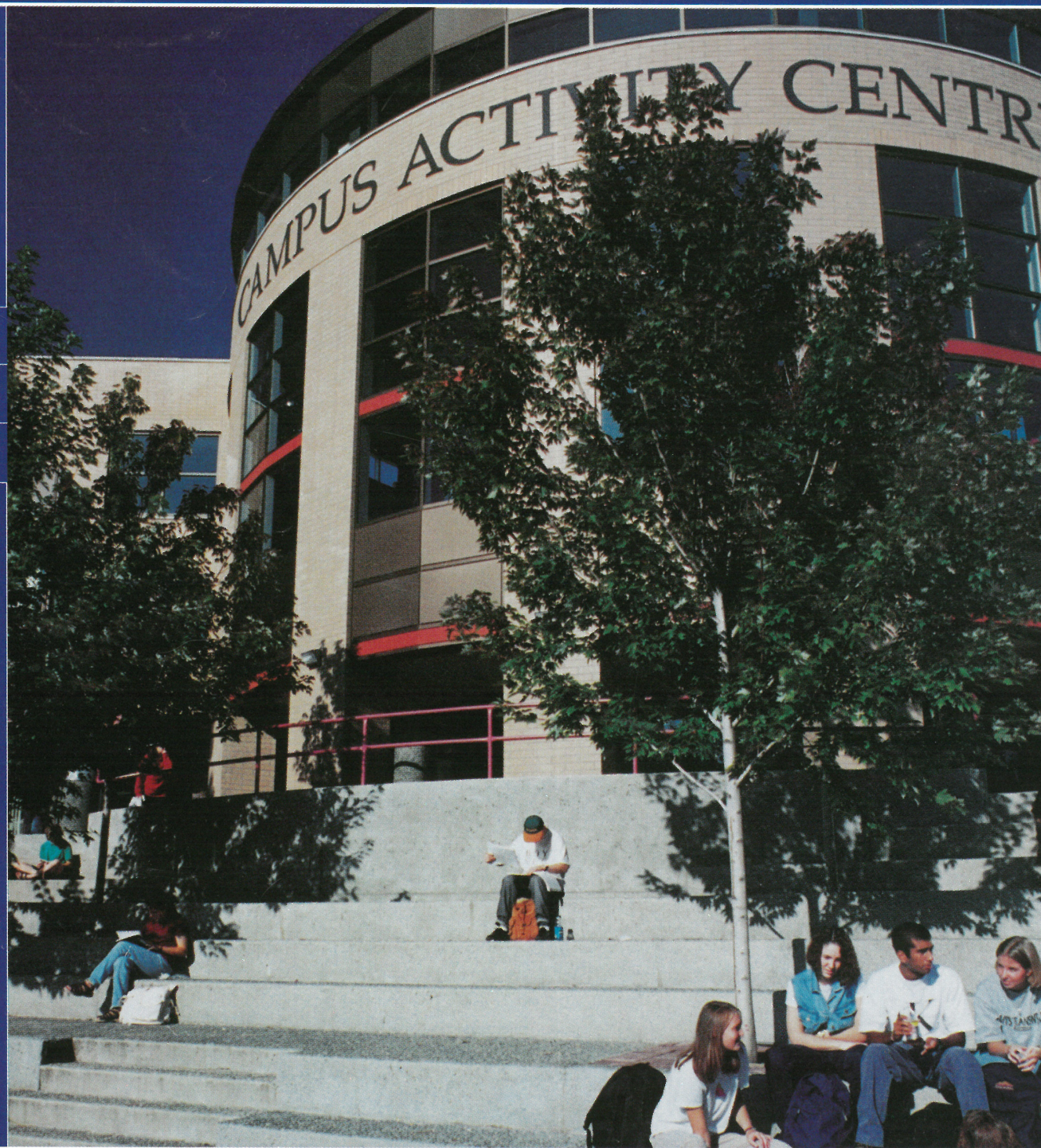
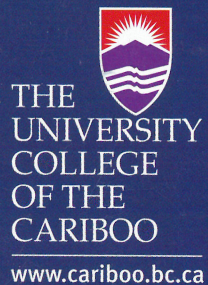




