

Education Plan 2009

Environmental Scan

1. Institutional Overview

Mandate

Founded in Victoria, BC in 1971, Camosun College is a publicly funded post-secondary institution mandated by the Ministry of Advanced Education and Labour Market Development (ALMD) to provide programs in the following categories:

- a) Para-professional, career, technical and applied studies;
- b) Trades and apprenticeship;
- c) Developmental education, including programs for students with disabilities;
- d) Undergraduate degree programs in applied areas; and
- e) University transfer studies and associate degree programs

Mission

The College's mission statement, approved by the Board in April 2002, states:
"Camosun College is a comprehensive educational institution providing our community with access to the knowledge and skills relevant to the future economic and social development of the region."

Values

1. *A Commitment to Learning*
We commit ourselves to a community of learning and to the teaching and learning relationship wherever it is found.
2. *A Focus on the Student*
We meet the diverse needs of our communities in many ways, but the student must be the ultimate focus and beneficiary of our activity.
3. *The College is its People*
It is people who create the value in the learning relationship and in the services that support and sustain it. We all contribute to the teaching and learning environment.
4. *A Dedication to Service*
We dedicate our efforts to providing quality service and to continuously improving what we do. We focus our areas of expertise to meet our communities' needs and our actions continually strive for excellence and value.

5. *A Spirit of Respect*

Everyone matters. We engage our students, the public and each other with dignity, respect, compassion, honesty, openness and inclusiveness. We celebrate the diversity of our community.

Vision

*Camosun is its people. Our learners are our reason for being;
our employees are passionate about education and service;
our partners enhance our strengths;
our graduates are our ambassadors;
our record of success speaks for itself.*

Operational Overview

Camosun College serves the education and training needs of the people of Victoria, southern Vancouver Island and the Gulf Islands, operating from its two comprehensive campuses in the greater Victoria area. The College offers a variety of programs including those in Career, Technical, Vocational, first and second year Academic Studies/University Transfer, Applied Degrees, Developmental Studies, and English as a Second Language. As well, the College offers a number of Co-operative Education Programs accredited by the Canadian Association for Co-operative Education. Camosun has a Aboriginal Education and Community Connections department that provides academic, financial, and cultural support to over 700 Aboriginal students. In addition Camosun serves approximately 13,000 credit, 7,000 non-credit and 700 international students each year. Camosun has approximately 900 FTE employees, and has a budget of over \$98 million (2009).

2. Planning Context

In 2005-6 Camosun College embarked on a major strategic planning process which resulted in a new Strategic Plan for 2006-08. This process was fueled by extensive research and wide consultation, and included assembly and review of large amounts of input from our external and internal communities, as well as secondary data from numerous sources. The Strategic Plan 2006-08 was endorsed by our Board and embraced by the college community as a whole, and most strategies are well under way or have been completed at this time.

As well, in early 2008 senior administration and the Board conducted a review and update of the Plan, adding or revising a number of strategies and extending the planning horizon to 2010.

In September 2009 we welcomed our new President, Kathryn Laurin, to the institution and anticipate embarking on a new strategic planning cycle in due course. In the interim we have embarked on a new Education Plan which will be completed by the end of 2009. This plan will help bridge the gap between strategic planning cycles, and provide important core educational direction as well as a reference for supporting services during this transitional time. The Education Plan will be linked and aligned to the current Strategic Plan.

a) The System Context and Camosun's Responses

The 2008 year saw substantial changes to the Post Secondary System. The Ministry substantially reviewed the way it plans and allocates FTEs and did away with general growth funding; it created a significant number of new universities from within the system; and its mandate was substantially renewed with the inclusion of labour market development and industry training responsibilities.

Of these developments, the apparent abandonment of three year planning and general growth funding have had the most profound impacts on Camosun. These measures, combined with the marginal reduction in the college's budget last year, inflationary pressures which are not fully funded, and the cap on tuition, have severely limited the "degrees of freedom" of Camosun and much of the system.

However although the 2008 year was challenging from a resource perspective we were in the end able to close off the year without a deficit and enter the 2009 year with a balanced budget. We accomplished the former through a combination of one-time ministry funding for new programming, increased enrolment and tuition, enhanced entrepreneurial and partnership returns, and disciplined cost cutting measures.

