



EDUCATION DIVISION

TACTICAL PLAN

2005-2008

(Updated October 2008)

The Education Tactical Plan is designed to guide implementation of the Douglas College Academic Plan through the period of September 2005 to September 2008. Each year the plan is updated to reflect goals being achieved and new or extended goals being developed. The Education Division Tactical Plan is developed in conjunction with the tactical plans of each of the Douglas College Faculties and the five themes of the Academic Plan. The tactical plans of each of the Faculties are included as part of the Education Division Tactical Plan and are shown in the Appendices listed below. Together these plans provide a College-wide framework of the educational activities to be undertaken over a three year period to fit with the strategic directions of the Douglas College Academic Plan.

Appendix I	Faculty of Commerce and Business
Appendix II	Faculty of Child, Family and Community Studies
Appendix III	Faculty of Health Sciences
Appendix IV	Faculty of Humanities and Social Sciences
Appendix V	Faculty of Language, Literature and Performing Arts
Appendix VI	Faculty of Science and Technology
Appendix VII	Department of Student Development

**EDUCATION DIVISION
TACTICAL PLAN 2005 -2008
(Updated October 2008)**

Douglas College Academic Vision Statement

Douglas College will continue to grow and develop as a comprehensive College providing a full range of post-secondary educational opportunities, from access programs through to baccalaureate degrees and post-degree diplomas. This expanded range of options will increase the College’s ability to serve its mission of “enhancing the skills, knowledge and values of lifelong learners and responding to diverse community needs in a rapidly changing society.”

Douglas College will build on its history and reputation of high quality post-secondary education to offer degree programs, to increase faculty and student engagement in scholarly activity, to provide key student support services and to build strategic academic partnerships. In doing so, Douglas College will serve as the largest comprehensive college in the province of British Columbia.

Douglas College will provide academic programming that is innovative, relevant and designed to help graduates become globally aware, socially responsible citizens. Through an expanded range of credit programs and regional and international educational partnerships, Douglas College will serve as a post-secondary education hub, providing students access to a broad array of high quality post-secondary education programs and career pathways.

STRATEGIC DIRECTION #1: Expand range of credential offerings (including four year degrees) and range of collaborative offerings.			
Goals	Responsibility	Outcome Indicator	Status
Ensure annual review and update of Faculty Tactical Plans	Deans and faculty	Updated Tactical Plan	Completed
List of Faculty program revision and development priorities is updated annually		Annual Faculty Program Development and Revision Plan	Completed
According to the terms of reference of the Strategic Development Fund, request, review and approve funding for program development priorities established within Faculties	VPAC and SMT VPE	Strategic Development Funded Projects list Strategic Development Funded Projects Outcomes Report	Completed - two calls for funding Completed – tracking forms circulated and project status noted

Review funding criteria for the Strategic Development Fund with a view to providing support for significant (i.e. full program) curriculum revision projects	VPAC	Funding criteria changed Approval of top priority program curriculum review projects	Completed- criteria reviewed at VPAC retreat and revised
Support and guide the successful completion of Faculty-based program development Ensure completion of all requirements of the Ministry of Advanced Education, the Degree Quality Assurance Board and the Douglas College New Program Development policy Guide successful implementation of new programs, in particular degree programs	EDCO Chair VPE VPE Deans and VPE	EDCO Annual Report Annual Report of PSIPS postings and AVED and DQAB approvals Successful launch of new programs with full complement of students	Completed Completed – all new programs posted on PSIPS and achieved DQAB approval as required Completed - successfully launched BCYC, BBA, BPEC & AHT
Resource allocation for Strategic Direction #1: All strategic development program initiatives will be funded through the Strategic Development fund. Funding of specific projects will be done based on annual Request for Proposal application and selection process under the terms of reference of the Strategic Development Fund. Program implementation will be funded through allocation of new FTE funded by the Ministry of Advanced Education or through re-allocation of existing FTE.			

STRATEGIC DIRECTION #2: Implementation of the Douglas College Academic Signature (DCAS).			
Goals	Responsibility	Outcome Indicator	Status
Update Academic Signature Steering Committee membership and review Terms of Reference	Academic Signature Steering Committee VPAC and faculty	Steering Committee Terms of Reference (revised) Academic Signature Steering Committee Implementation Report	Completed Completed – report to VPAC
Endorse and support implementation of Steering Committee Plan for College- wide implementation of the Douglas College Academic Signature	VPAC Academic Signature Steering Committee	Electronic posting of DCAS course outline and program outline template Electronically posted record of courses/ programs including the Academic Signature	Completed –template posted Ongoing – record of Academic Signature in courses is posted as this is added

Continuation of Faculty–based Signature Development Committees or Sub-committees	Deans and FEC/DEC	Signature Committee (Sub-committee) Terms of Reference	Deleted - Faculty-based Sub-committees redundant to FEC
Signature Implementation Plan reflected in Faculty Tactical Plans	Dean, faculty, Signature Sub-committee, FECs/DECs	Number of Academic Signature course and program templates reviewed and approved by each Faculty/Dept.	Ongoing – steady progress being made
Planned use of marketing brochure to increase internal and external awareness of Douglas College Academic Signature	VPE, CMO and DCAS Steering Committee	Circulation record of internal and external circulation of posters and brochures	Completed – with updating of brochures now required
Resource allocation for Strategic Direction #2: Opening budget plus some supplemental fee for service funding through the Vice President Education budget.			

STRATEGIC DIRECTION #3: Increase student engagement and access through use of innovative program design and delivery.			
Goals	Responsibility	Outcome Indicator	Status
Education Technology for Teaching and Learning Committee (ETTL) to work with VPAC to develop an Education Technology for Teaching and Learning Plan to increase use of on-line, hybrid and flexible delivery offerings	Committee Chair and Liaison Dean to VPAC	Ed. Tech Teaching and Learning Plan Annual Committee report Increase in % of on-line and blended, compressed, and evening and weekend courses and summer institutes	Ongoing – plan under development Ongoing – some increases noted and new targets set in Academic Plan
Coordinated delivery of upper level courses recommended by the Ad Hoc Upper Level/ Interdisciplinary Committee	Deans in relevant Faculties	# of upper level courses developed and implemented # of student taking upper level elective courses	Completed – four new upper level courses being offered and students enrolled
Academic Affairs Task Group will determine process for identifying faculty resource specialists in problem-based learning, learning communities, case-based instruction and service learning, and will develop a plan for implementing the concept of Learning Guide concept	Academic Affairs Task Group, Liaison Dean and VPAC	List of faculty resource specialists developed Completed plan for implementing Faculty Learning Guides # of Learning Guides established	On-going
School District /College and College/University Steering Committee used to coordinate joint activities	VPE, Special Projects Officer and Deans VPE and Assistant	Report on joint or partnership activities	On-going – Initiatives under development with SFU, TRU and AU

Submission of proposal for joint School District/College Student Transition Coordinator	Superintendents	Report of activities of Student Transition Coord. (if successful in achieving funding)	Completed and first report received
Review and revision of Program Review procedures	Special Projects Officer and Institutional Research	Revised process based on provision of aggregated/trend data to Chairs/Coordinators	Ongoing – new processes developed and will be implemented in Spring
Resource allocation for Strategic Direction #3: Operating budget and AVED earmarked funding for Student Transition Coordinator or position.			

STRATEGIC DIRECTION #4: Promotion of scholarly activity and instructional excellence.			
Goals	Responsibility	Outcome indicator	Status
Expanded scholarly activity funding through the Scholarly Activity fund	VPE	Increase in 08/09 operating budget	Completed
Continuation of an equal access, peer adjudicated, transparent submission and approval process for SA funding	Scholarly Activity Approval Committee, Deans and VPE	Elected committee representatives from each Faculty Annual report of funding awarded	Completed – new members appointed. and funds dispersed
Continuation of Scholarly Activity Coordinator as a 4 section time release position Expansion of time release and scope of SA Coordinator. position with grant funding	VPE Scholarly Activity Advisory Group (Academic Affairs)	SA Coordinator job description Expanded job description for grant funded activities Annual report of Scholarly Activity Coordinator	Completed – and report received
One year appointment of Visiting Scholar	VPE	# funding proposals developed with faculty # of workshops provided for faculty # of grant proposals funded Hosting of national research symposium at DLC	Completed SSRHC and RFP proposals developed Completed SSRHC proposal being resubmitted Completed
Maintenance of Scholarly Activity Resource Centre (SARC)at NW and establishment of SARC at DLC	Scholarly Activity Coordinator and Special Projects Officer	List of Scholarly Activity Resources available at both Centres Record of faculty consultation	Revised and completed – Centre for Academic and Faculty Development established and web presence
Development of a Centre for Health and Community Partnerships	Special Projects Officer	Protocols and guidelines developed Database developed Website developed	Completed In progress

Development of Scholarly Activity Strategic Plan (to include long range plan for achieving NSERC eligibility)	Scholarly Activity Coordinator, Special Projects Officer and VPAC	Plan circulated to College community and feedback recorded Completions NSERC eligibility requirements	Completed – plan included in revised Academic Plan
Development of Scholarly Activity Web page	Scholarly Activity Coordinator and CMO	Webpage posted on College website	In progress
Resource allocation for Strategic Direction #4: Operating budget funds earmarked for scholarly activity funding, CCL grant funding and VPE discretionary funding.			

STRATEGIC DIRECTION #5: Development of foundation and access strategies that maximize the likelihood of student success.			
GOAL	RESPONSIBILITY	OUTCOME INDICATOR	STATUS
Development of Coordinated Assessment and Advising Services	VP Education Services SEMC Sub-committee	Action plan presented to SEMC, EDCO and SMT	In progress
Implementation of Student Education Plans	VP Education Services SEMC Sub-committee	Action plan presented to SEMC, EDCO and SMT	Eliminated
Continuation of Office of New Students and expansion of student leadership activities	VP Education Services SEMC Sub-committee	List of program activities completed (e.g. student welcome, information activities and recruitment activities)	Completed – ONS report submitted
Revision of Arts and Science Connection Programs Implementation of applied foundation programs (e.g. Pre-Human Services, Pre-Business, Pre-Health programs)	VPAC and VPE EDCO Curriculum Committee	EDCO approval of Foundation Programming (e.g. Pre-Health) Foundation Program Enrollment and Outcomes Report	Ongoing – Pre-Business implemented and Pre-Health in progress
Resource allocation for Strategic Direction #5: Operating budget funding with reallocation of existing resources as required.			

Appendix I

**FACULTY OF COMMERCE AND
BUSINESS ADMINISTRATION**

**FACULTY OF COMMERCE AND BUSINESS ADMINISTRATION
TACTICAL PLAN 2005 – 2008
(Updated October 2008)**

Academic Vision Statement

The Faculty of Commerce and Business Administration offers a complete range of academic opportunities for students from citations through to a Bachelor of Business Administration (B.B.A) degree. The B.B.A. is being offered for the first time with students entering year three of the program. The faculty will be fully developing the curriculum and extra-curricular opportunities for the degree students. Exploration of further opportunities for our students will occur in the domestic and international context through renewal of existing collaborative programs and exchanges and the development of new partnerships. Student access issues will be explored by the review of the first offering of the Pre-Business Foundation program in collaboration with the Developmental Studies department. Exploration of a similar ESL program is underway. International work and study opportunities for students continue through existing partnerships in Mexico, Thailand and China. Expansion of these opportunities is underway. Further access for students with industry experience will be explored through a study of Prior Learning Assessment opportunities. The Faculty will continue with a commitment to quality delivery and student retention through the sharing of best practices and the exploration of alternative delivery methods.