BUILDING ON STRENGTHS AND UNIQUENESS

*A STRATEGIC PLAN FOR
THE UNIVERSITY COLLEGE
OF THE CARIBOO
2000 – 2005*



WHO WE ARE AND WHAT WE DO

The University College of the Cariboo (UCC), founded in 1970 as Cariboo College, serves the Southern Interior of British Columbia and covers a geographic area of over 155,000 square kilometres. The almost 200,000 residents of this region can access programs from the main campus in Kamloops, a small campus in Williams Lake, or Education and Training Centres in Merritt, Ashcroft/Cache Creek, Lillooet, Clearwater and 100 Mile House, and smaller community offices in Barriere, Lytton, Chase, Clinton and Logan Lake.

As the result of University College designation in 1989, UCC's comprehensive range of programs expanded to include university degrees in conjunction with UBC, SFU, UVic and the Open University. With the proclamation of the College and Institute Amendment Act in 1994, UCC was given authority to grant degrees in its own right, and as of 1999, all but one of the 10 UCC degree programs are fully independent.

Cariboo College began operations in Kamloops in the fall of 1970, in temporary quarters at the Kamloops Indian Residential School, and in the summer of 1971 moved to the current campus location on the south slope of the city, overlooking the Thompson Rivers. That same year, Cariboo also began delivering programs to the Williams Lake community.

The original selection of programs included university transfer courses in arts and science, and certificates and diplomas in career and vocational programs. At the same time, Cariboo College also took over delivery of Continuing Education courses from all participating school boards.

Today, over 8,000 students attend UCC credit programs, including the academic summer session offered from May to the end of July. Another 7,000 students register in Continuing Education courses across the region.

UCC offers over 40 university degree options in 10 degree programs, with 35 different majors or minors available in the Arts (BA), Science (BSc) and Business (BBA) degree programs alone. Unique degrees developed at UCC include the five-year Co-op degree program in Natural Resource Science (BNRS), and the first and only Bachelor of Journalism (B.Jour) degree program in British Columbia.

UCC is home to 23 two-year diploma programs, including the only Animal Health Technology, Respiratory Therapy, Events and Conventions Management, and Adventure Travel Guide diploma programs in British Columbia. All four of these diplomas, as well as many others offered by UCC, now ladder directly into UCC degrees, allowing graduates the flexibility to continue their education toward a degree at any time in the future.

UCC also offers almost 50 one-year certificate programs, including a full range of trades and apprenticeship training, and developmental programs that meet a broad range of community needs, from Adult Basic Education and College Preparation, to English as a Second Language and Vocational Skills Training. UCC Continuing Education provides professional and occupational upgrading opportunities throughout the region.

The diverse nature of UCC programs, including many unique to the province or interior, attracts students from all over British Columbia and Canada. UCC also has one of the largest international programs in the province, with approximately 500 students from over 35 countries during the fall and winter semesters, plus an extensive summer English as a Second Language program offered each year.



MISSION AND VALUES

This Strategic Plan has been developed in the context of our current Mission and Values. At an early stage of the process, opportunities were provided for comment on the Mission and Values and based on those comments the Mission and Values were affirmed by both the Strategic Planning Steering Committee and the Board of Governors.

UCC MISSION STATEMENT

The University College of the Cariboo is a learner-centred institution which serves people and their communities through quality education, training and scholarship.

UCC VALUES

► LEARNER-CENTREDNESS

The University College of the Cariboo is a learner-centred institution, dedicated to the development of its students and employees. It aims to empower individuals through intellectual, cultural, ethical, emotional, social and physical development. To this end, UCC believes that whatever program or course students are enrolled in, they should be provided with learning and critical thinking skills, and encouraged to approach issues and challenges with creativity.