However Camosun also experienced strong demand across a variety of program areas through the year, and ended with substantial enrolment increases. We grew by 350 FTEs in ALMD funded programs and 360 FTEs in ITA programs for a combined 8.5% increase. Our International Education operation also grew substantially. We ended the year with 9,744 FTEs, our highest enrolment ever. Areas of high demand include the current ALMD priority programming areas of Health and Allied Health, Skills Development, Aboriginal programs and On-line learning. We also have high demand from our community in other areas - particularly applied programming - including Sport and Exercise Education, Business, Green and Environmental Technologies, and Marine and Oceans programs - and of course our Trades programming remains very strong. As a responsive community college Camosun must address both provincial priorities and regional needs, and do both in a timely and cost-effective fashion.

We also need to revitalize our infrastructure and develop facilities in order to meet both the priorities of government and community demand. Our ability to replace capital equipment – lab, shop and other teaching equipment – is sorely limited. Although the Trades received a much appreciated allocation this year through special funds, most other applied areas across the college need similar injections to address pent-up needs.

On the major capital front our highest development priority is for the construction of a Centre for Health and Wellness, at approximately \$68 million. Camosun has never had a purpose-built health education facility, and without a new building our ability to grow high priority Health programs is severely constrained. Current students and faculty are forced to learn and work in less than adequate conditions, and the costs of renovations to add much needed teaching space and specialized equipment is prohibitive. On the other hand we have high demand in all Health and Allied areas, and can further grow these programs if properly supported. They not only align with provincial priorities but also address critical regional labour market demands, including the Vancouver Island Health Authority's ongoing need for health professionals in multiple disciplines. The new Centre for Health and Wellness will provide our students and faculty with a state of the art teaching, learning and applied research facility, and allow expansion into several new areas of Health and Allied programming. The move of Health programs to the Centre on Interurban campus will also allow the repurposing of space at Lansdowne (at a cost of approximately \$11 million) and alleviate the considerable congestion currently experienced at that campus. A business case for these two initiatives was submitted to the Ministry in June 2008, and with the release of detailed planning funds the projects can be "shovel ready" within a short period of time.

Other important capital projects that align with our core mandate include the development of the Pacific Institute for Sport Education (PISE) Phase II, Student Housing, redevelopment of our Library facilities and Learning Commons, and development of a prototyping and innovation centre at Interurban campus.

Phase I of our PISE facility was largely built with provincial MED funding, with a contribution from college fund-raising. The facility is open and operating and over 300 FTE students are currently served, with plans in place for 200 more. However funding constraints led to the deferral of significant components of the facility to Phase II, including critical classroom, study and office space. This facility must be completed – at a cost of \$5 million - to meet continued heavy demand in Sport Education programming.

Although both the Lansdowne and Interurban Library facilities were well designed functional spaces in their day, with a decade and a half of enrolment growth and vast changes in library service delivery, both have become sorely taxed. With the latest approved funding of \$4M from the Provincial/Federal

government both facilities will be developed into modern Learning Commons, facilitating access to print and electronic collections and the clustering of related learner services.

Camosun is negotiating with a partner to design, build, finance and operate student housing on the Interurban Campus, at an anticipated cost of approximately \$22 million. Camosun currently does not have student housing, and it is anticipated that this project will assist the college in meeting strategic goals relating to recruitment, retention, increased learning opportunities and student life. The current timeline aims to have the first phase of 300 beds open for the fall of 2011.

b) Camosun/System Alignment

Since the completion of our Strategic Plan, various reports and ministry planning statements have had a significant impact in shaping the BC system, including the "Auditor General's Report" and "Campus 2020" to name just two. Through all of the changes and new initiatives in the system Camosun has remained true to its community college roots and mandate, yet because of our leadership role in the system Camosun is substantially aligned with most of them. Highlights of our more significant alignments and activities include:

- Camosun has significant FTE growth potential, particularly in the areas of Health and Allied Health, Aboriginal programming, Sport and Exercise Education, Business, and Marine and Oceans programs. We also have multi-year waitlists in most Trades. However current levels of funding will not support significant new growth and additional FTE funding is required to support this expansion. We also need funding which is predictable beyond the current year, flexible enough to respond to emergent community need, and sensitive to inflationary pressures within our operating environment.
- Camosun has had in place a fully developed Program Cost Model for over fifteen years, and has been a leader in program and service costing initiatives in the province over the last two decades. Again, these models and processes, together with Camosun expertise, are available for use province-wide.
- Camosun has long had a system of Key Performance Indicators and Benchmarks to provide reporting transparency, not only in relation to enrolment growth performance, but also on a wider range of program dimensions including recruitment, demand, cost, resource use, outcomes and student satisfaction among others. This information has been used informed decision-making to review and adjust our programming and our capacity to the current and emerging needs of the community.
- Camosun has an extremely successful program Review and Renewal process which is not only well received by faculty and administration alike, but is lauded by employers and copied by colleagues across the nation.