Strategic Goal #1: Academic Direction and Program Mix

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

Related Objectives Stated in Academic Plan

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

Faculty Based Tactical Plans	Outcome indicator	Status
Implement BBA with majors in Accounting Financial Services	Year 4 implementation Increases in applications and admissions for Fall 2008	Completed First Grad June 09
Exploration of bridging options for any diplomas not currently feeding into majors	Identification of student bridges	Done

<p>Exploration of third major for implementation at later date</p> <p>Joint program with Athabasca University to add in HR and Marketing options in a BBA program for students.</p> <p>Implementation of CSIS department program(s) with specialties</p> <p>Exploration of Networking speciality implementation</p> <p>Implementation of the Applied Bookkeeping Certificate</p> <p>Explore Collaborative degree options and or major in the Marketing, HORM and CSIS area</p> <p>Continue to work with Sales and Marketing Executives International with a goal to offering certification for professionals in the field</p> <p>Continue to create articulation and collaboration agreements with secondary schools</p> <p>Collaboration with CE and MARK, HORM, OADM, CSIS for possible course offerings</p> <p>Existing partnerships and collaborations maintained</p> <p>Please see departmental plans BUSN, OADM, HORM, MARK, CE, CSIS</p> <p>Explore in conjunction with International Education possible partnership with Universidad Latina al Panama</p> <p>Explore partnerships with Beijing University of Language and Culture</p>	<p>Concept paper(s)</p> <p>Signing of program agreement MOU approval through Education Council</p> <p>Program implementation underway</p> <p>Increases in applications and admissions for 2008</p> <p>Preparation of proposals and discussions with other institutions</p> <p>Arrangements with SD #40 and #43</p> <p>Ongoing</p> <p>Agreement between institutions</p> <p>Meeting with representative</p> <p>MOU</p>	<p>Underway</p> <p>Marketing and HR Management under consideration</p> <p>Discussions underway</p> <p>Completed</p> <p>On hold due to budget cutback</p> <p>Completed</p> <p>Marketing discussions underway with Athabasca</p> <p>Not completed - potential new degree considered to be a higher priority</p> <p>Underway - new contract with Sharon Smith, RSTC</p> <p>See above</p> <p>Agreement with VCC completed</p> <p>No response</p> <p>Decision not to proceed at this time</p>
---	---	--

<p>Strategic Goal #2: Academic Signature</p> <p>The College will work to implement a defined Academic Signature at Douglas College.</p>		
<p>Related objectives stated in Academic Plan</p> <ul style="list-style-type: none"> • Embed College signature in curriculum design • Develop a credential that formally recognizes essential skills • Develop program review and renewal processes 		
<p>Faculty Based Tactical Plans</p>	<p>Outcome indicator</p>	<p>Status</p>
<p>Posting of Academic Signature for courses</p> <p>To be done:</p> <p>Business</p> <p>Economics</p> <p>CSIS</p> <p>Marketing</p> <p>New curriculum under design – build in the signature elements where relevant CSIS</p>	<p>Posting on web site</p>	<p>OADM</p> <p>Accounting and Hotel and Restaurant Management completed work on templates</p> <p>Completed</p>

Implement College program review process with Commerce and Business UT Diploma and Business Management New Venture Option	Draft of competency requirements available for discussion in the next academic year	New Venture Option not proceeding at this time
Programs under revision/redevelopment: CISY diploma CMPT university transfer program		Completed
Develop new 3000 and 4000 level interdisciplinary courses to provide service courses to new degrees as per shortlist from Ad Hoc Interdisciplinary Committee	Curriculum approval by relevant FECs and Education Council	Completed
Review Existing Programs to establish where signature elements already exist	Develop schedule for programs	Partially completed

Strategic Goal #3: Foundation Experience and Access

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

Related Objectives Stated in Academic Plan

- Develop a student orientation process
- Establish an Office of New Students
- Provide coordinated assessment and advising
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantaged students

Faculty Based Tactical Plans	Outcome indicator	Status
Change admission to allow students to enter BBA in year 1	Move change through the Education Council process	Underway
Delivery and review of Pre-Business Foundation program (BUSN & OADM in conjunction with DVST)	Feedback from faculty and students on the first year and second of operation	Completed – review of DVST at SMT
Explore feasibility and structure of similar program with EASL department	Program proposal	Not completed
Implementation of increased offering of marketing specialty courses	Review registration trends after registration period in Fall 2008 and Winter 2009	Marketing under increased attention. Feasibility study completed 08. Program outline, discussion ongoing with Athabasca
Investigate access issues particularly with regard to existing practices for domestic and international students	Increased graduates 2009	Ongoing
Evaluate offering multi-program information sessions with faculty present; implement changes in conjunction with the Office of New Students	Identification of access issues and procedural solutions	
Consider PLA model similar to CFCS to allow people to use online course to develop portfolio	Change in format adopted as needed	Completed – new information session format more effective
	Study focus has been changed in response to issues identified in 2007	Underway but only small progress
Active participation in the Campus MOA online program	1 st phase completed	Beginning Phase 2 of course development

Strategic Goal #4: Pedagogy and Instructional Delivery

The College will work to increase student engagement and access through use of innovative program design and delivery.

Related Objectives Stated in Academic Plan

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2nd year persistence and credential completion

Faculty Based Tactical Plans	Outcome indicator	Status
<p>The following programs have advisory committees:</p> <ul style="list-style-type: none"> • Hotel and Restaurant Management Diploma • Computing Science and Information Systems • Opportunities Enabled • Office Administration • Marketing <p>Advisory committees are being formed for the following programs:</p> <ul style="list-style-type: none"> • BBA Major: Applied Accounting • BBA Major: Financial Service <p>A variety of approaches are used in instructional delivery across the departments including simulation, problem-based learning, hybrid course delivery</p> <p>Explore use of appropriate delivery methods with the detailed development of the curriculum for the degree program focus on enhancement for the existing students prefer face-to-face style delivery</p> <p>Modularization of CSIS 1110 being explored</p> <p>Implement more personalized program management in open enrolment area – similar to Marketing and CSIS process</p> <p>In progress in the UT area and Accounting</p> <p>Maintain best practices in OADM and HORM</p>	<p>Continued participation and feedback from advisory committees</p> <p>Implemented 2007 Formation - Complete Minutes of meetings Invitation and First meeting of Advisory Committee Members</p> <p>Timetable and proposal of delivery methods for the degree</p> <p>Proposal for breakdown of course and necessary operational issues identified</p> <p>Increased number or percentage of students completing programs</p> <p>Plan for sessions with students to review progress</p>	<p>Ongoing, variable results</p> <p>One advisory committee established for BBA</p> <p>Modest progress – minimal online development</p> <p>Major issue is the skill set of experienced online course developers</p> <p>Expansion into high school system now being planned</p> <p>Not planned as yet</p>

Strategic Goal #5: Scholarly Activity

The College will work to promote scholarly and instructional excellence.

Related Objectives Stated in Academic Plan

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop scholarly activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

Faculty Based Tactical Plans	Outcome indicator	Status
Discussion of the Scholarly Activity and Professional Development	Faculty Wide Meeting discussion groups	Ongoing, 2 meetings planned for early 09
Create an awareness of scholarly activity already underway in the Faculty across all disciplines	Presence of faculty members in relevant professional bodies and organizations	Increasing - very active in ACCT, MKTG, CSIS, HORM
	Faculty attendance at key conferences	As above
	Faculty presentations at key conferences	As above
	Faculty credentials	As above
Creation of Scholarly Activity group within the faculty to serve as mentors and supporters of emerging opportunities	Faculty preparation of articles, book reviews, instructional support material, and texts	Less active but major increase in Case Teaching and writing planned for Spring 09

APPENDIX II

**FACULTY OF CHILD, FAMILY
AND COMMUNITY STUDIES**

**FACULTY OF CHILD, FAMILY AND COMMUNITY STUDIES
TACTICAL PLAN 2005-2008
(Updated October 2008)**

Academic Vision Statement

The Faculty of Child, Family and Community Studies is committed to offering a wide range of Human Services programs to meet the diverse educational needs in a rapidly changing society. Child, Family and Community Studies will build on its reputation of offering high quality programs by creating new programs, credentials and career pathways. Child, Family and Community is committed to developing programs using a variety of flexible delivery models, including on-line, mix-mode, PLAR and options for part-time learners.

The Faculty will work to provide options and mechanisms for effective transfer, and continue to expand collaborations with community and academic partners. Child, Family and Community is committed to increasing faculty and student engagement in Scholarly Activity and expanding international opportunities.

Strategic Goal #1: Academic Direction and Program Mix

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

Related objectives stated in Academic Plan

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

Faculty Based Tactical Plans	Outcome Indicator	Status
Programs under development	Implementation time line:	
- Implement new Aboriginal Child & Youth Care Stream	2008	1 st class started Oct. 14
- Continue to implement the Bachelor of Therapeutic Recreation Degree (Year 3)	2008	classes underway
- Continue to implement the Bachelors Degree in Child and Youth Care (Year 4)	2008	classes underway 1 st graduates in 2009
- Implement degree specializations and elective streams	2008	Implemented Sept. 08 Child Protection/Youth Justice

<ul style="list-style-type: none"> - Implement new Deaf-Blind Interveners Certificate through CE - Implement new Disability and Applied Behaviour Analysis Advanced Citation courses 	<p>2008 Offer Certificate</p> <p>2008</p>	<p>2008 VPAC approved full proposal</p> <p>1st intake underway</p>
<p>Investigate New Program/specialty/credentials Options:</p> <ul style="list-style-type: none"> - Bachelor of Social Work Collaborative Degree - Sign Language Interpreter Degree Options 	<p>2008</p>	<p>Oct 2008</p> <p>1st meeting with UFV ongoing</p>
<p>Continue to expand the capacity of CFCS-CE Course offerings for:</p> <ul style="list-style-type: none"> - entry into the workplace - professional development - Deaf Interpreter Training - Aboriginal Career Development Practitioner 	<p>2008</p>	<p>ongoing</p>
<p>Expand practicum/internships options and strengthen placement relationships</p> <ul style="list-style-type: none"> - Workshop Training - Mentorship - International - Outside Lower Mainland 	<p>2008</p> <p>ECE/TR</p>	<p>practicum/supervisor orientations scheduled</p> <p>TR/INTR/CSSW</p> <p>Implemented international placements</p>
<p>Establish internal transfer from CE to CFCS credit programs</p> <ul style="list-style-type: none"> - Continue to investigate transfer options from Douglas College Diploma and Degree Programs - Identify courses for potential articulation - Approach the College of Teachers/schools of education/PDP - TR masters options - Criminology SFU 	<p>2008</p> <p>2008</p> <p>Make contacts and set meetings</p>	<p>all recorded</p> <p>ongoing</p>
<p>Implement transfer to Teacher's Qualification Service for DACS</p>	<p>2008 transfer letter signed</p>	<p>teachers enrolled</p>
<p>Develop additional new block transfer opportunity/packages for diploma graduates entering into CFCS degrees</p> <ul style="list-style-type: none"> - BACYC - BTR 	<p>2008</p>	<p>CYC BA consortium transfer established</p> <p>TR transfer agreements at Registrar's Office</p> <p>all complete</p>
<p>Implement transition course, transfer packages, and PLAR tools to facilitate transfer of diploma students from other disciplines and institutions into CFCS degree programs</p>	<p>2008</p>	<p>all complete</p>
<p>Create and pilot 2 year portfolio for Youth Justice students</p>	<p>2008</p>	<p>process underway</p>
<p>Develop new Deafhood course</p>	<p>2010 (winter)</p>	<p>idea presented to PAC</p> <p>May 08</p>

Investigate potential collaboration with other Faculties within Douglas College - Psychology - Health promotion/Psychiatric Nursing and general nursing - Business - EASL	2008	ongoing
Expand partnerships to develop Aboriginal programming - CYC – Aboriginal Agencies, NVIT - CE – STO LO Nation	2008	Met with NVIT Met with STO LO Nation
Develop further CYC/CFCS courses taught from Aboriginal perspective Increase Aboriginal seats/FTE in CFCS Increase Aboriginal cultural capacity and awareness cross CFCSS - Develop and deliver PD opportunities	2008/2009 develop four new courses	Received Phase 2 ASPF Funding Advisory Circle expanded
Explore possibility of hosting a CYC Masters program at Douglas College	2009	Meeting set Oct 2008

Strategic Goal #2: Academic Signature

The College will work to implement a defined Academic Signature at Douglas College.