► ACCESSIBILITY

The University College of the Cariboo aims to serve the needs of all adult learners in the region. It is committed to life-long learning and sees the provision of multiple modes and levels of access to education as the best way of promoting this. UCC endeavours to maintain access through flexible scheduling of courses and services, through a variety of delivery methods, through a progressive credential structure, and through ladder curricula, all of which allows students to move in and out of post-secondary education as their personal and professional needs dictate.

► QUALITY OF EDUCATION

The University College of the Cariboo strives for the highest levels of educational quality and service. It is dedicated to maintaining the integrity of its programs and developing graduates who strive for excellence in their studies and rise to the challenge of the future. It sets high standards for students and faculty, and believes that all the support necessary to meet those standards should be provided.

► RESPONSIVENESS

The University College of the Cariboo recognizes the interdependence of community and college. It endeavours to play a responsive, creative role in the region's economy through training and development of human resources. It also recognizes a responsibility to respond to the cultural and social needs of its communities.

► COMPREHENSIVENESS

The University College of the Cariboo believes that it can best meet the needs of its region through a balanced profile of programs and services, and accordingly provides a range of preparatory, academic, career-technical, and vocational programming.

► SENSE OF COMMUNITY

The University College of the Cariboo recognizes the diversity of interests and plurality of cultures among its students and employees. It values that diversity and seeks to create a safe, participatory environment in which the keystones are mutual trust and respect and integrity of relationships among those various interests and cultures.

► ACCOUNTABILITY

The University College of the Cariboo values the responsible and effective stewardship of human, physical and financial resources as a means of maximizing benefits to the region it serves, to its students and to its staff.



UCC GOALS 2000–2005

*FOUR AREAS OF
STRATEGIC PLANNING
HAVE BEEN IDENTIFIED:*

*THE UNIVERSITY COLLEGE
CONCEPT*

*LEARNING, TEACHING,
SCHOLARSHIP AND RESEARCH*

INSTITUTIONAL EFFECTIVENESS

A PLACE TO LEARN AND WORK

In preparing the strategic plan it has been recognized that many current activities and initiatives at The University College of the Cariboo are related to the pursuit of the recommended goals. Therefore, each goal has been introduced by describing institutional strengths and ongoing initiatives in the area. The bulleted points under each goal provide specific direction for strategic institutional change over the next three to five years.

THE UNIVERSITY COLLEGE CONCEPT

The University College of the Cariboo is a publicly-funded, comprehensive, regionally-based institution serving primarily the educational and training needs of the Southern Interior of British Columbia. It strives to be a dynamic, learner-centred, forward-looking institution which prepares students for life and work in the 21st century. To this end, it offers a wide array of degree, diploma and certificate programs which provide "laddering" and work transition opportunities for its students. As a catalyst in the economic, cultural and social affairs of its region, UCC pursues partnerships and affiliation agreements with other educational institutions and sectors, with professional and technical organizations, with business and industry, with arts and cultural organizations, and with government; it is a leader in international education.



TO FURTHER DEFINE ITS IDENTITY AND UNIQUENESS AS A UNIVERSITY COLLEGE,

THE UNIVERSITY COLLEGE OF THE CARIBOO WILL:

- ▶ ***DEVELOP** Applied Bachelor's degrees in Arts, Science and Business that will facilitate laddering for students;*
- ▶ ***DEVELOP** laddering opportunities for all UCC certificate, diploma and degree programs;*
- ▶ ***DEVELOP** a plan for distributed learning that facilitates regional programming and provides direction for program development;*
- ▶ ***DEVELOP** transition to work opportunities for all programs;*
- ▶ ***PROMOTE** regional, national and international understanding and recognition of UCC as a university college.*

