



THE
UNIVERSITY
COLLEGE
OF THE
CARIBOO

Green Paper
A Document for Discussion

Building on Strengths and Uniqueness

A Strategic Plan for
The University College of the Cariboo
2000 – 2005

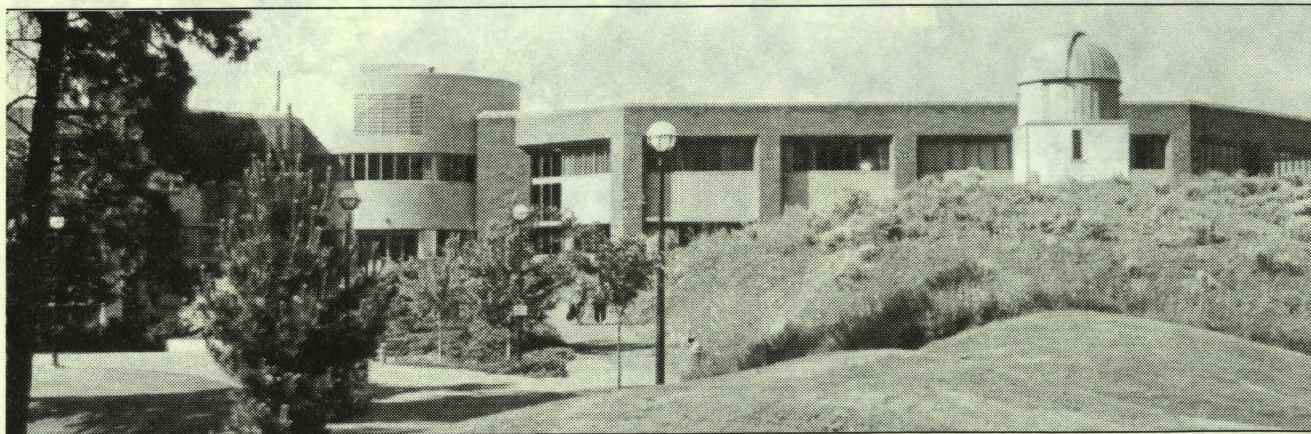


The Strategic Planning Steering Committee

In September 1998 the Board of Governors approved Principles, Terms of Reference and Membership of the Strategic Planning Steering Committee (SPSC), 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.

Roger Barnsley	President, Chair of the Committee
Wayne Babinchuk	Faculty, Vocational, Career Tech
Roger Collins	Faculty, Academic
Fred Cunningham	Faculty, College Preparation
John Harper	Appointed Board Member
Carole Hebden	Faculty, Non-Instructional
Malcolm Henry	Support Staff
Colin James	Administration – Dean, Sciences & Health Sciences
Matthew Koivisto	Student
Nancy Levesque	Administration – Director, Library Services
Bill Robertson	Appointed Board Member
Neil Russell	Vice President, Instruction and Student Services
John Salvatore	Faculty, Region (Williams Lake)
Joseph Spuller	Education Council

At the beginning of the strategic planning process, the SPSC circulated an "Outline of the Strategic Planning Process" for comment by the UCC community before its adoption in December 1998. This outline can be accessed on the UCC website at [www.cariboo.bc.ca/pres/strategic/].



Analysis of UCC's Strengths, Weaknesses, Opportunities, Threats

The Office of Institutional Research designed a questionnaire which was circulated by the SPSC as a first step in surveying individual and group perceptions of UCC's strengths, weaknesses, opportunities and threats (SWOT). This questionnaire was sent to students, staff, faculty, alumni, and to groups external to UCC. The responses to the questionnaire were summarized into major themes which were disseminated throughout the institution for feedback. The Office of Institutional Research also prepared a background document which identified issues which would set a context for UCC in the coming years. The summary of the SWOT analysis and other background materials can be found at [www.cariboo.bc.ca/pres/strategic/].

Goal Consultation

Using the summary of the SWOT analysis and the information gathered during the previous three months, the Strategic Planning Steering Committee held a Day of Consultation at the Kamloops and Williams Lake campuses on March 30, 1999. During that day, committee members asked which goals UCC should pursue in order to address the identified strengths, weaknesses, opportunities and threats. The SPSC was encouraged to have received many suggestions for particular goals. With the input received through both the survey questionnaire and the Day of Consultation, working groups of SPSC formulated goals by consolidating the information into themes and strategic directions.

To assess the feasibility of the proposed goals and strategies, the SPSC sought and received written input from those managers, committees and groups who would be tasked with their implementation. In addition, Administrative Council and the institution's two governing bodies, the Education Council and Board of Governors, were consulted.



Development of a Green Paper

The feedback from the above groups gave focus and direction for the goals and strategic directions for UCC. A draft Green Paper (discussion paper) was brought forward to the SPSC's September meeting and after revision was adopted for presentation to the UCC community.

Green Paper Consultation

This Green Paper is being broadly distributed, both on paper and electronically. This document will be the basis for "town hall" meetings in Kamloops and Williams Lake. Written submissions are invited, and presentations and discussions are being planned for the October meetings of the Education Council and Board of Governors. Comments are welcomed by the SPSC through the opportunities identified in the last section of this paper.

Approval

Following consultation on the Green Paper, a White Paper (final version) will be forwarded to the Education Council in November for discussion, and to the Board of Governors in December, 1999, for approval.

Implementation

Upon adoption of the UCC strategic goals by the Board of Governors, the President will identify who is responsible for each strategy. Those individuals or groups will, within six months, develop three-year operational plans identifying the steps that will be taken to implement each strategy. Further, critical success indicators will be developed in order to measure institutional progress towards each goal. Thereafter, annual reviews of the Strategic Plan's progress will be made to the Board of Governors, and the operational plans revised accordingly. The overall Strategic Plan will be evaluated and revised in five years.



UCC's Mission and Values

The University College of the Cariboo's strategic planning has been carried out 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 (Goals) have been identified:

The University College Concept

Learning, Teaching and Scholarship

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, 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 transition to work opportunities for all programs*
- *Promote regional, national and international understanding and recognition of UCC as a university college*

LEARNING, TEACHING AND SCHOLARSHIP

The University College of the Cariboo strives for excellence in learning, teaching and scholarship. 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.

To further its commitment to learning, teaching and scholarship, The University College of the Cariboo will:

- *Implement a comprehensive and coordinated program of instructional development*
- *Develop a policy and plan that will expand the availability of educational technology for teaching and learning*
- *Implement a plan for distributed learning that facilitates regional programming and provides direction for program development*
- *Develop a policy infrastructure, and a facilities and equipment plan that will facilitate and support scholarship and applied research*

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 instructional support and institutional research inform our planning and evaluation functions. UCC demonstrates accountability and improves operational effectiveness through program, educational support and administrative reviews.

To further its commitment to institutional 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 activities to facilitate institutional advancement*

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.

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*

An Invitation to Comment

The Strategic Planning Steering Committee has prepared this Green Paper for your feedback and comment. The goals and strategic directions identified in this paper have been developed after extensive review, and are presented with the recommendation of the Strategic Planning Steering Committee.

The SPSC welcomes comments and will review the Green Paper in light of the comments that are received.

If you wish to provide the SPSC with a comment you may do so in the following ways:

1. Attend the "town hall" meetings in Kamloops on Tuesday, October 12, or in Williams Lake on Wednesday, October 20. (Times and locations to be announced).
2. Send written comments in brief to the Strategic Planning Steering Committee (c/o Alastair Watt, Director, Institutional Research and Planning, or by email to [awatt]) no later than Friday, October 29.



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