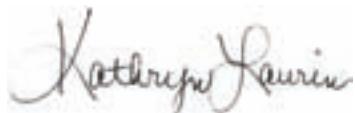




The creation of Camosun College's new strategic plan, *Inspiring Lives*, has been an incredible journey, and I am thrilled with the results of our collective efforts. This plan will inspire us to continue to build in new and innovative ways on the outstanding reputation we've earned over the past forty years for educational and service excellence. We have consistently demonstrated through compelling stories and testimonials that Camosun has profoundly impacted learners' lives and the lives of those around them.

"Inspiring Lives" charts a new and challenging course for the College as we continue to lead the way in providing life-changing learning experiences to our students. These experiences will alter the way we see ourselves, liberate our minds, revolutionize the way we view the world and embrace humanity.

Thank you to all who participated in the development of this plan. Together we will ensure that Camosun continues to strive for excellence and relevance; together we will embark on this exciting journey to inspire lives and distinguish the College as leaders in developing thoughtful, contributing citizens who positively influence our communities and beyond.



Kathryn Laurin
President



Great visions are developed and driven by people passionate about what they do. This strategic plan, *Inspiring Lives*, is an expression of that vision - to inspire people to learn and to apply their learning to creating fulfilling lives which will help build healthy families and communities.

The plan has been created through consultation and discussion with hundreds of stakeholders, both internal and external, who care about Camosun College and have a sense of the power that rests within this amazing organization. At its core are its students surrounded and supported by dedicated faculty and staff who are focused on creating a learning environment that is nurturing, challenging and leading edge.

The Board of Governors applauds all that is being accomplished here in the pursuit of learning. We are pleased to have been a part of this planning process and to support the direction this strategic plan expresses. It will be an amazing journey - one you won't want to miss.



Lynda Farmer
Chair
Board of Governors



daring to lead
flawless execution
actively practice

advocate

Vision

Where do we want to go?

Inspiring lives.

Canada's college of life-changing learning.

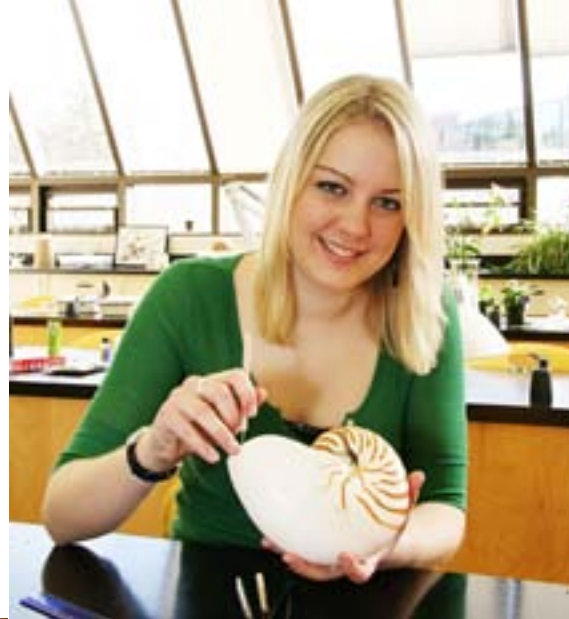
Mission

Why do we exist?

**We build a better tomorrow by providing
outstanding and relevant learning experiences,
valued credentials, and life-long
student success.**

diversity
latest technology
applied research
learner-centeredness
dedicated employees
caring
leading edge
forward-looking
transformation

strength
opportunity
indigenization
life-changing
changing lives



connection
life-long learning
interdisciplinary



Values

What do we believe in? What guides decision making?

Our Learning Values

- We value life-long learning.
- We value self-directed and collaborative learning experiences.
- We value the practitioner of knowledge.
- We value flexible and accessible learning.

We all learn

Our Service Values

- We value excellence in our service to students and communities.
- We value the continuous improvement of our services and programs.
- We value collaboration across the college.

We all serve

Our Leadership Values

- We value the development of leaders.
- We value intelligent risk taking.
- We value creativity, innovation and imagination.
- We value the courage of the change agent.

We all lead

learner-centeredness

latest technology
dedicated employees
applied research
caring

Pillars

Our pillars flow from the values, vision and mission and are our over-arching goals.

- **Life-changing Learning**
- **Culture of Excellence**
- **Engaged Community**
- **Sustainable Results**



accountable
change
connected to community
flexibility quality
stages
project-based learning

This bold plan sets out a vision, values, over-arching goals, strategies and actions that we believe will guide us in becoming “Canada’s college of life-changing learning”. The process that led us to this point was an exciting and inspiring one and so much more was said than you’ll see here. However, we believe the spirit, the intent, the focus and the underlying values and ideas have been well captured. If you are interested, the material gathered during input-gathering and consultation sessions is available on the web.