- Camosun has also been a leader of the progressive education movement, and a proponent of innovation and excellence in teaching and learning for many years. Our learning-focused expertise in curriculum, program review and renewal, and distributed education are well known.
- Camosun boasts an excellent array of services and programs for Aboriginal learners and our Aboriginal student participation rate is more than double the regional population percentage. The college is a leader with regard to community-based initiatives including development of an excellent and well-received Aboriginal Service Plan. Many ASP initiatives are currently underway, and we have provided monitoring and parallel metrics for Aboriginal learners. Continuing funding for these initiatives must be provided or we will lose many of these hard-won gains.
- The College has seen rapid growth in its On-line Education capacity and already has one of the largest such profiles in the province, with over 15,000 course seats offered in web-supported sections. Camosun continues to lead in the areas of On-line service provision and the development of On-Line Education through our Distributed Education Strategic and Tactical Plans.
- Camosun has one of the largest and most highly regarded International Education operations in the country, attracting over 700 students and providing over \$5 million in net revenues. Camosun also has a very successful language program for foreign-trained professionals.
- Through our Centre for Oriented Research and Innovation, the college has secured NSERC eligibility and the Centre helps support faculty applied research, development and commercialization activities. Camosun is a Leading Edge Endowment Fund recipient and has significant development partnerships with Pacific Sport, Vancouver Island Health Authority (VIHA), the University of Victoria and many other organizations.
- With funding from the Western Diversification Fund (Federal), the College has embarked on centres of excellence, namely, "Centre of Trades and Technology for Industry Liason" (Centillion) and "Spirit Village" a centre for research and innovation in sustainable residential technologies and construction practices.
- Camosun is collaborating with UVIC, Royal Roads, VIU, NI on an initiative labeled the Vancouver Island Community Resource Alliance (VICRA). Issues to be studied are food sustainability, economic sustainability, and aboriginal community sustainability
- Camosun has a long standing and recently expanded partnership with the South Island School Districts, which facilitates joint planning and programming and fosters improved transitions for K-12 students into post-secondary education at Camosun. The number of high schools and the number of students participating has grown steadily over the last 5 years.
- The relative increase in the number of new universities and corresponding decrease in the number of colleges provides Camosun to enhance it's array of certificate and diploma programs and capacity as new universities steadily increase their focus and attention and funding towards degrees.

- Camosun will find the new universities with their more flexible and responsive approach more open to collaborative partnerships and education laddering opportunities for graduates.
- With the increased complexity and demands of the professions, the appropriate associations and employers group are turning to applied degrees as a minimum entry to practice. The need for Camosun to offer applied degrees in key areas of the unserved market will increase.
- Camosun has a long history of public consultation including planning processes that are open and inclusive of public input (Strategic Plan, Campus Planning, Pacific Institute for Sport Excellence). The college also has active Program Advisory Committees in virtually all educational areas.

c) External and Internal Environmental Scan

Camosun's Environmental Scan was revised along with the 2006 Strategic Plan, and continues to be refreshed annually. The following provides a summary of some of its major elements:

Strategic Plan 2008-10 – Environmental Scan Highlights

- For the foreseeable future total population growth will be slow, averaging less than 1% per year. Net growth will be almost entirely due to inter-provincial and international in-migration. The Camosun College regional population is older than the general British Columbia population. The Camosun College region has a median age of 41 compared with 38 for the rest of British Columbia and this difference will continue to increase over the next ten years.
- Significant changes within our population include the crest of the retirement of the large Baby-Boom generation. Reflecting this trend many of our employees will be approaching retirement as well. For instance within ten years 70% of our faculty will reach retirement eligibility age.
- Despite the economic downturn this retirement of the Baby Boom generation combined with growth in parts of the economy continues to lead to significant skills shortages in a number of employment areas. This is combined with short term high unemployment in other areas, making for a highly unpredictable labour market and program planning environment for post secondary education and Camosun.
- Growth in the typical college-age population cohort (age 18 to 24 years) within Camosun's region is expected to be minimal for the planning period (+1% to 2011) and to decline somewhat in the longer term (-5% to 2018).
- Within our student population the gender split is again shifting toward males due to rapid increases in Trades education. Gender remains program dependant with significantly more males in the Trades and technologies and significantly more females in Health and allied programs.
- Within the world of technology, the explosions of personal computing and the internet are definitive trends. Those that will emerge through the planning period

include massive increases in bandwidth, maturation of portal technology, ubiquitous wireless connectivity and mobile computing, widespread inter-connectivity of devices, and convergence of technologies, functions and media within single devices.

