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The Education Plan for Selkirk College is critical to the successful implementation of the *Selkirk College Strategic Plan 2013 - 2018*. The Education Plan has engaged many people at Selkirk College in identifying important goals and objectives. It sets priority actions that we believe will result in the continued and expanded success of our students. It is vital to the continued growth of Selkirk College as an exemplary post-secondary institution. Thank you to all those who assisted in the development of this plan.

The Education Plan provides a unified and consistent vision of our commitment to learners and to a high quality, professional program, course and service delivery model. The plan describes the processes that we will follow to ensure that Selkirk College develops relevant educational pathways and inspiring learning experiences to meet the needs of our learners and the community. The Education Plan represents how we intend to live our vision, achieve our mission, and aspire to deliver on our fundamental commitments of a focus on learners, teaching excellence, community engagement, a healthy workplace, and sustainability.

Our work is about inspiring lifelong learning, transforming lives through education, and serving our communities. We want learners to be successful in their learning journeys. I am confident that as we work toward the goals set out in this Education Plan, we will achieve that mission.

Sincerely,



Angus Graeme
President & CEO, Selkirk College



Selkirk College offers more than 70 certificate, diploma and degree programs. Since opening in 1966, we have served more than 36,000 graduates through a comprehensive range of programs in the academic, career technical, and trades areas. The programs which set Selkirk apart from other post-secondary institutions are an extension of the activities and interests of individuals and communities in the West Kootenay and Boundary regions.

The Education and Students Division has responsibility for programs, teaching and learning, quality assurance, student support services, the library, the registrar's office, strategic enrolment management, institutional research, applied research, Aboriginal education, community education, workplace training, and international education. The division is organized into two educational units and eight schools:

- Community Education & Workplace Training
- International Education & Development
- School of Academic Upgrading & Development
- School of the Arts
- School of Business & Aviation
- School of Environment & Geomatics
- School of Health & Human Services
- School of Hospitality & Tourism
- School of Industry & Trades Training
- School of University Arts & Sciences

The division also includes non-program units that focus on a broad range of initiatives: supporting learners, engaging our communities, supporting instructional development and excellence, interacting with business and industry, and supporting programming initiatives. There are 12 such units:

- Columbia Basin Rural Development Institute (RDI)
- Co-op Education & Employment Services
- Distributed Learning Centre
- Gathering Place
- Library
- Marketing & Recruitment
- Mir Centre for Peace
- Regional Innovation Chair in Rural Economic Development
- Registrar's Office
- Selkirk Geospatial Research Centre
- Student Access & Support
- Teaching & Learning Institute.

Selkirk College was the first college in BC to be awarded a Leading Edge Endowment Fund (LEEF) Regional Innovation Chair. This Chair was endowed to contribute, through leadership and research, to regional economic development. Selkirk is actively involved in applied research activities, primarily through the Regional Innovation Chair and the Selkirk College Geospatial Research Centre. In 2011 these units supported the formation of a new partnership with Columbia Basin Trust to create the Columbia Basin Rural Development Institute (RDI). The RDI collects, researches and analyzes a broad range

Education & Students Division

of regional information; cultural, economic, environmental, and social. It provides this source of regional data to support communities, agencies, businesses and industries in sound, evidence-based planning, and decision making based on up-to-date regional information.

The educational priorities of the Ministry of Advanced Education are strategically served by Selkirk College. We are well positioned to support these priorities, particularly in the areas of trades training, health, adult/developmental education and serving Aboriginal learners. Furthermore, we work with a broad array of partners to meet regional needs: businesses, community agencies, federal agencies, professional organizations, provincial ministries, regional industries, and regulatory bodies. To that end, Selkirk has been actively involved in supporting the Kootenay Regional Workforce Table and is continuing to support the implementation of a regional skills training plan. We continue to build our relationships with Aboriginal governments and communities, and also improve services and opportunities for Aboriginal learners. Our international enrolments are increasing. We are focusing on strategic partnerships in key markets, and building new programs and providing cohort-based delivery in targeted career streams. As we broaden our horizons we have not

forgotten our own region. We continually seek to meet local demand in our smaller and more remote communities. We also pursue and develop strategic community, workforce and workplace-based training opportunities with community, and industry partners both in the region and beyond.