Related objectives stated in Academic Plan

- Embed College signature in curriculum design
- Develop a credential that formally recognizes essential skills
- Develop program review and renewal processes

Faculty Based Tactical Plans	Outcome Indicator	Status
Complete review of each program/course to identify the College Academic Signature elements and revise where needed	2008	Dept. to present at FEC
Complete schedule for incorporating academic signature elements into existing CFCS programs and curriculum guidelines	2008	Schedule approved
Increase international practicum/internship opportunities and, where possible, cultivate new partnerships - Increase participation across CFCS - Support fundraising efforts - Support Uganda Endowment Fund efforts - Build and expand on the CSSW	2008 – 2009	ongoing
Uganda Project • ECE CODS	2008	ECE participated Dental participating
Establish CFCS Faculty and student exchange options	2008 Agreement developed	Met with AVP International Education and Faculty
Increase CFCS students participation in interdisciplinary courses with other departments including linguistics, psychology and business	2009	Electives established

Establish curriculum/"program review cycle" for CFCS departments	2008	Outstanding
--	------	-------------

Strategic Goal 3: Foundation Experience and Access

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

Related Objectives Stated in Academic Plan

- Develop a student orientation process
- Establish an Office of New Students
- Provide coordinated assessment and advising
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantaged students

Faculty Based Tactical Plans	Outcome Indicator	Status
Monitor CFCS Foundations student numbers accepted to CFCS programs and monitor progress	2008	Tracking in place
Utilize the directed studies course CFCS 2390 to help students meet their individual learning plans	2008	Ongoing (CYCC)
Revise ECE PLAR Licensing Service	2008 – 2009	needs survey complete/ pilot sites established
Implement pilot in two sites		under review
Review courses taken in senior secondary schools for possible transferability or preferential selection	2008 establish select courses	
Work with District Transition Coordinator and increase school partnerships	2008/Revise and develop agreements	Met Transition Coordinator August 08
Continue to participate in Faculty/teacher events with Senior Secondary schools to promote partnerships in Coquitlam, New Westminster, Maple Ridge and Burnaby school districts	2008	ongoing
Continue to investigate the CFCS application and selection/orientation process to make it more “user friendly”	2008	ongoing
Develop computer program <ul style="list-style-type: none"> - review preferential admissions procedures - out of province applicants - increase departments who practice early selection 		
Continue to work collaboratively with the Office of the Registrar and New Students to facilitate positive and effective information and registration processes for our students and the College <ul style="list-style-type: none"> - improve efficiency of admissions 	2008	ongoing
Explore additional opportunities in agencies/program collaborations i.e. Outreach Project, PLAR and other off campus curriculum delivery.	2008	ongoing (CCS)
Engage in discussion and planning related to greater focus on Multicultural within the Faculty of CFCS	2008	in development (CSSW)
Maintain diversity in our student population that reflects and respects the diversity		ongoing in selection and recruitment

Strategic Goal #4: Pedagogy and Instruction Delivery

The College will work to increase student engagement and access through use of innovative program design and delivery.

Related objectives stated in Academic Plan

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2nd year persistence and credential completion

Faculty Based Tactical Plans	Outcome Indicator	Status
Expand, refine and market the Flex Track PLAR courses. Revise: - Develop ECE stream - Explore TR option	2008 CYC developed Flex Track	Implemented 2007 ECE meeting with CYC/CCS teams
Expand opportunities across CFCS for flexible scheduling, outreach, part-time, hybrid and online delivery of courses	2008	Part-time recommendations developed
Continue to develop online/hybrid courses CYCC, BI and ABA citation courses	2008	CYC developing three courses
Continue to increase use of myDouglas and other areas of technology as a means to increase student-faculty communication	2008	CFCS PT 2 hybrid courses
Increase contact between students in first and second years of a program	2008 classes orientations Special events	Ongoing In process
Establish Department Alumni connections		Outstanding
Continue to increase representation on Department Advisory Committees to reflect new program offerings	2008	representation expanded on all committees
Participate in Douglas College, School District #40 and #43 Early Learning Partnership	2008	MOU signed/funding secured Project underway Sept. 2008

Strategic Goal #5: Scholarly Activity		
The College will work to promote scholarly and instructional excellence.		
Related Objectives Stated in Academic Plan		
<ul style="list-style-type: none"> • Develop policy that encourages and supports scholarly activity • Develop a plan to support and develop scholarly activity at Douglas College • Encourage increased faculty involvement in scholarly activity 		
Faculty Based Tactical Plans	Outcome Indicator	Status
Increase opportunities for faculty members to engage in scholarly activity	2008 – increase number of applications to scholarly activity fund	Seven Faculty approved
Participate in venues (local, national, international) for sharing scholarly activities <ul style="list-style-type: none"> - Submit articles/books for publication - Celebration of Teaching and Learning event - Participate in visiting scholars' activity 	Attendance and presentations at conferences/symposiums 2008	Involvement increased in all areas
Participate with community groups (local, national, and international) and other post-secondary institutions to establish community-based research opportunities <ul style="list-style-type: none"> - PLEA/McCreary Society - CSSW skills in Africa - District 40 & 43 Early Learning 	2008	MOU signed PLEA/McCreary/Douglas students placed MOU signed ECE District #40, #43 and Douglas project underway
Participate in the Centre for Health and Community Partnerships and Opportunities <ul style="list-style-type: none"> - Community Based Research opportunities - Service-learning practice 	2008	CSSW Meals on Wheels project TR student presentations CFCS participation Advisory and Operation Committee
Document the Philosopher's Club process and outcomes	2009	ongoing summary of activity
Explore and develop liaisons and partnerships with 2010 Olympic and Paralympic Committees <ul style="list-style-type: none"> - 2010 Legacies Now 	2008 – 2010	point person established for Para Olympics

APPENDIX III

FACULTY OF HEALTH SCIENCES

**FACULTY OF HEALTH SCIENCES
TACTICAL PLAN 2005-2008
(Updated October 2008)**

Academic Vision Statement

The Faculty of Health Sciences transitioned into the new Health Sciences building at our David Lam campus in December 2007. This new facility provides enhanced opportunities to utilize new and expanded methods of instruction through specialized instructional space, labs and technology. Planning for the new facility included curriculum review and adaptation of curriculum to incorporate extended simulation learning, and onsite experiential learning for students.

The Faculty of Health Sciences will continue work to establish the two Applied Degree programs, the Bachelor of Science in Nursing and the Bachelor of Science in Psychiatric Nursing. These programs experienced their first graduates in 2007. These degree programs are the first baccalaureate degree programs in Nursing and Psychiatric Nursing offered through the Community College system, and therefore under some provincial scrutiny. The Faculty of Health Sciences will continue to work to ensure high quality programs and experiences for all students.

Given the shortfall of professionals in the discipline of Nursing, especially those with Master's and Doctoral degrees, the Faculty will need to consider strategies to attract professional nurses to teaching opportunities at Douglas College. Support must be provided to new faculty making a transition from work in the field to the role of instructor at Douglas College. Appropriate opportunities for professional development and scholarly activities will enhance retention of faculty and enhance program credibility. Emphasis will be given to enhancing faculty/student relationships through increased support to faculty including professional development opportunities and mentoring/coaching for new and contract faculty, as well as to experienced faculty as they seek new teaching and learning experiences

Strategic Goal #1: Academic Direction and Program Mix

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

Related Objectives Stated in Academic Plan

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

Faculty Based Tactical Plans	Outcome Indicator	Status
<p>NURS PROGRAM (Bachelor of Science in Nursing – BSN)</p> <ul style="list-style-type: none"> • Continue implementation of full BSN program including: begin summative evaluation for degree program, implement and evaluate preferential admission/ recruitment strategies and increase student retention • CRNBC Program Approval • CRNBC professional practice requirements review • CASN accreditation preparation • Establish BSN program Advisory Committee • Establish new and revise existing laddering opportunities into BSN 	<ul style="list-style-type: none"> -Evaluation data positive - Intakes full, attrition stable -Full approval of BSN program by CRNBC -Curriculum incorporates all professional practice requirements -Successful CASN accreditation -Active Program Advisory Committee in place -HCSW Access is in place and LPN’ RPN Access is current 	<ul style="list-style-type: none"> -Full intake, attrition in upper semesters increasing, problem-solving underway -CRNBC program recognition for five years with no terms or conditions June 2008 -Scope of Practice review in 2008/9 Requisite Skills and Abilities work underway -CASN accreditation report submitted October 27, 2008 and site visit planned for November 24-28, 2008 -First meeting held October 29, 2008 -Consultation underway with HCSW program Proposal in development re LPN/RPN Access

<p>PNUR PROGRAMS (BSPN; ADPN; Diploma in PNUR)</p> <p>Bachelor of Science in Psychiatric Nursing (BSPN), New four year degree program and BSPN degree completion for “post RPN or RN diploma graduates”; Advanced Diploma in Psychiatric Nursing (ADPN); and, Diploma in Psychiatric Nursing Program.</p> <ul style="list-style-type: none"> • Continue implementation of full BSPN program, Year III of BSPN program, Year II of new Diploma in Psychiatric Nursing Program, implement new coordinator structure, implement and evaluate preferential admission, recruitment strategies and increase student retention • Review all course offerings via PNUR to maximize use of FTE • Proactive discussion within DC to secure funding to deliver BSPN completion on-line to meet the needs of both RPNs with and without Advanced Diploma in Psychiatric Nursing credential. This includes new students not those currently taking BSPN courses. • Explore Pilot project that offers Advanced Diploma courses via CE, need to ascertain the there is a need within the profession for both Advanced Diploma and BSPN completion programs. • Expand credit transfer options for degree students enrolled in other institutions (TRU, Kwantlen, Brandon University). • To explore possible focus on aboriginal health paradigms in the PNUR curricula and the possibility of recruiting an aboriginal cohort in the PNUR program 	<p>-Evaluation data positive - Intakes full, attrition declining</p> <p>-Environmental scan to confirm consumer needs being met</p> <p>- Funding approval, intake for degree completion cohort begins January 2008</p> <p>-Two potential outcomes: a) Offer both BSPN completion and Advanced Diploma through CE Pilot, b) Concentrate mainly on supporting BSPN completion</p> <p>-Expansion of the HSRCA component of the HCSW program. -Increased enrollment of HSRCA students from 30 to 40 in January and September 08</p> <p>-Health Canada grants available for 07/08 and 08/09 for aboriginal/ mental health nursing education and training</p>	<p>-Preliminary summative data positive - Sept 2008; -implementing final year of BSPN and new diploma program 2008-2009</p> <p>-Ongoing</p> <p>-Pilot one BSPN degree completion course through CE – cost-recovery January 2009; with additional courses in the 2009-2010 academic year -ongoing</p> <p>-Added additional 10 seats to our HC/RCA stream January 2008, September 2008 intakes</p> <p>-Proposals submitted for 07/08 and 08/09; both grants were awarded</p>
---	---	--