Our **vision** is a bold one and one that we believe will inspire **us** – “Inspiring lives. Canada’s college of life-changing learning.” Again and again, throughout the input-gathering and consultation phases of developing this plan, we heard how Camosun impacts individual lives and the life of the communities we serve. Not only do we provide education and skills training, but we impact the socio-economic wellbeing of the region. Many referred to our deep and important connection to the labour market as well as to our cultural, artistic and social contributions. Life change is not a singular idea; rather it is about the many diverse and interconnected paths by which we, our learners and our communities do the job of building tomorrow. It speaks to our ability to make the personal relevant. It describes learning that hits home, opens hearts and inspires growth.



excellent programs
engagement
recognition
authenticity

student engagement

Our **values** speak not to the values we already share but to transformational concepts that reflect the integrity of our vision. Our learning values reinforce our strengths and attempt to push the boundaries by illuminating the role of the practitioner. Our service values describe how we strive to continuously improve how we serve the community, each other, and most importantly, the central theme of our vision – life-changing learning. To achieve our vision, we value that we all lead – reaching out and forging constructive relationships, finding meaningful consensus, challenging ourselves and our paths. These abilities require us to work together, to be courageous, to take intelligent risks, to be creative and to focus on innovation within an environment of openness and trust and in the best interests of our vision and mission.

Our **pillars** are our largest over-arching goals. The key themes we heard repeated often throughout our consultation and input-gathering stages as we developed our plan became our four pillars – life-changing learning, culture of excellence, engaged community, and sustainable results.

You'll notice that, under each pillar, there is a list of **keywords**. These keywords come directly from our consultations. They are reminders and touchstones, helping us to a deeper understanding of our goals and their context, and to the meaning they have for our community. The lists are not exclusive; the summary documents from the consultation sessions are important reference material but we hope the key themes and major ideas put forward are represented in the shortlists under each pillar.

In support of the pillars, we have detailed sixteen **strategies** and included actions for each.

As we say in strategy four, we seek to “achieve excellence through continuous improvement and flawless execution”. Setting ourselves targets and measuring our progress toward them is key to achieving our bold vision of “Inspiring lives. Canada’s college of life-changing learning.”



Pillar 1: Life-changing Learning

Keywords: quality, life-long learning, innovative teaching, caring, diversity, global citizenship, internationalization, interdisciplinary, hope, change, service learning, stretch goals, student engagement, learner-centeredness, changing lives, practice, project-based learning, flexibility, ongoing process, stages, distance, connection.



stretch goals

changing lives
economic
outstanding quality

Strategy 1:

Be Canada's college of life-changing learning

Actions to achieve this goal include:

- Re-imagine every student interaction as an opportunity for life-changing learning
- Create innovative, inter-professional, and interdisciplinary education that enriches students, faculty and communities
- Provide a variety of learning options, delivery methods and experiences for learners that lead to successful career opportunities
- Develop a core definition of what life-changing learning means for Camosun and determine how we will reflect this definition in all our interactions with students and each other

Strategy 2:

Deliver learning anytime and anywhere

Actions to achieve this goal include:

- Increase the number of complete academic programs and core courses delivered fully online to provide further flexibility for learners
- Offer courses and services at times of day and year and at locations that optimize students' experiences
- Support and train instructors in the best use of a broad scope of technology that supports their work in providing options and flexibility for students
- Build a learning technology plan that is consultative and integrates the needs of learners and teachers

Strategy 3:

Value the diversity of our learners and the communities we serve

Actions to achieve this goal include:

- Ensure a learning environment that is respectful of all staff, students and instructors
- Complete the implementation of our indigenization plan
- Grow and support internationalization throughout the College that reflects the global environment in which our students will live
- Provide and support pathways and programs that attract and support immigrants, first generation and non-traditional learners

accountable
leading

Pillar 2: Culture of Excellence:

Keywords: Life-changing, leading, leadership, daring to lead, quality, strive, accountable, actively practice, excellent programs, outstanding quality, flawless execution, dedicated employees, latest technology, leading edge, applied research, continuous improvement, transformation, change, distinctive, competitive, forward-looking, valued, opportunity, strength.



internationalization
intra-professionalism
act on input
honesty

Strategy 4:

Achieve excellence through continuous improvement and flawless execution

Actions to achieve this goal include:

- Build a culture that recognises and rewards performance excellence and regularly measures outcomes against objectives
- Strengthen our ability to use the right data and evaluative mechanisms for effective organizational decision-making

Strategy 5:

Enhance our culture of innovation

Actions to achieve this goal include:

- Meet or exceed external benchmarks that measure innovation performance
- Examine and utilize models of best practice to increase our innovative capacity, response and results
- Strengthen understanding of and ability to innovate individually and collectively
- Encourage intelligent risk-taking

good practices
ongoing process

Strategy 6:

Build structures and processes that enable excellence in all we do

Actions to achieve this goal include:

- Align the College's organizational structure to support our strategic plan and facilitate excellence
- Create interdepartmental teams to address organizational opportunities and challenges
- Clarify decision-making processes so we understand the College-wide implications of decisions
- Build and implement processes that ensure our strategic plan drives other College-wide and unit plans, focussing our energies and assuring sought results

Strategy 7:

Foster learner success through best practices in strategic enrolment management

Actions to achieve this goal include:

- Build and implement plans that will enhance our ability to identify, communicate with and attract prospective students to Camosun
- Develop and implement a best practice retention strategy and processes that enhance student success

competitive giving back
continuous improvement distance
social and cultural context

Strategy 8:

Support the excellence of our teachers as leaders of education

Actions to achieve this goal include:

- Support a more comprehensive and clear process for curriculum development throughout the College
- Enhance the capacity of the Teaching and Learning Centre to ensure we become and are able to sustain our name as Canada's college of life-changing learning
- Recognize and learn from the wisdom of our outstanding teachers and their accomplishments

Strategy 9:

Develop a national reputation for excellence in applied research

Actions to achieve this goal include:

- Promote the value of and increase the active engagement by Schools, faculty and students in research opportunities
- Create Centres of Excellence around areas of programming and service strength and applied research opportunities
- Develop processes and structures to regularly identify, seek and secure grant and other external funding for our applied research initiatives
- Pursue research funding opportunities to enhance environmental technology at Camosun

caring forward-looking
valued leading edge



Pillar 3: Engaged Communities

Keywords: transformation, interdisciplinary, intra-professionalism, applied research, making a difference, giving back, plan for community needs, act on input, economic, social and cultural context, diversity, indigenization, connected to community, advocate, engagement in community, recognition, caring, trust, leadership, authenticity, courage, honesty, achievable, stretch goals, hope.



dedicated employees
caring
global citizenship
service learning
transformation

Strategy 10:

Build strong, mutually beneficial relationships with key stakeholder groups

Actions to achieve this goal include:

- Develop an alumni organization that meets their needs and engages them as key influencers and supporters of the College
- Develop a community relations strategy that identifies key groups and influencers, presents our key messages and highlights our vision, desire for engagement and strategic importance to their agendas
- Encourage volunteer/service engagement of employees and students in and with the community
- Be regarded by First Nations as a valued friend, trusted partner and beneficiary of their wisdom and knowledge

Strategy 11:

Be a recognized driving force in regional economic development

Actions to achieve this goal include:

- Build and refine our plans to address the needs identified in *Skills for Growth*
- Create a strategic engagement plan with municipalities/local governments and labour market partners to enhance our abilities to serve the region's economic development needs
- Establish and communicate Camosun's role as an essential partner in regional economic development and build stronger engagement with all partners

Strategy 12:

Strengthen our ability to learn, teach and work together

Actions to achieve this goal include:

- Develop a comprehensive 'people plan' to address our current and future human resource needs for knowledge, skills and engagement
- Identify and provide a range of different forums (e.g. CamFestival) in which all of us (employees and students) can work with, share with each other and learn from the best
- Develop a peer coaching and mentoring system for employees
- Develop better systems for assessing performance

TRUST innovative teaching
distinctive
interdisciplinary

Pillar 4: Sustainable Results

Keywords: Triple bottom line, institutional alignment, change management, results that ensure our core, future generations, reduce carbon footprint, budgets, processes, systems, change, continuous improvement, connection, good practices, corporate social responsibility.



quality
future generations
making a difference
diversity
practice

Strategy 13:

Build a sustainable organization

Actions to achieve this goal include:

- Implement sound financial practices that support the viability and vibrancy of the College
- Proactively engage with the community to determine its educational, economic and social needs and develop processes and structures that enable us to deliver effectively in this sphere
- Build concepts of ecological sustainability and social responsibility into programs and courses to give students what they need to make key critical decisions about their future
- Be a leader in environmentally sustainable practices

Strategy 14:

Foster an entrepreneurial culture

Actions to achieve this goal include:

- Generate higher levels of sustainable non-government revenue
- Seek and pursue partnerships, both internally and externally, that enhance our capacity, generate more profit, and/or support other key College priorities
- Develop organizational structures and systems that support and enable our entrepreneurial processes
- Build multi-year business plans with supporting unit plans

Strategy 15:

Improve our operational efficiencies

Actions to achieve this goal include:

- Continuously examine and improve our business practices and processes
- Develop a multi-year plan for program and service reviews and renewal
- Incorporate a culture of “yes we can”
- Build a management culture that supports strategic and annual business planning, priority setting and project management

Strategy 16:

Create an attractive, welcoming and supportive physical environment

Actions to achieve this goal include:

- Build a new Centre of Excellence in Health and Wellness
- Identify and plan for addressing the highest priority facility needs to support the student environment
- Pursue innovative funding for campus development and maintenance
- Update and deliver on the Campus Plan

innovative teaching **continuous improvement** institutional alignment
latest technology
applied research *learner-centeredness* dedicated employees
caring
transformation
leadership
stretch goals
leading