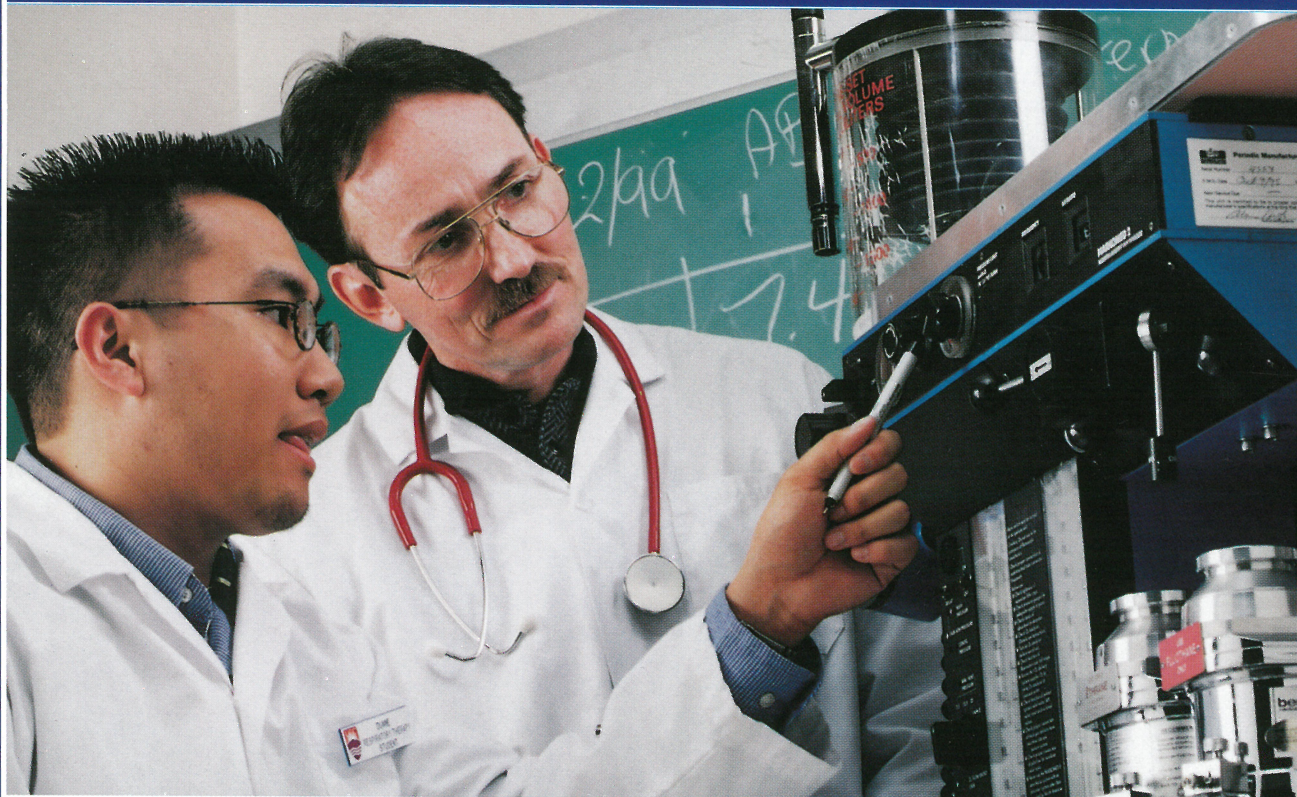
TO FURTHER ITS COMMITMENT TO LEARNING, TEACHING, SCHOLARSHIP AND RESEARCH,

THE UNIVERSITY COLLEGE OF THE CARIBOO WILL:

- ▶ *DEVELOP* a comprehensive and co-ordinated program of instructional development;
- ▶ *DEVELOP* a policy and plan that will expand the availability of educational technology for teaching and learning;
- ▶ *DEVELOP* a policy infrastructure, and a facilities and equipment plan that will facilitate and support scholarship and research;
- ▶ *ESTABLISH* a task force to review and recommend ways in which students may become more involved in research.