HCSW PROGRAM		
<ul style="list-style-type: none"> • Increase offerings targeted at short term labor market needs (addition of 50 additional seats) 	<ul style="list-style-type: none"> -Successful offering of a compressed session in May, 08 for 30 HSRCA students 	<ul style="list-style-type: none"> -This did not occur as we did not meet student targets for cost effectiveness (May intake of RCA)
<ul style="list-style-type: none"> • collaborate with VCH and FH to address the staffing needs for 1056 new residential and assisted living units between now and December 2008 	<ul style="list-style-type: none"> -Full enrollment into the program <p>Sufficient resources in place (clinical placements, faculty, available laboratory and classroom space) December 07 Develop a project plan to:</p> <ul style="list-style-type: none"> -Explore feasibility of offering a part-time program Winter/Spring 08 -Explore feasibility of offering online courses – Winter/Spring 08 	<ul style="list-style-type: none"> -Admitted 41 students into the program September 2008 -completed December 2007 <ul style="list-style-type: none"> -On the books to review in May-June 2009 -Starting work on a concept paper CMHW citation
<ul style="list-style-type: none"> • Explore feasibility of offering Acute Care Certificate for HSRCA's 08/09 	<ul style="list-style-type: none"> -Consultation with key stakeholders in the industry and faculty for 08/09 	<ul style="list-style-type: none"> -Beginning to have meetings in January 2009
<ul style="list-style-type: none"> • continue to collaborate with BCcares to explore feasibility of working with teen moms 	<ul style="list-style-type: none"> Develop a project plan to: -Examine a curriculum that will allow these students to articulate into the HCSW program – 08/09 	<ul style="list-style-type: none"> -Not completed yet; looking at initiatives below
<ul style="list-style-type: none"> • Use CE delivery to explore market interest for new program development 	<ul style="list-style-type: none"> -Consultation with stakeholders and faculty in 08/09 	<ul style="list-style-type: none"> -Engaging in conversations in 08/09
<ul style="list-style-type: none"> • Initiate discussion with BSN, BSPN, and CFCS faculty to explore transfer credits for HCSW 1130, 1150, 1110,1190 and 1180 courses – Winter/spring 08 	<ul style="list-style-type: none"> -Meeting with coordinators of the programs in 08/09 	<ul style="list-style-type: none"> -Develop a transfer template in 08/09

<ul style="list-style-type: none"> • Develop collaborative programs with other institutions - High School Liaison activities <ul style="list-style-type: none"> • Research possibilities of laddering into BSN, BSPN and CFCS programs <ul style="list-style-type: none"> • EASL support for HCSW students <p><i>Now beginning program evaluation of combined HCSW program; Revision of curriculum once new provincial curriculum available</i></p>	<p>-Full Winter 08/09 meetings with School District 43</p> <p>- exploring laddering with BSN, BSPN, not CFCS in 08/09</p> <p>-Explore feasibility of EASL for Health Sciences program - 2008-2009</p>	<p>-Working with the new Student Transition Coordinator for SD#43 re links to all Health Science Programs</p> <p>-Engaging in meetings with the coordinators of the programs in 08/09</p> <p>-EASL courses for Health Sciences Programs being developed by EASL faculty</p>
<p>DENTAL PROGRAM</p> <ul style="list-style-type: none"> • Evaluate current second stream (evening) DAP. Develop feasibility plan for repeated offerings of the second stream of Dental Auxiliary as evening program. Seek College approvals. • A second “evening and weekend” intake began May 2007. There are 24 students currently enrolled. <ul style="list-style-type: none"> • The program is currently investigating a partnership with UBC Dental Hygiene Program. 	<p>Fall/winter/spring – 07/08</p> <p>-Second stream (evening) DAP graduated Feb.2007 with 100% success on the NDAEB (National Dental Assisting Examining Board) Exam. This exam became mandatory January 2007. -Expected to graduate in Feb 2008.</p> <p>Fall 2007/Winter 2008</p>	<p>-Remains on the table exploration</p> <p>-We did not offer a second stream in 2008-2009</p> <p>-No longer exploring this initiative, rather looking at expanded use of our Dental clinic with Dental students and Dental Hygiene students working collaboratively with our CDA students, Fall 2009</p>

<ul style="list-style-type: none"> • The program has an ongoing partnership with UBC and the 3rd and 4th year dental students come to Douglas College to deliver care to children from the community. • Explore the feasibility of expansion of current Dental program to include Dental Hygiene Program • Concept paper supported at VPAC to explore feasibility of a Diploma in Oral Health September 2008 <ul style="list-style-type: none"> - To explore in 08/09 the possibility of a cohort of students to have an international learning experience in Uganda in collaboration with CFCS. • continue to explore and expand opportunities for Dent CE and for credit as part-time studies 	<p>- Dental services continue to serve our community</p> <p>- Winter 2008 – to continue to assess</p> <p>-To continue to explore in 08/09</p> <p>To explore in 08/09</p>	<p>-Partnership ongoing and fully funded by UBC Dental School in 08/09</p> <p>-To explore Dental cohort to Uganda in Spring of 09.</p>
<p>HIM PROGRAM</p> <ul style="list-style-type: none"> ▪ Develop additional CE offerings. Liaise with HRABC, HIM Program Advisory Committee, MOH ▪ Support opportunities for integrated, cross-disciplinary learning (privacy and confidentiality of HI; documentation) 	<p>-CE opportunities offered</p> <p>-Exploring in 08/09</p>	<p>-Continue to explore and expand in 08/09</p> <p>-Beginning work with other faculties re feasibility of using existing curriculum Fall 2008/Winter 2009</p>
<p>DOPT PROGRAM</p> <ul style="list-style-type: none"> • Completion of curriculum development for Distance Delivery (DD) mixed mode – Contact Lenses course offerings Fall 2009 • Plan for development of Distance Delivery – Eyeglasses for Fall 09 offering 	<p>-Fall 2007/Winter 2008</p> <p>-Fall 2007/Winter 2008</p>	<p>-Working on conversion of year I courses for Fall 2009</p> <p>-Contract to be signed off Fall 2008</p> <p>-Working on new program proposal for a cost recovery Distance Delivery of a Diploma in Advanced Opticianry Technology - Fall 2009</p>

<ul style="list-style-type: none"> • Initiate discussion for articulation agreement with TRU re: Bachelor of Health Sciences Fall 2007 • DOP National Accreditation Planning 	<p>-Agreement Winter 2008</p> <p>-Plan for Report Writing based on DOP Criteria Winter 2008</p>	<p>-Contract to be signed by Fall 2008</p> <p>-Working on accreditation report Fall 2008, site reviewers Spring 2009</p>
<p>CONTINUING EDUCATION</p>		
<ul style="list-style-type: none"> • Develop new and where feasible, expand existing CE programs in Health Sciences. Consider additional options for distance delivery. Review /evaluate existing programs 	<p>- FHS International Working Group – Fall 2007 & three year plan</p>	<p>-Working on PNUR, DOPT, HIM, DENT opportunities</p>
<p>COLLABORATIVE ACTIVITIES</p>		
<ul style="list-style-type: none"> • Establish FHS International Education Working Group 	<p>-FHS International Working Group Fall 2008 and 3-Year Plan</p>	<p>-Established Feasibility study completed June 2008</p> <p>-Committee has been meeting</p>
<ul style="list-style-type: none"> • Explore feasibility for international opportunities: FHS student experiences – develop a three year plan 	<p>-DC, Office of International Learning</p>	<p>-Planning for first group of students for Uganda from DENT Spring 2009</p>
<ul style="list-style-type: none"> • Collaborate with Executive Director, International Education – FHS programs • Ongoing work with the Vancouver Coastal Health Authority and the Fraser Health Authority in specific project (i.e. simulation project – funded by BC Academic Health Council) 		<p>-Criteria and Safety strategies underway</p> <p>-need to work with FHA, VCHA, PSHA in moving this forward once simulation resources are in place</p> <p>-Need to explore further with FHA</p>
<ul style="list-style-type: none"> • Work with Fraser Health to ensure memorandum of understanding for enhanced collaboration in Workplace Health Principles are carried out (BSN, BSPN, HCSW) • Assist FH with data collection for research evaluation on effectiveness of collaborative safety initiative 		
<ul style="list-style-type: none"> • Continue collaborative project with Fraser Health, Kwantlen and Langara related to implementation of simulation learning (BSN, BSPN) 		<p>-Exploring links to FHA, VCHA, PSHA, BCIT (2008-2009)</p>

<ul style="list-style-type: none"> Continued and expanded collaborative project with Fraser Health and several other Schools of Nursing to establish/expand Clinical Teaching Units In Fraser Health region (BSN, BSPN) Develop collaborative endeavours, curriculum sharing between BSN, BSPN, HCSW programs. Liaise with university graduate programs in Canada regarding potential for Douglas College Degree program graduates to enrol in Masters Programs (BSN, BSPN) Continue to work with members of NECBC initiative to review “bridging” options for BSPN graduates to Masters level Education Investigate potential for partnership with Brandon University to develop a Master’s in Psychiatric Nursing. Continue work to raise the profile of DC degree nursing programs at CASN and WRCASN Ongoing work to maintain partnerships with UBC Dentistry Program. (DAP) Continue work to determine viability of partnership with UBC to offer BDSC (Dental Hygiene) program. (DAP) Continue work to develop opportunities for integrated, cross-disciplinary learning (e.g. privacy and confidentiality of Health info) (HIMP) 	<ul style="list-style-type: none"> -Positive Evaluation of CTUs, expansion of CTU’s -Discussions held, agreements signed - BSN & BSPN graduates will have opportunity to access graduate education in BC universities through full recognition of degrees from DC - Discussions continue, work with Steering Committee for graduate education in Psychiatric Nursing -Discussions continue, work with steering committee for graduate education in Psychiatric Nursing -Associate Dean attending CASN Council Meeting in Fall 2008 -Signed contracts/agreements -Cross disciplinary workshops offered 	<ul style="list-style-type: none"> -Ongoing discussions with FHA -Ongoing discussions for 2008-2009 -VPE meeting with UBC Director SON -Nursing Education Strategy for BC completed in 2008 -Concept paper has gone forward to BU Senate September 2008 for a Masters in Psychiatric Nursing -Regular meeting with Dean, Faculty of Dentistry and Director of Dental Hygiene program - Ongoing -Delayed until Winter 2009
--	---	---

<ul style="list-style-type: none"> • Expand CE offerings in Health Sciences (e.g., Certificate in Health Promotion & Prevention [HP&P]) • Faculty of Health Sciences Simulation Centre – Develop a comprehensive plan for the operation of the Centre that includes: <ul style="list-style-type: none"> - Centre Mission and Goals - Defined operational structure that includes a (at least ¾ time) Coordinator, FHS Ed Tech Coordinator, Lab Techs, Assistant Lab Techs, HFS-specific Lab Tech, with revised/new job descriptions for each - Policies regarding usage of the labs, bookings (faculty, students, other College Departments, external bookings), usage of lab equipment (high fidelity pt simulators) (including conditions for use, booking of sim-specific lab tech, fees for usage by non-College groups, etc.) - Development of a Simulation Team that includes faculty from each program that uses the Centre. Mechanisms for this team to develop expertise in this form of instruction – opportunities for professional development. 	<p>-Begin offering certificate in HP &P (Fall 2008)</p>	<p>-Work in progress</p>
--	---	--------------------------

Strategic Goal #2: Academic Signature

The College will work to implement a defined Academic Signature at Douglas College.

Related objectives stated in Academic Plan

- Embed College signature in curriculum design
- Develop a credential that formally recognizes essential skills
- Develop program review and renewal processes

Faculty Based Tactical Plans

Outcome Indicator

Status

SIGNATURE

- Review current curriculum guidelines and document presence of Signature Elements utilizing EDCO approved templates
- Develop timelines for revision of all curriculum guidelines to incorporate signature elements
- Ensure that program outcomes and graduate profiles reflect inclusion of signature elements

- Completed templates
- Timelines completed and approved by FEC.
- Curriculum revision to be initiated in Winter 07

-All Faculty of Health Science programs moving this forward Fall 2008/ Winter 2009 for implementation of first year changes in 2009-2010 academic year.