- Educational technology will continue to grow and diversify through use of Web2 and even Web3 technologies. Wikis, Blogs, social software and animation/simulation are all commonly in use, and educational applications are quickly growing.
- Camosun has experienced rapid growth in distributed education through Camosun On-Line, which includes both distance and blended activity. Camosun On-Line activity has doubled and doubled again within the last five years. Approximately one third of our course sections use web technology in some aspect of delivery, from supplementing learning through instructional websites to full on-line delivery through web-enabled learning management systems. This expansion will continue through the planning period as we move towards ubiquity.
- Camosun is a major and active participant in BC Campus and strongly supports this important collaboration. We will also continue to expand online services available to students via our website, and have recently engaged a pilot of a portal system. Challenges for the future will continue to be resources for faculty and curriculum development, on-line student services and support, and infrastructure and cost containment.
- While most analysts believe the province will continue to benefit from strong economic fundamentals in the long term, the economic downturn certainly had its impact on BC through 2008 and 2009. Attenuation of the US housing market has had a direct dampening effect on BC's economy, which seems likely to continue through 2009. Although the economy is showing signs of recovery, both employment and government revenues will remain attenuated through 2009. But driven by low interest rates, the 2010 Olympics and increases in commodity prices, the economy is expected to rebound in 2010 (and possibly see a considerable short-term upturn due to the Olympic Games), and then recede to more moderate growth levels in 2011 and beyond. The strength of the turnaround will be heavily influenced by the speed of economic recovery in the US, and by the extent to which Canada can benefit from a world-wide recovery on the strength of its financial and commodity resources.
- Similar to other jurisdictions, BC's employment statistics were negatively affected by the economic downturn. Although it remains among the lowest in Canada, the unemployment rate peaked at 8% in early 2009. Although the long term expectation is that rates will attenuate due to demographic and economic fundamentals, the outlook for the remainder of 2009 and into 2010 is for historically high unemployment. For the college however, high unemployment is positively correlated with enrolment in many program areas.
- The Camosun region (CRD) will continue to be characterized by higher incomes and levels of education, and low unemployment compared to provincial averages.

- Provincially and in the longer term, high employment growth rates are expected in accommodation, food and recreation, retail trade, health services, construction, computer consulting and other business services, transportation and storage, education, wholesale trade, finance, insurance and real estate, and professional business services.
- Also in the longer term, occupations that will have high training demand due to retirement replacement needs include health care, education and skilled trades.
- A College education continues to deliver increments in terms of earnings, satisfaction and other personal benefits for each year of completion, and the lifetime return on investment (ROI) of college completion is advantageous compared with other types of post secondary education.
- The federal government views two of Canada's central economic issues to be increased health care and pensions costs, and the shrinking share of the population in the workforce. Education is cited as the driver of productivity increases, which is seen as a third key economic issue.
- In the shorter term the federal government is of course responding to the economic downturn with a massive stimulus spending plan of \$30 billion, equal in total to 1.9% of GDP. This spending will provide some opportunities for Camosun and other institutions (and jurisdictions) to address at least part of the backlog of infrastructure needs.
- The provincial government has declared it will maintain a small deficit budget in 2009-10 (approximately \$0.5 billion) and continue to search for savings of approximately \$1.9 billion over the next three years. Cuts to programs and services across all ministries and the public bodies are likely as a consequence.
- The commitment to significantly expand postsecondary seats appears to be over for now, replaced by targeted growth in specific areas. Camosun is well positioned to accommodate growth in health, trades and many other applied programming areas, given adequate funding and infrastructure support.
- The competitive environment of Camosun College continues to change as new private institutions spring up around Victoria and on-line educational opportunities proliferate. In other contexts opportunities for educational partnerships exist, such as with UVic, VIHA and the south island school districts.
- Providing access to lifelong learning will be a growing market for Camosun College. According to a Statistics Canada study, formal education and the acquisition of new skills through further education and training were found to be mutually reinforcing. With no growth expected in the traditional college-age cohort, life-long learning and retraining will constitute a greater portion of College enrolments in the future.
- International Education continues to grow in importance in BC and at Camosun. Growth in revenues and enrolment within the international student program has moderated of late, but remains an important developmental direction. Related to this, overseas development projects offer significant opportunities to leverage processes and garner revenues.
- The Aboriginal population is much younger than the general population and is expected to experience rapid growth in the traditional postsecondary age group,

coupled with an increased participation rate in postsecondary education. Aboriginal learners are an increasingly important service population for Camosun College.

- The Victoria region is less diverse than many regions in BC, however Camosun welcomes a higher than average proportion of visible minorities and Aboriginal students within its campus populations.