LEARNING, TEACHING, SCHOLARSHIP AND RESEARCH

The University College of the Cariboo strives to integrate learning, teaching, scholarship and research. It is committed to maintaining professional development, scholarly activity, short-term and sabbatical leave funding and to accessing monies from external agencies to support research and scholarship. The Board of Governors has committed to annually increasing the Library budget until such time as it reaches national standards. UCC already has in place elements of an instructional improvement program in the form of the Instructional Skills Workshops, the fall mini-series in faculty development, and teaching technology courses. It monitors and encourages improvement of teaching performance through formative evaluation, and is intent on refining and validating the instruments used for this. UCC is committed to maintaining high quality teaching and learning facilities.





INSTITUTIONAL EFFECTIVENESS

The University College of the Cariboo is committed to an open and inclusive decision-making system which involves faculty, staff and students. Its budgeting process aims to be transparent: the budget is developed in consultation with the Budget Planning and Priorities Committee and reviewed by the Education Council prior to approval by the Board of Governors. Data prepared by the Office of the Vice-President of Instruction & Student Services and the Department of Institutional Research & Planning inform our planning and evaluation functions. UCC demonstrates accountability and improves operational effectiveness through program, educational support and administrative reviews.



***TO FURTHER THIS COMMITMENT TO INSTITUTION EFFECTIVENESS,
THE UNIVERSITY COLLEGE OF THE CARIBOO WILL:***

- ▶ *DEVELOP* web-based applications to improve student services and administrative practices throughout the institution;
- ▶ *DEVELOP* and annually report on departmental, unit and divisional goals with a view to improvement of service;
- ▶ *CO-ORDINATE* Alumni, Foundation and Public Relations strategies to facilitate institutional advancement.

TO FURTHER ITS COMMITMENT TO BEING A BETTER PLACE TO LEARN AND WORK,

THE UNIVERSITY COLLEGE OF THE CARIBOO WILL:

- ▶ *DEVELOP* a plan to promote a greater sense of community through the establishment of a communications strategy and increased cultural, recreational and athletic opportunities for students and employees;
- ▶ *INCREASE* global awareness by providing international exchange opportunities for students and employees;
- ▶ *ESTABLISH* ombudsperson services for the purpose of promoting fairness and equity.



A PLACE TO LEARN AND WORK

The University College of the Cariboo seeks to provide an atmosphere conducive to learning and working. It is committed to providing a safe, inclusive, aesthetically pleasing environment. UCC offers, and continually seeks to improve, a student support infrastructure which enhances student success. UCC has in place a program of recognition for teaching, scholarly and service excellence, and supports the development of its employees through in-house and in-service training.