We are proud of our wide range of programs, certificates, diplomas and degrees. Selkirk offers a successful Bachelor of Geographic Information Systems degree through the School of Environment and Geomatics. We are also pleased to collaborate with other post-secondary partners to ensure access to quality, relevant programming in our region. An example of this collaboration is the Bachelor of Science in Nursing degree offered in partnership with University of Victoria. Students enrolled in this program receive all their education and training at Selkirk College, taught by Selkirk instructors according to the shared UVic curriculum. For the first five semesters the students are registered at Selkirk, for the last three at UVic, and graduate with a UVic Bachelor of Science in Nursing. Approximately 70% of the nurses practicing in the West Kootenay and Boundary regions are graduates of our programming. Partnerships of this type allow us to fulfill our primary mandate—serving the learners and communities of our region—in an effective and efficient manner.

Mission & Vision

MISSION

Selkirk College inspires lifelong learning, transforms lives through education and training, and serves our communities.

VISION

Selkirk College is a learner-centred college that provides educational experiences and pathways that prepare students for work, further education, service, and lifelong learning. Our vision is to make learning authentic, inspiring, rewarding and relevant to students, the region, and the world. We are integral to the economic development, social equity, culture, and sustainability of the communities we serve.





PLANNING CONTEXT

Selkirk College Strategic Plan 2013–2018 sets out the directions for our college community over the next five years. This plan is the result of an extensive process that involved students, employees, and community members in envisaging what Selkirk should be in the future. The Values, the Pillars of Success, and the Strategic Directions provide the foundation for and overall direction to this Education Plan.

The Education Plan will shape the implementation of the strategic vision by setting out an educational framework that establishes the college's education priorities for the next five years, in alignment with the *Selkirk College Strategic Plan 2013–2018*.

EDUCATIONAL GOVERNANCE

The governance for educational programs and services offered by the college is defined by the *College and Institute Act* and includes roles for both the Board of Governors and the Education Council. The responsibility for the approval of this Education Plan lies with the Board of Governors based on the advice of the Education Council.

The Board of Governors is comprised of community members appointed by the provincial government and elected student, staff and instructor members. It fulfills its duties through monthly meetings and the work of its standing committees: Advocacy Committee, Audit Committee, Capital Planning Committee, Development Committee, Finance Committee, and Human Resources Committee.

The Education Council is comprised of elected students, instructors, and staff members from across the institution, and administrative members appointed by the president. It fulfills its duties through monthly council meetings and through the work of its standing committees; Admissions and Standards Committee, Curriculum Committee, and Policy Review Committee.

The purpose of the Education Plan is to identify the direction and goals of the Education and Students Division, and to provide a planning context for all of the institution. It provides the framework for program and service priority setting, and responds to new opportunities in programming and student support.

This plan aligns with the renewed *Selkirk College Strategic Plan 2013–2018* and aligns and integrates existing processes to assist in effective decision making based on all the relevant information.

It supports ongoing employee development; a renewed emphasis on engaging our communities; developing a successful workforce development plan with employers; building healthy communities with health and social service providers; supporting sustainable natural resource management; and working with Aboriginal government, education and services partners to provide more opportunities for Aboriginal learners.

The Education Plan will also guide the inclusion of new technologies and current methodologies in providing high quality education in an accessible, relevant format.

We will build on our successes in applied research to connect community and industry needs with our educational programming. The development of effective and mutually beneficial partnerships is a key component in developing our applied research and scholarly activity initiatives.

The plan covers a five year period and identifies:

- Priorities for new credit courses and programs; including interdisciplinary projects and post-credential programs.
- Priorities for community education, workforce development, and workplace training initiatives.
- Priorities for international recruitment, programming and partnerships.
- Priorities and guidance for decision making on program or course suspension or cancellation.
- Quality improvement processes for program review and renewal based on learning outcomes; these processes will also support accreditation standards where relevant.
- Developing enhanced processes for admissions, for learning support, and for student services.
- A framework for improved articulation, transfer and pathways agreements; including laddering, 2+2 agreements, and dual admission.
- A planning framework for initiatives to attract new communities of learners.
- Identifying strategies, programs and support for Aboriginal learners. Whenever appropriate, these will include working with partner agencies and institutions.
- Identifying potential responses to ministry programming and service priorities.
- Priorities for infrastructure investment to support a modern learning environment.
- Directions and capacity building for applied research and its connection to student learning.
- Using our identified strengths to build mutually beneficial partnerships with industry, agencies and other institutions that serve learners and communities.