PROGRAM REVIEW

NURS PROGRAM (Bachelor of Science in Nursing – BSN)

- DC Academic Signature elements using EDCO approved templates
- Developmental approach to academic writing
- Program Evaluation Pilot Project: Implementation of responsive evaluation process
- Summative Evaluation
- Review requirements of CASN Phase 1 Accreditation and plan for CASN accreditation: develop project framework
- Establish a Project Leader & internal Steering Committee for CASN accreditation
- Review curriculum in relation to new professional practice requirements

- Fall 2007/ Winter 2008
- Initiated December 2007- ongoing
- Winter 2008
- Winter 2008, Begin data collection for CASN
- Project Lead hired, timelines for report submission met
- Planned for 2008/2009

- Ongoing 2008-2009

-Subcommittee completed research - workshops for faculty December 08/Jan 09

-Exploring automation of program evaluation formative & summative

-Preparing for CASN site visit Nov 24-28, 2008

<p>PNUR PROGRAMS (BSPN; ADPN; Diploma in PNUR)</p> <ul style="list-style-type: none"> • Progress reports to CRPNBC to maintain approval of current Diploma Program • Prepare for Progress Reports for CRPNBC of New Diploma and BSPN Degree program 	<ul style="list-style-type: none"> - Submission of final series of accreditation reports for current Diploma program submitted to CRPNBC September 2007 - Submission of next progress (New Diploma & BSPN degree) report June 2008 	<ul style="list-style-type: none"> -Submission of progress reports Spring 2009 for graduating class of December 2008 (old Diploma Program) -Plan for program approval of new Diploma / BSPN degree in 2009-2010
<p>HCSW PROGRAM</p> <ul style="list-style-type: none"> • Review and revise academic signature elements using EDCO approved templates • Collaborate with other departments in Faculty of Health Sciences and Institutional Research to implement an electronic evaluation process 	<p>College signature elements in the HCSW curriculum and each course are clearly articulated Winter/Spring 08</p> <p>Processes for formative and summative evaluations are in place. Course and program evaluations are implemented on an ongoing basis and feedback is used to renew and revise curriculum as necessary.</p>	<ul style="list-style-type: none"> -Implementing in 2009-2010 -Exploring automation of program evaluation 2008-2009
<p>DENTAL PROGRAM</p> <ul style="list-style-type: none"> • The final report to the Commission on National Accreditation has been submitted. The report will be reviewed at their November 2007 meeting. All five recommendations have been addressed and are being implemented in 2007-2008. 	<p>Fall 07 Winter/spring 08</p> <ul style="list-style-type: none"> - September 1, 2007 progress report submitted 	<ul style="list-style-type: none"> -Progress report submitted September 1, 2008 to the Commission on National Accreditation
<p>HIM PROGRAM</p> <ul style="list-style-type: none"> • Incorporate academic signature into program curriculum guidelines. • Complete both the CHIMA HIM program report and the DC Review of Instructional Units on an annual basis. 	<ul style="list-style-type: none"> -To be completed by September 2008 -Report submissions -Successful accreditation Report 	<ul style="list-style-type: none"> -Ongoing for implementation in 2009/2010 -Next program approval/ accreditation planned for 2012

<p>DOPT PROGRAM</p> <ul style="list-style-type: none"> • DOP National Accreditation (NACOR) postponed to 2008 – Georgian College is the first to go through the process, all other Opticianry schools will follow in mid 2008 • Attend bi-annual Optical Educators of Canada (OEC) meetings to monitor progress of other optical institutions accreditation progress 	<p>-Plan for Accreditation Process & successful accreditation report</p> <p>- Progress reports from the meetings</p>	<p>-DOPT submission of self-study to NACOR November 2008, with site visit in Spring of 2009</p>
---	--	---

Strategic Goal #3: Foundation Experience and Access

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

Related Objectives Stated in Academic Plan

- Develop a student orientation process
- Establish an Office of New Students
- Provide coordinated assessment and advising
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantaged students

Faculty Based Tactical Plans	Outcome Indicator	Status
<p>ONGOING</p> <ul style="list-style-type: none"> • Program orientations continue to be implemented/evaluated and improved (All) • Provide support to New Student Orientation (All) • Participate in the planning for and utilization of the office for new Students • Develop and offer General Health Science Information sessions for prospective students(All) • Participate in the development and implementation of a pre-Health Sciences Foundation program for EASL students (All) • Include student success workshops in core programming (Dental) 	<p>Report with recommendations</p> <p>All programs participate in new student activities Partnership between program and ONS</p> <p>Full participation</p> <p>New program developed with EASL faculty with implementation plans</p> <p>Plans made, implementation Fall 2007</p>	<p>-Ongoing based on feedback from new hires</p> <p>-Ongoing participation by coordinators</p> <p>-Working with the Manager and staff of ONS successfully</p> <p>-All program areas actively engaged</p> <p>-Planning underway to be offered Fall 2008 CE</p> <p>-Ongoing</p>

<ul style="list-style-type: none"> • Develop individual learning plans for students-at-risk (All) 	<p>Learning plans in place for all students at risk</p>	<p>-Ongoing evaluation reports on frequency and effectiveness</p>
<p>HCSW PROGRAM</p>		
<ul style="list-style-type: none"> • Refine retention strategies. • Review and refine admission and registration processes • Continue to develop and implement clinical teaching learning tools • Maintain programming for educationally disadvantaged students 	<ul style="list-style-type: none"> -Revised admission processes are in place Fall 07 -Successful use of learning tools Self-directed learning ownership of learning -Expected increase in student success rate and decrease in attrition rate ongoing -Appropriate use of CSD, learning centre and counseling services -Likelihood of student success maximized 	<ul style="list-style-type: none"> -Ongoing -Working with CSD, learning centre ongoing
<p>HIM PROGRAM</p>		
<ul style="list-style-type: none"> ▪ General Health Sciences Information Sessions 	<ul style="list-style-type: none"> -Continue to be offered on a monthly basis 	<ul style="list-style-type: none"> -Ongoing
<p>DOPT PROGRAM</p>		
<ul style="list-style-type: none"> • Program orientations held on the first day of classes at the start of each semester 	<ul style="list-style-type: none"> -Student participation documented 	<ul style="list-style-type: none"> -Ongoing
<ul style="list-style-type: none"> • Met with Kyle Baillie of the Office for New Students 	<ul style="list-style-type: none"> - Meeting outcomes 	<ul style="list-style-type: none"> -Ongoing
<ul style="list-style-type: none"> • Developed at least two individual learning plans for students with disabilities supported by Center for Students with Disabilities 	<ul style="list-style-type: none"> - Both students successfully completed year one and now into year two 	<ul style="list-style-type: none"> -Ongoing
<ul style="list-style-type: none"> • Held program orientation sessions with HS counsellors 	<ul style="list-style-type: none"> -Report on student satisfaction 	<ul style="list-style-type: none"> -Ongoing
<ul style="list-style-type: none"> • Initiate DOPT ‘Fun Labs’ for HS students in conjunction with Office for New Students recruitment initiatives 		<ul style="list-style-type: none"> -Ongoing
<ul style="list-style-type: none"> • Initiate mid-semester student forums using formative feedback surveys to meet student needs 	<ul style="list-style-type: none"> - National exam pass rates 	<ul style="list-style-type: none"> -Ongoing

<ul style="list-style-type: none"> • Improved student access to national licensing exams by lobbying to change exam dates to coincide with graduation so concepts / theory is still fresh in students' minds • Updated department website to include salaries of industry professionals • Streamlined registration process to maximize recruitment • Work with DC Foundation and Office of New Students to formalize and increase exposure of DOPT Annual Awards ceremony to recognise high student achievement and industry stakeholder participation within DOPT 	<p>- Recruitment and retention report</p>	<p>-All graduates passed licensure/ registration exams</p> <p>-Completed</p> <p>-Completed</p> <p>-In process</p>
<p>NEW</p> <ul style="list-style-type: none"> • Develop an evaluation framework to assess effectiveness of HCSW program in (HCSW) • Develop strategic ties with secondary school system to facilitate student entry into health programs • Explore proposed Pilot Project that allows students currently taking BSPN courses the opportunity to complete their degree through a viable pathway • PNUR to chair FHS wide committee that will examine “Best Practices” in terms of promotion of academic honesty and exam protocol 	<p>-Framework developed</p> <p>-Partnership opportunities are in place</p> <p>-BSPN degree completion graduates</p> <p>-Best Practices Committee in place</p>	<p>-Implementation of framework 08/09</p> <p>-Moving forward with SD #43 – Fall 2008/ Winter 2009</p> <p>-Piloting through CE –degree completion courses Winter 2009</p> <p>-Phase I work completed; now onto Phase II – Fall 2008</p>

Strategic Goal #4: Pedagogy and Instructional Delivery

The College will work to increase student engagement and access through use of innovative program design and delivery.

Related Objectives Stated in Academic Plan

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2nd year persistence and credential completion

Faculty Based Tactical Plans	Outcome Indicator	Status
<p>NURS PROGRAM (Bachelor of Science in Nursing – BSN)</p> <ul style="list-style-type: none"> • Workload Allocation Project – restructuring • Technological Development: (1) NUR Shared Drive; (2) Establish Electronic Resource Centre at David Lam • Curriculum Review: Simulation – develop plan for implementation that incorporates a transition plan and long-term planning. • Full curriculum implementation review for currency, consistency and relevance. • Orientation of new faculty and faculty teaching new courses and a coaching / mentoring plan. • Student Registration matters/systems. • Community Nursing: Stabilization of placements and undergraduate education in community nursing. • Faculty Resources Project: Updating library collection 	<ul style="list-style-type: none"> -Workload allocation plan is in place that addresses issues 2008 -Health Sciences communication technology is relevant and current - Comprehensive simulation plan in place -BSN curriculum reflects current educational models - Faculty orientation plan in place -Transparent, consistent and just – registration system in place -Community placement and education components of program current and reliable -Electronic library established 	<ul style="list-style-type: none"> -Presented to department meeting June 2008 – not approved - ongoing -Completed Summer 2008 - Strategic Development Project underway Fall 2008/ Winter 2009 -Planned for Winter 2009 -Faculty work on coaching/mentoring underway – Faculty Emeritus developing orientation manual -Work underway with Registrar’s Office and consultant in process -Subcommittee work complete – ongoing review -E-books in place and ongoing work

<ul style="list-style-type: none"> • Academic Health Council: Practice Education Guidelines • Develop a comprehensive plan for use of simulation learning in the curriculum for 2007-2008, phase in aspects of the plan sequentially 	<ul style="list-style-type: none"> -BSN policies reflect PEGs - Integration of simulation into the BSN curriculum Fall 2008 	<ul style="list-style-type: none"> -Faculty committee underway -Special project underway
<p>PNUR PROGRAMS (BSPN; ADPN; Diploma in PNUR)</p>		
<ul style="list-style-type: none"> • Curriculum Development for year IV of the BSPN degree program and year III of the Diploma program 	<ul style="list-style-type: none"> - Curriculum Integrating Committees continue work in progress 	<ul style="list-style-type: none"> -In progress for full implementation 2008-2009
<ul style="list-style-type: none"> • Pilot summer session offering of PNUR – Family Health Promotion course (May-June 2007) 	<ul style="list-style-type: none"> - Evaluate implementation of Family health promotion course 	
<ul style="list-style-type: none"> • Review of May – June 2007 on-line offering of Family Health well received 	<ul style="list-style-type: none"> - Plan and funding approval 	<ul style="list-style-type: none"> -Implementing Year IV of degree / year III of diploma program
<ul style="list-style-type: none"> • Plan for future offering of Advanced Diploma in Psychiatric Nursing Program based on Ministry of Health (Nursing Directorate) identification of psychiatric nursing as one of 13 nursing specialties requiring access to post diploma education; including consideration of continued offering as credit program 	<ul style="list-style-type: none"> - Evaluate Pilot CE ADPN course offerings Winter 2008 semester; -Permanent funding structure that supports online education delivery 	<ul style="list-style-type: none"> -Completed through CE -Completed
<ul style="list-style-type: none"> • Expand current PAC for PNUR Programs 	<ul style="list-style-type: none"> -Evaluation of PAC 	<ul style="list-style-type: none"> - Deferred until Winter 2009
<ul style="list-style-type: none"> • Plan and implement increased use of simulation learning in the curriculum 	<ul style="list-style-type: none"> -Review curriculum re integration of simulation May 2008 	
<ul style="list-style-type: none"> • Work with various levels of DC governance to secure funding to offer BSPN degree completion on-line as a permanent new program offering 	<ul style="list-style-type: none"> -BSPN degree completion available on-line new program offering 	<ul style="list-style-type: none"> -In progress- Fall 2008
<ul style="list-style-type: none"> • Implement Pilot project that supports offering the Advanced Diploma through CE 	<ul style="list-style-type: none"> -Evaluate Advanced Diploma offered on-line via CE 	<ul style="list-style-type: none"> -In progress -Not moved forward as no new monies from AVED for post-entry level credential (degree)

