Senior Management goals have timelines for completion and reporting (reference report to Board)

3d Were the current planning strategies of CNC developed/revised:

- i In consultation with external and internal communities?*
 - CNC Mission Statement: Yes: All internal constituents, Board members as community representatives (reference meeting minutes and Board motions - original and review)
 - Board Goals and Action Plan: Yes, through broad community consultation in 1997/98, including internal and external groups for the development of Education Sub-Committee Goals, and accountability to those goals (reference documentation of process and reporting to Board)
 - Presidential goals are a sub-set of the others, so yes. (Reference Presidential report to Board on achievements and process)
- ii In the context of an environmental scan?*
 - Not in terms of working from a single, defined document, which articulates and integrates specific economic, demographic, geographic, literacy, educational achievement, and education achievement realities within the College region and responding specifically to those. In a more general sense, through broad consultation and specific discussion and review by Board members and College staff, as well as Advisory Committees, environmental scan activity at CNC is quite extensive

(reference *Small Colleges Report* (T. Weninger), material supplied by Student Services and Planning with respect to applications and registration, Key Performance Indicators, Student Satisfaction Reports, student transfer performance reports, material supplied to Board as part of their decision-making process, ie. Relationship by Objective meetings, tuition fees).

Recommendation 2.1: Environmental Scan at CNC: the Institutional Strategic Plan Committee suggests that the environmental scan should be a single document, reviewed annually and revised periodically, to include data and analysis of areas such as:

- 1) complexities of being a “comprehensive” college in the BC system
- 2) regional economic situation
- 3) demographics
- 4) geographic realities and challenges
- 5) literacy levels and educational achievement within the region
- 6) results of program reviews
- 7) changes in governance
- 8) internal College information, including staffing, student demographics, success rates
- 9) partnerships
- 10) competition factors
- 11) status of Aboriginal communities specific to the above
- 12) CNC dependency on “soft” funding for services; financial environment and sources of revenue

It should not be necessary for the College to create the majority of this information; it should be available through other avenues, existing needs assessments, labour market information, etc. Regular compilation of the material, and analysis from the College perspective, will inform both the period review of the Strategic Plan process, and the definition of Institutional Critical Success Factors at CNC.

3e Is the current CNC strategic planning process:

- i Integrated with the institutional budgeting process?* Yes, with respect to the Five Year Financial Plan, less so with the annual budgeting process (reference Five Year Financial Plan and Board minutes relevant to discussions).
- ii Widely known and understood throughout the institution? How is this known?* No, as the current process is made up of four separate documents, each reported on separately, there is no readily identifiable process or plan, communicated throughout the College.

Recommendation 2.2: If an Environmental Scan becomes a primary planning document, from which plans are developed/measured against for feasibility and implementation strategies, the Scan should be widely available. Also widely available should be the reports on the various strategic plan outcomes (ie. A summary

document indicating CNC's achievements measured against Institutional Critical Success Factors, Board Goals, *Charting a New Course*, Presidential Goals).

iii Used as a basis for institutional development, decision-making and policy-making?

Yes. While not currently culminating in a single document, the processes for developing presidential goals, Educational Administration Team (EAT), Operational Managers' Committee (OMC) and Education Council goals, as well as the development of new policy, such as the First Nations policy, and the decision to pursue international education, are based on the original planning documents. Input required from other committees, and reference to presidential goals, EAT, OMC and Education Council minutes.

iv Used in the review of educational programs, services, management and governance, and human and physical resources management? Input required from other committees.

3f If the criteria for institutional strategic plan revisions were not met, were strategies developed to ensure they will be met in the future? See the recommendations of this report.

3g Were Institutional Critical Success Factors (ICSF) developed by the Board from the Institutional Strategic Plan? Yes, though not under that name. The goals of the Board, particularly the Educational Goals, were developed through an extensive process that constitutes strategic planning in fact if not in the production of a specific, single document (reference those goals and ensure they're doing what we said).

3h Are there plans for Institutional Critical Success Factors (ICSF) to be developed?

Recommendation 2.3: That the Institutional Evaluation Steering Committee recommend that ICSF be developed for CNC, recognizing the uniqueness of CNC as a community college in the north, and including measurements that will assist CNC in lobbying for its self-determination within the provincial system and goals. ICSFs should support us in measuring the priorities as established by the Board in light of the Environmental Scan and their discussions, as well as in measuring system goals. CNC goals in the past have included qualities such as partnerships, transfer success, and the impact of the College on its communities (social, economic and political).