These are the **Pillars of Success** identified in the *Selkirk College Strategic Plan 2013–2018*. They provide a framework and a foundation for the Education and Students Division and for all initiatives of the Education Plan.

5 Pillars

In our day to day work, we commit to the following fundamental principles:

FOCUS ON THE LEARNER

Learning is fundamental to becoming an empowered and engaged citizen. Selkirk College is committed to learners: their access to, success in, and achievement of educational goals. We provide a welcoming environment, and clear learning pathways. We focus on student retention and completion, and the need to maintain program and course currency, and for on-going renewal.

TEACHING EXCELLENCE

Our teaching and learning environment must be of the highest quality; it must be flexible and responsive to learning needs and the changing learning landscape. Our teaching practice provides learners with specialized skills, knowledge and practice, while inspiring intellectual inquiry, creativity, and critical thinking.

COMMUNITY ENGAGEMENT & INNOVATION

Being a valued partner in community economic development and renewal, regional collaboration, social innovation and rural capacity building is critical to our success and the success of our communities.

A HEALTHY WORKPLACE

We believe in ensuring the well-being, development and recognition of our employees within a respectful, healthy and safe workplace. The enhancement of our communication process and practices is critical to our success as an organization.

SUSTAINABILITY OF THE COLLEGE

The long term sustainability of Selkirk College is accomplished through the achievement of enrolment goals, the effective use of our finances and resources, and the reduction of our ecological footprint.

PRINCIPLES FOR PROGRAM AND SERVICE DELIVERY

All programs and services support the following principles:

1. Alignment with the College's Strategic Directions and Education Plan;
2. Foster learner development and success in employment or in further studies;
3. Respond to a demonstrated demand: from learners, from employers, or from communities;
4. Maintain an acceptable FTE/service utilization or revenue generation target;
5. Foster an excellent learning environment built on continuous improvement: program advisory, accreditation, program/service renewal, and student feedback data; and
6. Build synergies with existing areas of strength within the college and its communities to identify and harness emerging opportunities.

COMMITMENT TO LEARNERS

We are a learner-centred institution dedicated to providing transformative educational experiences. We are aware that our learners have diverse educational goals, approaches to learning and needs. Our employees, our programs and our facilities, are accessible, responsive and creative in providing the Selkirk educational experience. We build strong relationships to help ensure that learners are engaged and attain the goals they have set.

Our programming and student support services are informed by an ethic of quality service to communities and employers in our region and around the world. We inspire through learning and assessments, and student life experiences that are empowering, experiential and based on inquiry, critical thinking and relationship building. We stay connected with our graduates as they pursue the life pathways they started at Selkirk.

INSTITUTIONAL LEARNING OUTCOMES

We expect to learn a great deal in the process of determining program outcomes for individual programs. The selection of institutional outcomes will be guided by those learnings and the outcomes that emerge from them.

Values

Selkirk College values the following in our daily work for learners, with each other and in the community:

Respect, Quality, Inclusivity, Curiosity, Service, Collaboration and Accountability.

The Education Plan integrates several **plans and processes** and is based on sound research and evidence.

The following external sources provide information for the Education Plan:

- Ministry of Advanced Education Service Plan
- BC Jobs Plan
- BC Council on Admissions and Transfer
- Government Letter of Expectation
- Kootenay Regional Workforce Table
- Columbia Basin Rural Development Institute
- External reports: e.g. employment trends, student recruitment/retention
- External partners: e.g. advisory committees, articulation and partnership agreements

The following internal reports inform the directions of the Education Plan:

- Annual FTE Report
- Budget Development Framework
- Capital Plan
- Program Accountability and Sustainability Reports
- Risk Register
- Technology Plan

The Education Plan also informs other planning processes, including:

- Aboriginal Students Plan
- Accountability Plan and Report
- Budget Development Framework
- Capital Plan
- Instructional Plan
- Learning Resource Fund priorities
- Operating Capital Plan
- Program Accountability and Sustainability Reports
- School/program/department Operational Plans
- Strategic Enrolment Plan
 - Recruitment Plan
 - Retention Plan
 - Student Life Plan
 - Student Financial Support Plan
- Student Services Plan
- Technology Plan
- Strategic initiatives of other college entities: Columbia Basin Rural Development Institute (RDI), Gathering Place, Mir Centre for Peace, Regional Innovation Chair in Rural Economic Development, Selkirk Geospatial Research Centre and Teaching and Learning Institute.