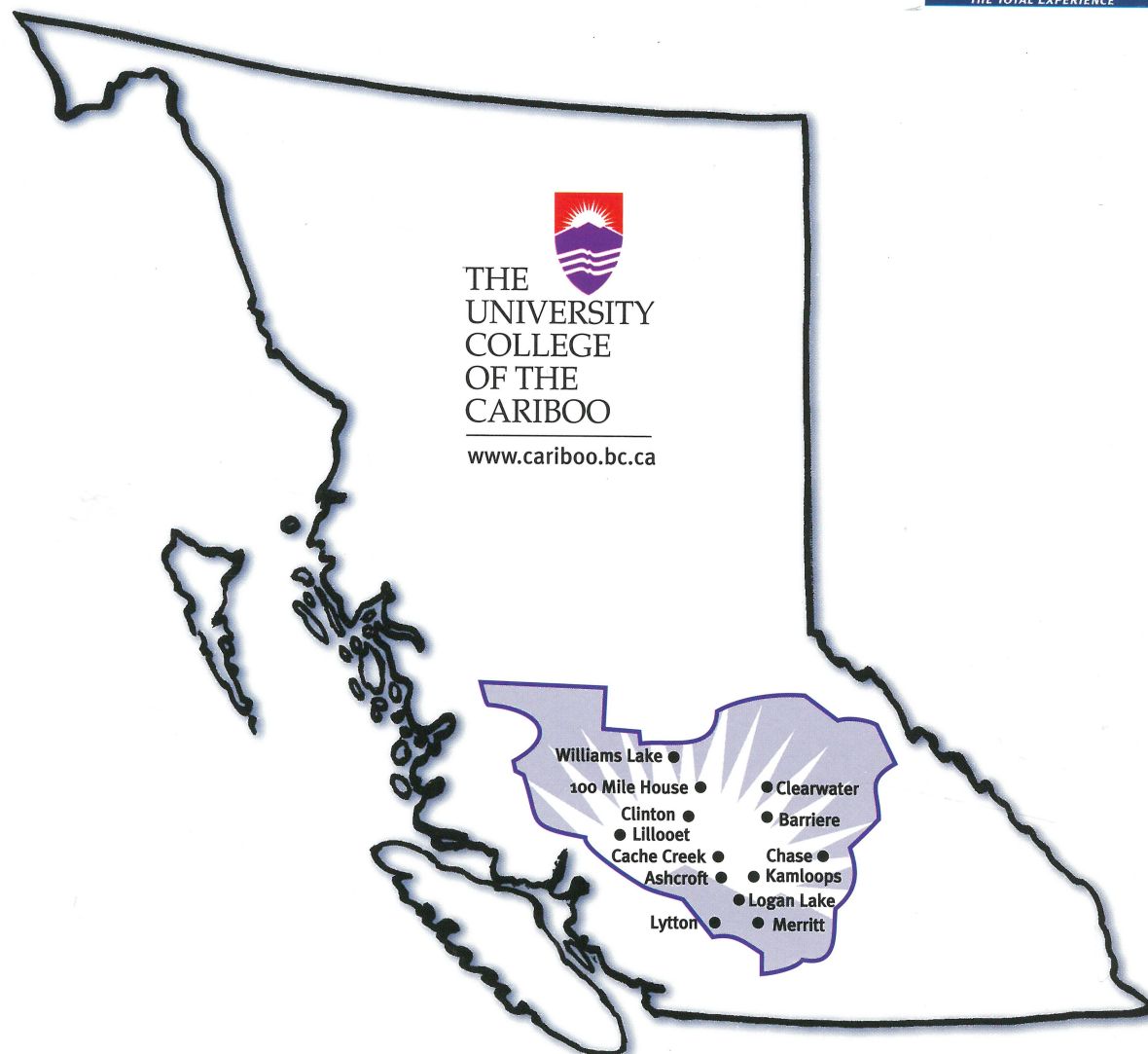
STRATEGIC PLANNING PROCESS

In September 1998 the Board of Governors approved Principles, Terms of Reference and Membership of the Strategic Planning Steering Committee, with the President of UCC as Chair. In order to produce a broad sense of ownership, the committee was representative of students, faculty and staff who communicated and consulted with the UCC community throughout the process. Committee meetings were open and the outcomes of the meetings were announced in newsletters. Throughout the process the committee took into consideration the principles established in *Charting a New Course, A Strategic Plan for the Future of British Columbia's College, Institute and Agency System*.

For more information about the Strategic Planning Process, visit our website at [www.cariboo.bc.ca/pres/strategic/].

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UCC serves a geographical region that is almost twice the size of the country of Portugal, but has barely 200,000 residents, making it one of the least populated post-secondary educational regions in B.C.



Offering 10 degrees and more than 70 different certificate and diploma programs to over 14,000 learners each year in the communities of Kamloops, Williams Lake, Merritt, 100 Mile House, Clearwater, Lillooet, Ashcroft/Cache Creek, Barriere, Clinton, Chase, Lytton and Logan Lake.