HCSW PROGRAM		
<p>1. Increase student engagement and access through use of innovative program design and delivery</p> <ul style="list-style-type: none"> • Continue to refine learning activities on WebCT • Integrate Simulation into the curriculum 	<p>-Students motivated to be engaged in learning activities</p>	<p>-Planned for Winter 2009</p>
	<p>-Better-quality participation in lab work Increased ability to transfer care-giving skills in practice environment</p>	<p>-In progress Fall 2008</p>
<p>2. Insure use of program advisory committee</p> <ul style="list-style-type: none"> • Invite a graduate and a consumer to join the HCSW advisory committee 	<p>Fall 07/winter/spring 08 and on-going</p>	<p>-In progress with NURS and PNUR development work</p>
<p>3. Development of learning communities</p> <ul style="list-style-type: none"> • Implement orientation of new faculty and peer mentoring program • Update orientation manual • Develop an effective coaching/mentoring plan • Encourage faculty to participate in Douglas Development Peer Mentoring sessions • Build opportunities into faculty meetings • Share best practices 	<p>-Processes for orientation and peer mentoring are in place and effectively utilized Fall 07 and Winter 08</p>	<p>-Completed Fall 2008</p>
	<p>-Retention of faculty ongoing</p>	<p>-Ongoing</p>
<p>4. Participate in Academic Health Council Practice Education Guidelines</p>	<p>-Review of policy and practice education guidelines Fall 07</p>	<p>-Completed</p>
<p>5. Curriculum Review</p> <ul style="list-style-type: none"> • Revise current curriculum based on new Provincial Curriculum Guidelines. HCSW curriculum is congruent with standards set by the Provincial Curriculum Articulation Committee • Explore feasibility of an integrated curriculum for the CMHW component of the program • Develop and restrict program design & faculty workload allocations (explore the idea of lengthening the program to fit into DC semester matrix system) 	<p>-HCSW curriculum is congruent with standards set by the Provincial Curriculum Articulation Committee. -Competency standards are clearly articulated Winter/Spring 08</p>	<p>-Focus on 2008-2009</p>
	<p>-Fall 2007/ Winter 2008 Restructuring of the program design with restructuring of workload that allows faculty to schedule teaching/PD and vacation time in a more satisfactory manner</p>	<p>-Completed</p> <p>-Need to focus 2008-2009</p>

<p>HIM PROGRAM</p> <ul style="list-style-type: none"> • Investigate alternate methods for offering the HIMP curriculum (ongoing) • Investigate alternate methods of delivering curriculum and funding sources to support on-line development (Using the virtual health record; web CT); • Investigate opportunities to fast track (PLA) professionals with a diploma/degree in health care into the HIM program • Pursue the possibility of accessing a hospital-based computer test system to enhance student's learning of HIM functions. Preference would be to link with Meditech thru FHA. • Maintain membership of the Advisory Committee with community and professional participation. 	<p>-Ongoing</p> <p>-Fall 2007: BC Campus Proposal for online delivery</p> <p>-Fall 2007, Consult with Faculty of Child, Family & Community Studies (PLA)</p> <p>-Fall 2007 – Fraser Health Authority</p> <p>-Ongoing</p>	<p>-Re-submit 2008</p> <p>-Strategic Development funds to support this Fall 2008 – Winter 2009</p> <p>-Still exploring through PAC</p> <p>-Ongoing</p> <p>-Ongoing</p>
<p>DOPT PROGRAM</p> <ul style="list-style-type: none"> • Mandatory orientation sessions for interested preceptors (ongoing) • Feasibility study for delivery of Distance Delivery courses (ongoing) • Explore labour market demand for continuing education for optometric assistant; • Explore alternative delivery classroom model such as evening classes for increasing student access to our program. • Distance delivery – Contact Lenses for Fall 08 offering • Begin Development of Distance Delivery – Eyeglasses for Fall 09 offering • Continue Biannual advisory committee meetings 	<p>-Preceptors are better prepared; fewer student related issues</p> <p>-Report - High industry demand and advisory committee support for both Contact Lenses and Eyeglasses offerings</p> <p>-CE development and offerings suspended in 2006/2007 due to high cost and low enrolment</p> <p>-Timetable Scheduling change 2008-2009</p> <p>- Successful completion and offering of CL DD courses Fall 2008</p> <p>- Continue planning for eyeglass course conversion to distance delivery mode Fall 2009</p> <p>- Fall 2007, Winter 2008</p>	<p>-Ongoing</p> <p>-Currently working on conversion to mixed mode of delivery distance for year I and II courses</p> <p>-No further work in this area</p> <p>-Implementing a compressed timetable Mon-Wed for both year I and year II courses – Fall 2008.</p> <p>-Developing new Diploma in Advance Opticianry Technology using cost recovery model for Fall 2009 start pending gov't and governance approval</p> <p>-Ongoing</p>

<ul style="list-style-type: none"> • 2nd Year promotion – changes to college calendar to include application deadline for registration into 2nd year; All instructors to discuss in class and promote benefits of completion of 2nd year (ie., increased value to employer and career opportunities) • Increase the role of the vision center in student learning 	<p>-Reduction in 2nd year attrition</p>	<p>-Ongoing</p>
<p>ALL PROGRAMS</p>		
<ul style="list-style-type: none"> • Participate in planning for the New Health Sciences Building at DLC. Plan for transfer of program operations to DLC. Prepare for move in December 2007 	<p>-Facility plans congruent with operations - Operations Transfer Plan</p>	<p>-Moved into New Health Sciences center successful Winter 2008</p>
<ul style="list-style-type: none"> • Consider role of simulation learning and lab operations at new campus. Plan for training of faculty to utilize new labs and simulation equipment. 	<p>- Plans/curriculum interface for use of simulation equipment, - Develop PD for faculty with simulation learning</p>	<p>-Building faculty capacity for inclusion of simulation across all Health Science program areas</p>
<ul style="list-style-type: none"> • Request simulation lab technician position 	<p>- Developing job description in 08/09</p>	<p>-To confirm funding for position and implementation in 08/09</p>
<ul style="list-style-type: none"> • Continue review of curricula to facilitate/integrate simulation learning using computerized simulators (BSN, BSPN, HCSW) 	<p>- Ongoing</p>	
<ul style="list-style-type: none"> • Report on two simulation pilots Dec/05 and May/06; identify 4-6 core simulation case studies and edit to reflect Canadian health care system and demographics; 		
<ul style="list-style-type: none"> • Familiarize faculty to the core case studies and run pilot simulation using core case studies and fidelity simulator 	<p>-Business case has been brought forward to VPAC with next steps to prepare more detailed plan 07/08</p>	<p>-Strategic Development funds are assisting with planning for full implementation of Simulation in 2009-2010</p>
<ul style="list-style-type: none"> • Continue work of the development of a community Partnership Center (Centre for Health & Community Partnerships) for David Lam Campus (All) 	<p>- Finalized plan for Community Partnership Centre: staffing, integration with student learning experiences</p>	<p>-Ongoing</p>
<ul style="list-style-type: none"> • Review effectiveness of PAC and develop recommendations for revitalization. Re-establish PACs in NUR 	<p>- Meetings of PACs - Fall 2007/ Winter 2008</p>	<p>-First PAC for NURS scheduled October 2008</p>

<ul style="list-style-type: none"> Participate with other nursing programs and with the Health Authorities in a project to maximize practice learning opportunities. Establish clerical position with primary responsibilities for HSP Net (BSN, BSPN, HCSW, CE) Develop recruitment strategies for low-enrolment programs (HIMP, DOPT, HCSW). Discuss options for curriculum restructuring if there is continued low enrolments 	<p>- HSP-Net Position established and operational 2006-2007</p> <p>-Full intakes -Recommendations for alternate structures and strategies to address low enrolment issues (online delivery) Fall 2008</p>	<p>-Ongoing- new hire into position of HSPNet placement assistant Fall 2008</p> <p>-Full intakes in all programs as of June 2008 for Fall 2008 start</p>
--	---	--

Strategic Goal #5: Scholarly Activity

The College will work to promote scholarly and instructional excellence.

Related Objectives Stated in Academic Plan

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop scholarly activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

Faculty Based Tactical Plans	Outcome Indicator	Status
NURS PROGRAM (Bachelor of Science in Nursing – BSN)		
<ul style="list-style-type: none"> Active Scholarship Committee for BSN program (ongoing) Participation in Nurse Educators Scholarship Program and the Research Internship at the University of Ottawa. Encourage sharing of teaching practices that are based on pedagogical research 	<p>-Annual Plan and Report</p> <p>- Ongoing</p> <p>- PD Workshops/ Resource files</p>	<p>Active committee-planning underway</p> <p>-No new faculty accepted 2008</p> <p>-Ongoing – faculty to faculty presentations initiated</p>
<ul style="list-style-type: none"> Continue participation in Nurse Educators Scholarship Project Development of Scholarly activity - Scholarship of teaching and learning Development of process for effective assignment to program tasks in PD time 	<p>- Ongoing</p> <p>- Fall 2007</p> <p>- Fall 2007</p>	<p>-Ongoing</p> <p>-Ongoing-several faculty participate</p> <p>-Tracking mechanism developed 2008</p>
<ul style="list-style-type: none"> Student Policy Development 	<p>- Fall 2007</p>	<p>Policies updated June 2008 – policies under review for EDCO-new policy Group</p>
<ul style="list-style-type: none"> Faculty development; e.g., grading, marking, exam development, probationary evaluation, PD, evaluation processes and class management 	<p>- Douglas Development workshops Fall 2007 & 2008</p>	<p>-Ongoing</p> <p>-Based on expressed faculty needs – discussion groups planned</p>

<ul style="list-style-type: none"> • Support faculty development in key aspects of the curriculum and program <p>PNUR PROGRAMS (BSPN; ADPN; Diploma in PNUR)</p> <ul style="list-style-type: none"> • Continue to implement PNUR scholarship plan • Attend/participate at Professional conferences (e.g., Neuman Systems Model Symposia, June 2008, RPNC World Congress – May 2008; European Psychiatric Nursing conference – November 2008) • Continue Faculty Development Workshop Series re Neuman Systems Model based curriculum for BSPN, ADPN and new Diploma in Psychiatric Nursing programs • Promote faculty publications in relation to NSM based Psych Nursing Education • Continue guest speakers from associate studies courses that promote breadth and depth of PNUR faculty academic discourse e.g. Philosophy • Continue PNUR involvement in scholarly work. Currently PNUR has membership on the Scholarship of Teaching and Learning Research Study <p>HCSW PROGRAM</p> <ul style="list-style-type: none"> • Be more active in scholarly activity • Collaborate with other Departments (FHS Scholarship Working Group) <p>DENTAL PROGRAM</p> <ul style="list-style-type: none"> • The program has joined DAEC (Dental Assisting Educators Council) and for the first time, a faculty member will be attending the National conference in Halifax. • Collaborate with other Departments (FHS Scholarship Working Group) 	<p>-Faculty paper co-presentations, NSM conference Feb. 2007; - Participate in NSM conference 2008, European PNUR conference 2008</p> <p>-Annual Plan and Report PD sessions held</p> <p>-Contracts signed with publisher NSM 5th edition text for two chapters co-authored by PNUR faculty June 2008</p> <p>-Continued PNUR involvement</p> <p>-Participation in Professional Conferences -Develop a project plan for scholarly activity -Fall 07</p> <p>- Participation in Professional Conferences October 2007</p> <p>-Fall 07</p> <p>-Fall 2007 – Community Service</p>	<p>-ongoing-initiation of 'Faculty Praxis' sessions</p> <p>-Faculty presenting papers and posters at the World Psychiatric Nurses conference in Regina 2008; European Psychiatric Nurses Conference in Malta – November 2008). -Completed</p> <p>-Faculty have co-authored three book chapters related to application of NSM in PNUR (Neuman's 4th ed text – In print)</p> <p>-Ongoing with faculty presenting at next conference in October 2008-Edmonton, AB</p> <p>-Ongoing attendance at conferences related to Department needs</p> <p>-Participation in Professional Conferences October 2008 – Ottawa, ON</p>
---	---	---