Over this five year period, we will:

STRATEGIC ALIGNMENT

- A. Assess all our programs and services to ensure they are aligned with the College's Strategic Directions.
- B. Provide responsive program delivery based on needs assessments and demonstrated community, industry and learner demand. These will support government employment priorities and regional workforce development.
- C. Continue to align all College planning processes to ensure the efficiency and relevancy of all our endeavours.

PLANNING

- D. Build a Strategic Enrolment Plan to guide all our recruitment and retention initiatives. In particular this plan will identify specific goals for learners who traditionally experience barriers to access and to success.
- E. Develop a strategic plan for recruiting and supporting international learners; identify specific enrolment targets for international students.
- F. Develop a strategic plan for recruiting and supporting Aboriginal learners; identify specific enrolment improvements for Aboriginal learners.
- G. Create program/School enrolment plans that reflect and support the goals of the institutional plans.

RECRUITMENT AND OUTREACH

- H. Continue to improve our brand marketing and to use relevant new technologies to engage current and prospective audiences.
- I. Investigate and implement collaborative program development and delivery partnerships where there is mutual benefit.
- J. Support communities in our region in their development and implementation of sustainable economic, environmental and social initiatives.
- K. Improve accessibility for learners and support for communities by developing course and program offerings directed to the needs of small and isolated communities.

Education Plan Goals 2014-2018

Over this five year period, we will:

QUALITY IMPROVEMENT AND OUTCOMES

- L. Improve program review and renewal processes and focus on continuous quality improvement.
- M. Provide program outcomes for all programs and relevant learning outcomes for all courses. These will allow learners to develop clear expectations of their learning experience and of the skills, knowledge and attitudes they will acquire in successfully completing their studies.
- N. Determine institutional learning outcomes that provide a framework or “signature” for all learning experiences at Selkirk College.
- O. Provide an educational environment where the learning activities and the indicators of learning, i.e. assessment and evaluation, are aligned with the learning outcomes

- P. Investigate current adult learning paradigms (e.g. collaborative learning, problem-based learning, service learning, indigenous learning) and focus our programs/services on a few that are most supportive of learner and regional needs. This is particularly important in developing a framework for educational technologies to support learning and learners.
- Q. Expand experiential learning opportunities for all students through applied research, and initiatives focussed on development, innovation and sustainability.

SUPPORT AND DEVELOPMENT

- R. Renew facilities, connectivity and technologies to meet current learner expectations and regional needs.
- S. Provide learning environments built on appropriate technologies and teaching/learning scholarship.
- T. Define an appropriate level of student services and support that is consistent for each type of delivery location; a campus, a centre, or an *off-site* delivery location.
- U. Provide professional development support for all college staff to enable a truly learner-centred institution.

The following lists **new program proposals that are currently being developed or are currently under consideration**. Depending on priorities, they may or may not form part of future Selkirk College program offerings.

1. Advanced Diploma – Rural Pre-Medicine
2. Associate of Science - Rural Health
3. Bridging program – Geography into the Bachelor of Geographic Information Systems
4. Certificate – Digital Fabrication
5. Certificate – Integrated Worksite Health and Safety
6. Certificate – Interprofessional Gerontology
7. Certificate – Power Engineer 4th Class
8. Certificate – Power Line Technician
9. Degree – Okanagan Bachelor of Business Administration – offer year 3 at Selkirk
10. Degree – collaborative Okanagan-Selkirk Bachelor of Business Administration with possible areas of specialization in community development, rural development, etc.
11. Diploma – Access to Practical Nurse
12. Diploma or bridging program - Engineering Technology with possible areas of concentration in electrical, mechanical, hydro generation, renewable energies, or instrumentation
13. Diploma – Power Engineer 3rd Class
14. Post Graduate Diploma – Business (Human Resources, Tourism)
15. Post Graduate Diploma – Geographic Information Systems
16. Post Graduate Diploma – Leadership in Gerontological Nursing
17. Post Graduate Diploma – Social Service Work

STRATEGIC DIRECTIONS

1. Increase enrolments.
2. Build on our strengths and successes to develop innovative programs and services for students.
3. Modernize our infrastructure to support 21st Century learning environments.
4. Expand our impact on community development and innovation.
5. Be the employer of choice for our region.

Education Plan Goals 2014–2018

Strategic Directions

301 Frank Beinder Way,
Castlegar, BC V1N 4L3
phone **250.365.7292**
toll free **1.888.953.1133**
email **info@selkirk.ca**