<ul style="list-style-type: none"> • Develop new partnership with New West Senior Secondary School. Treating high school students who do not have access to regular dental care. HIM PROGRAM • Collaborate with other Departments (FHS Scholarship Working Group) • Faculty will continue to participate in national and provincial (international – IFHRO) initiatives in relation to educational and practice standards • Faculty members will investigate areas of interest for scholarly activity and explore available opportunities • Development of process for effective assignment to program tasks in PD time • Support faculty development in key aspects of the curriculum and program <p>DOPT PROGRAM</p> <ul style="list-style-type: none"> • Initiate on-campus seminars for industry professionals with the help of industry associations and stakeholders <p>ALL PROGRAMS (Ongoing)</p> <ul style="list-style-type: none"> • Collaborate with other Departments (FHS Scholarship Working Group) • Develop/Update Scholarly Activity Plans for each program • Develop and maintain inventory of scholarly activity within department • Prepare articles for publication, attend and present at professional conferences • Plan and participate in a Faculty-Wide Scholarly Activity sharing day annually • Work with Scholarly Activity Coordinator to prepare grant applications, plan cross-departmental, cross-college initiatives • Explore partnerships with other Research Initiatives and/or Research Teams (i.e. Fraser Health, UBC School of Nursing, SFU Health Sciences) 	<p>-Ongoing</p> <p>-Scholarly activity projects approved</p> <p>- Two successful presentations held with more planned FALL 2007/ WINTER 2008</p> <p>Annual plans and Reports</p> <p>Membership and participation</p> <p>All ongoing</p>	<p>-Exploring new opportunities</p>
---	---	-------------------------------------

<ul style="list-style-type: none"> • Submit proposals to Scholarly Activity Fund • Articles for Concourse (DC Scholarly Activity Publication) • Maintain memberships in appropriate Professional organizations • Participate on College Research Ethics Board • Participate on College Academic Affairs committee with attention to scholarship 	<p>All ongoing</p>	
--	--------------------	--

APPENDIX IV
FACULTY OF HUMANITIES AND
SOCIAL SCIENCES

**FACULTY OF HUMANITIES AND SOCIAL SCIENCES
TACTICAL PLAN 2005-2008
(Updated October 2008)**

Academic Vision Statement

The Faculty of Humanities and Social Sciences will continue to expand its partnerships with other institutions to provide more opportunities for completion of academic baccalaureate degrees. HSS will also provide international field school opportunities for students to study abroad. HSS will explore new forms of course delivery, including online courses, hybrid courses, and compressed courses to respond to perceived demand for flexible course scheduling. These efforts should encourage existing students to stay at Douglas College, and may attract new students. A plan to create a post-degree program in Psychiatric Rehabilitation may also attract new students, and enhance the academic profile of the College. The breadth and depth of courses provided by HSS departments and the corresponding need for professional development opportunities, including research, will continue to increase with degree development initiatives in HSS and across the College. HSS will support discipline-based research by launching two new online journals.

Strategic Goal #1: Academic Direction and Program Mix

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

Related Objectives Stated in Academic Plan

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

Faculty Based Tactical Plans	Outcome Indicator	Status
a. Associate Arts Limited Enrolment (closed enrolment, full time program)	Fill 40 seats Fall each year	Reduced intake in 08 due to increased access to courses and preference for part-time studies.
b. B.A. (Psychology) Collaborative	Fill 25-30 seats Fall each year	Full to UFV course capacity.

<p>c. B.A. (Criminal Justice) Collaborative</p>	<p>Fill 25-30 seats Fall each year</p>	<p>Third year courses are full. Program capacity transferred to UFV for fourth year is approx. 70%.</p>
<p>d. Legal Studies UT Diploma (open enrolment)</p> <p>Develop second year courses</p> <p>Articulate new courses with universities university colleges</p>	<p>Fill required LGST courses</p> <p>Developed and approved.</p> <p>BCCAT transfer guide lists the courses.</p>	<p>Fully enrolled.</p> <p>Completed. Offered in Winter 08 and 09.</p> <p>Completed</p>
<p>e. Associate of Arts for Future Teachers Plan enhancement activities (e.g., invite SFU PDP recruiter to College to speak to student; set up volunteer placements in schools)</p> <p>Proposal under consideration at SFU for students to be guaranteed admission to enter the Bachelor of General Studies (Education) program following completion of the AA program at Douglas College.</p>	<p>Session occurred in Winter 08. Majority of students in volunteer placements.</p> <p>MOU to be signed or revised in Fall 08.</p>	<p>Repeat in 08-09</p> <p>Ongoing</p>
<p>f. Enhanced Transfer Options Explore early and/or dual admission arrangements with local universities.</p>	<p>SFU considering a dual admission proposal for Arts/Sciences students.</p> <p>TRU prepared to offer dual admission for students in Arts/Sciences.</p>	<p>Ongoing</p> <p>Under consideration</p>
<p>g. New collaborative BA (Geography) degree with UFV under consideration.</p> <p>Geography Lab courses revised to align better with UFV Geography courses.</p> <p>Third year courses being developed.</p>	<p>Several departmental meetings have occurred.</p> <p>Approved.</p> <p>Some developed, some pending approval, some approved.</p>	<p>Ongoing</p> <p>Completed</p> <p>Ongoing</p>
<p>h. Explore new collaborative BA degrees (several options under consideration) with TRU.</p>	<p>Approval in principle Winter 09.</p>	<p>Ongoing</p>

Strategic Goal #2: Academic Signature

The College will work to implement a defined Academic Signature at Douglas College.

Related objectives stated in Academic Plan

- Embed College signature in curriculum design
- Develop a credential that formally recognizes essential skills
- Develop program review and renewal processes

Faculty Based Tactical Plans	Outcome Indicator	Status
a. HSS Academic Signature Committee members completed course templates for all existing HSS courses.	Completed, received by HSS FEC, and posted on web.	Done
b. Academic Signature Evaluation using Collegiate Learning Assessment (CLA) on a sample of students in Arts/Sciences.	Sample of 150 students to be tested by Nov. 1, 2008	Ongoing

Strategic Goal #3: Foundation Experience and Access

The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

Related Objectives Stated in Academic Plan

- Develop a student orientation process
- Establish an Office of New Students
- Provide coordinated assessment and advising
- Offer Foundation programming
- Support development of individual learning plans
- Maintain programming for educationally disadvantaged students

Faculty Based Tactical Plans	Outcome Indicator	Status
Orientation provided for students in HSS closed programs: <ol style="list-style-type: none"> 1. Criminology BA Program 2. Psychology BA Program 3. AA Limited Enrolment Program 4. AA for Future Teachers 	Every Fall Every Fall Every Summer Every Summer	
“Connections” Foundations Program <ul style="list-style-type: none"> - Arts Connections revised (ENGL, PSYC, GEOG) to increase attractiveness to students. Theme of mindscapes and landscapes. 	Fall 2008	Courses opened to general enrolment after program failed to enrol to capacity. Full enrolments were later achieved in <i>disconnected</i> courses.

Strategic Goal #4: Pedagogy and Instructional Delivery

The College will work to increase student engagement and access through use of innovative program design and delivery.

Related Objectives Stated in Academic Plan

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2nd year persistence and credential completion

Faculty Based Tactical Plans	Outcome Indicator	Status
<p><i>Hybrid courses</i></p> <p>Create hybrid versions of service courses as needed to increase enrolment options for students</p>	<p>Course materials created for hybrid format.</p>	<p>Ongoing</p>
<p><i>Online courses</i></p> <p>Develop Psyc 2300 as an on-line course (Psyc 2300 is a requirement in PNUR and NURS)</p> <p>Develop Psyc 2341 as an on-line course (Psyc 2341 is a requirement in PNUR)</p> <p>Develop new on-line courses in response to emerging student demands</p>	<p>Completed in Winter 08.</p> <p>Completed in Winter 08.</p> <p>Complete as needed</p>	<p>Offer as required to meet demand.</p> <p>Planned for Winter 09 at earliest.</p> <p>Ongoing</p>
<p><i>International Education</i></p> <p>New Criminology Tour planned to New York City to study community courts</p> <p>China Field School (GEOG, MODL, CMNS)</p> <p>Wales Field School planned involving 2 courses in HSS and 1 course in LLPA</p> <p>Mexico Field School</p>	<p>Completed with support of Strategic Development Fund.</p> <p>Completed.</p> <p>Planned for Summer 09</p> <p>Planned for Summer 09</p>	<p>Offered in Summer 08. Fully enrolled and very successful.</p> <p>Offer in Summer 08. Fully enrolled and very successful.</p> <p>Waiting for approval from Trinity College in Wales</p> <p>Early planning stages.</p>

<i>Student Retention</i>		
Obtain university transfer status for new courses in Ed Psyc, Philosophy of Ed, Social Issues in Ed.	Courses articulated.	Completed
Create new course in History of Education	Winter 09	Ongoing
Explore post-baccalaureate program development to attract new students to Douglas College. Post-Degree Diploma in Psychiatric Rehabilitation in planning stages.	Concept Paper submitted in Fall 08. Program Proposal in Spring 09.	Psychiatric Rehabilitation underway.
Revise proposal for dual admission with SFU for AA Limited Enrolment students	Submitted to SFU in August 08. Pending Senate approval.	Ongoing
Increase transfer options for students who complete at least 60-90 credits at Douglas College (e.g., UCFV General Studies accepts 90 credits for transfer).		Ongoing
Promote HSS programs		Ongoing
Develop new Associate Degree programs with discipline specializations (revise Credentials Policy and obtain approval from Education Council)	Complete in all HSS disciplines: Anthropology Criminology Geography History Philosophy Political Sciences Psychology	Completed and posted on College website and on Education Planner at BCCAT
Support Faculty and Student initiatives for educational enhancement activities (e.g., Cinema Politica)		Ongoing

Strategic Goal #5: Scholarly Activity		
The College will work to promote scholarly and instructional excellence.		
Related Objectives Stated in Academic Plan		
<ul style="list-style-type: none"> • Develop policy that encourages and supports scholarly activity • Develop a plan to support and develop scholarly activity at Douglas College • Encourage increased faculty involvement in scholarly activity 		
Faculty Based Tactical Plans	Outcome Indicator	Status
Create and launch HSS Online Journal	Editorial Board struck in Winter 08.	Completed
	Establish a name for the journal.	Completed

	Editor to be selected in Fall 08.	Ongoing
	First call for submissions Summer 09	Pending
	Terms and author instructions finalized Winter 09	Pending Editor selection
Create and launch HSS Undergraduate Journal	Interim Editor in place. Editorial Board, terms, and author instructors Summer 09	Ongoing
Support Faculty involvement in research/scholarly activities		Ongoing
Improve HSS and College-wide awareness of faculty involvement in research/scholarly activities.		Support ongoing
Explore research opportunities involving the scholarship of teaching and learning		Ongoing
Support Wisdom Institute Initiative		Ongoing
Support Institute for Ethics and Global Justice		Ongoing

APPENDIX V

**FACULTY OF LANGUAGE, LITERATURE
AND PERFORMING ARTS**

**FACULTY OF LANGUAGE, LITERATURE AND PERFORMING ARTS
TACTICAL PLAN 2005-2008
(Updated October 2008)**

Academic Vision Statement

The Faculty of Language, Literature and Performing Arts will review the initiatives identified in the 2005-2008 tactical plan and will endeavour to complete those projects which continue to reflect our vision. We will also begin to look beyond the current planning cycle to identify and respond to challenges facing post-secondary education.

Understanding that it is our mission to promote the values of a liberal education, we will continue to explore flexible scheduling and delivery, and enhancement and enrichment opportunities, for the benefit of our students and the College community.

Strategic Goal #1: Academic Direction and Program Mix

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

Related Objectives Stated in Academic Plan

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

Faculty Based Tactical Plans	Outcome Indicator	Status
<p><i>OBJECTIVE: DEVELOP NEW CREDENTIALS</i></p> <p>COMMUNICATIONS Implement Advanced Diploma in Communications for Managers</p> <p>Establish Certificate in CMNS Explore adoption of Associate Degree in Intercultural and International Studies as part of the Communications Department; explore the use of a cohort model for students within this degree and for students who declare a Communications major</p>		<p>Suspended; redirected to exploring collaboration with Athabasca U and other institutions</p> <p>Done</p> <p>On hold</p>

<p>CREATIVE WRITING Consider development of third year CRWR courses, as next step towards a degree program</p>		On hold
<p>MODERN LANGUAGES Develop East Asian Studies Associate Degree Certificate in MODL</p>	Implemented Fall 2008	Deferred
<p>MUSIC Develop 3rd year diplomas in Music Technology and Pedagogy. Adapt already approved BAM courses for 3rd year diplomas. Implement all approved and modified courses</p>	Diplomas approved by Ed Council	In progress 08/09
<p>PERFORMING AND FINE ARTS Review list of elective options for the PEFA Certificate</p>	Any changes and additions to FEC & Ed Council	Ongoing
<p>STAGECRAFT Develop Post Diploma Certificate in Stagecraft</p>		Postponed
<p>THEATRE Develop a Post Diploma Certificate in Theatre</p>		On hold
<p><i>OBJECTIVE: DEVELOP COLLABORATIVE PROGRAMS WITH OTHER INSTITUTIONS</i></p>		
<p>THEATRE Develop Bachelor of Performing Arts with four consortium colleges</p>	Projected degree intake Spring 09	Completed
<p><i>OBJECTIVE: DEVELOP NEW COURSES</i></p>		
<p>COMMUNICATIONS Develop upper-level course—CMNS 3100 Language, Institutions, and Power</p>	Offer course—on hold	Completed
<p>CREATIVE WRITING Interdisciplinary and linked courses; new methods of instructional delivery</p>		Completed
<p>Offer new opportunities to Performing Arts and Creative Writing students</p>	Offer new course, TBA	Completed
<p>Increase number of options open to students who are working towards an Associate Degree in Creative Writing</p>		Completed

<p>ENGLISH 3RD year course in Aesthetics Enhance multi-ethnic course content, where appropriate Explore mounting a combined Academic Writing/Communications course to serve student needs Develop 3rd Year Interdisciplinary Elective: English 3XXX: Literature and Health Issues</p> <p>MODERN LANGUAGES Develop Language and Culture Courses for languages other than Spanish</p> <p>Develop additional level in Spanish Explore offering more Asian languages</p> <p>PERFORMING AND FINE ARTS Two PEFA Professional Musicianship courses developed Intro to Film and TV Production PEFA course in development</p> <p>STAGECRAFT Investigate new PEFA options and workshops</p> <p>THEATRE Collaborate with CRWR & PEFA to develop new Play Production workshop</p> <p><i>OBJECTIVE: INCREASE TRANSFER OPTIONS AND COLLABORATIVE COMPLETION OPTIONS</i></p> <p>COMMUNICATIONS Explore collaboration, laddering, and transfer options. Obtain “Writing” status for UT CMNS courses for SFU</p> <p>Obtain transfer status for CMNS 1115 to SFU and to other new universities</p>	<p>Report to Dean</p> <p>Ed Council approval</p> <p>Ed Council Approval</p> <p>Ed Council Approval</p> <p>Offer courses and workshops</p> <p>Ed Council Approval</p> <p>Transfer credit granted</p>	<p>Deferred indefinitely In progress</p> <p>Deferred pending “Connections” re-evaluation FEC approval pending</p> <p>Guidelines for Chinese being developed In progress In progress</p> <p>Completed In progress</p> <p>New courses in development for restructured Stagecraft program</p> <p>Completed (implementation on hold)</p> <p>Further Athabasca U discussion pending In progress—initial inquiries made</p> <p>Pending</p>
---	---	--

<p>ENGLISH Develop Flexible Pre-Major Articulation Agreement with other Colleges and Universities</p> <p>Pursue better articulation of new Life Writing courses (1118 and 2328) Review course transferability between Douglas and UFV Explore possibility of collaborative degree with UFV and TRU English departments</p>	<p>BCCAT approval</p> <p>Report to Dean</p> <p>Report to Dean</p> <p>Report to Department Establish MOAs if approved</p>	<p>Report submitted to BCCAT in May 08, further work to come Dec 08</p> <p>Spring 09</p> <p>Meetings slated for Fall 08</p>
<p>PERFORMING AND FINE ARTS Pursue articulation of PEFA 1102 to UBC</p>	<p>BCCAT approval</p>	<p>In progress 08/09</p>
<p>PRINT FUTURES Extend agreement and profile students who have benefited from transfer options Obtain “W” status for SFU transfer for selected PRFU courses</p>	<p>Establish MOUs</p>	<p>Ongoing</p> <p>Withdrawn</p>
<p>THEATRE Enrol Douglas students in BPA degree program</p>	<p>Students registered</p>	<p>Spring 09</p>
<p><i>OBJECTIVE: ENSURE CURRENCY OF CURRICULUM</i></p>		
<p>MODERN LANGUAGES Assess real demand for French courses and adjust accordingly</p>	<p>Revised offerings 09/10</p>	<p>In progress 08/09</p>
<p>PERFORMING AND FINE ARTS Explore a Film Studies PEFA Certificate</p>	<p>FEC and Ed Council approval</p>	<p>In progress 08/09</p>
<p><i>OBJECTIVE: RESTRUCTURE PROGRAMS</i></p>		
<p>STAGECRAFT To update/redesign STGE courses and delivery mode</p>	<p>Program revised Spring 08</p>	<p>Completed</p>
<p><i>OBJECTIVE: BUILD ENROLMENT IN SUMMER SEMESTERS</i></p>		
<p>COMMUNICATIONS Develop summer recruitment strategies</p>	<p>Increased Summer enrolment</p>	<p>In progress</p>

<p>THEATRE Review programming to identify core competencies and signature elements</p> <p>OBJECTIVE: DEVELOP PROGRAM REVIEW AND RENEWAL PROCESS</p> <p>COMMUNICATIONS Develop and offer course in Communication theory (CMNS 1221) Design a 3000 level course addressing writing needs of degree students</p> <p>Work to introduce interpersonal/spoken communications courses that have been developed but not implemented (i.e. CMNS 1425 Advanced Oral Presentations; 1210 Working Effectively With Groups)</p> <p>PERFORMING AND FINE ARTS Develop “Film Studies” PEFA Certificate from derived curriculum and new PEFA Film & TV Production course</p> <p>STAGECRAFT Continue the use of instructor/course evaluations and forums for student feedback Develop a student production performance evaluation process that better serves student needs</p> <p>OBJECTIVE: INVESTIGATE INTERCULTURAL OPPORTUNITIES AND INTERNATIONAL FIELD SCHOOLS</p> <p>COMMUNICATIONS Develop China Field School with MODL and HSS</p> <p>PERFORMING AND FINE ARTS Develop field school initiative in Wales</p> <p>PRINT FUTURES Provide options for program faculty, students, and graduates Promote Douglas TESL certificate to Print Futures graduates Broaden international connections</p>	<p>Submit Academic Signature templates to Ed Council</p> <p>Course offered</p> <p>FEC and Ed Council approval</p> <p>Offer school Spring 08</p> <p>Offer PEFA 1102 as part of cross-disciplinary Arts Summer Institute</p>	<p>Core competencies and signature elements identified</p> <p>Completed</p> <p>In progress—course still being developed, contingent on re-design of CMNS 1115 In progress—proposed to upper-level course committee but not approved; other avenues to be explored</p> <p>Ongoing 08/09</p> <p>Ongoing</p> <p>Postponed while focusing on restructuring of Stagecraft Diploma</p> <p>Completed</p> <p>Projected Summer 09</p> <p>Deferred</p> <p>Credential approved, with some PF input In progress</p>
---	--	---

<p>OBJECTIVE: CONTRIBUTE TO WRITING-RELATED INITIATIVES</p> <p>ENGLISH Co-ordinate writing to learn and writing within and across disciplines initiatives Work with other disciplines to determine and co-ordinate expectations from writing assignments across the College Have students complete a Self-Assessment to select appropriate level ENGL course when first qualifying via the college-wide assessment</p>	<p>Writing Across the College Group established on myDouglas</p> <p>Self Assessment offered Fall 08</p>	<p>Writing sessions held through Douglas Development Ongoing</p> <p>Fall 2008 registration; revision needed (ongoing)</p>
---	---	---

<p>Strategic Goal #3: Foundation Experience and Access The College will work to develop Foundation and access strategies to maximize the likelihood of student success.</p>		
<p>Related Objectives Stated in Academic Plan</p> <ul style="list-style-type: none"> • Develop a student orientation process • <i>Establish an Office of New Students</i> • Provide coordinated assessment and advising • Offer Foundation programming • Support development of individual learning plans • Maintain programming for educationally disadvantaged students 		
<p>Faculty Based Tactical Plans</p>	<p>Outcome Indicator</p>	<p>Status</p>
<p>OBJECTIVE: DEVELOP AND IMPROVE THE STUDENT ORIENTATION PROCESS</p>		
<p>PERFORMING AND FINE ARTS Offer a Performing Arts-wide student information session</p>	<p>New procedures embedded</p>	<p>Ongoing</p>
<p>PRINT FUTURES Review and, where necessary, improve orientation and mentoring programs and maintain evaluation and intrusive-advising procedures</p>		<p>Ongoing</p>
<p>STAGECRAFT/THEATRE Continue to monitor and update Stagecraft/Theatre home page</p>	<p>Changes made to website</p>	<p>Website has received minor changes. Process of larger changes underway.</p>
<p>Offer a Performing Arts-wide student information session Continue to offer Theatre and Stagecraft Fall Orientation</p>	<p>New procedures embedded</p>	<p>Updates ongoing Multiple sessions held in Fall 07/Winter 08. This process now a regular part of the program. Done and ongoing for 07/08</p>

<p>OBJECTIVE: MAXIMIZE STUDENT SUCCESS</p> <p>ENGLISH Be more proactive in showing students how our offerings fit their academic needs and interests</p> <p>MODERN LANGUAGES Tailor assessment process for all languages to students' needs</p> <p>Explore concurrent credit for DC Basic level language courses for high-school students</p> <p>PERFORMING AND FINE ARTS Develop Graduate Profile</p> <p>PRINT FUTURES Enhance preparedness of students and their understanding of their learning experience</p> <p>STAGECRAFT Develop Graduate Profile</p> <p>THEATRE Offer new Theatre Scholarship to new students Nurture students in transition from 1st to 2nd year</p> <p>OBJECTIVE: OFFER FOUNDATION PROGRAMMING</p> <p>COMMUNICATIONS Advocate for inclusion of intercultural/interpersonal communications courses in program requirements</p> <p>MUSIC Review the current objectives of the Basic program and revise the structure and student workload as required Consider offering credit rudiments courses to potential university transfer students in the evening during regular academic year, and/or during the summer, and/or by distance education to improve access and to maximize the likelihood of student success</p>	<p>Develop new one-pager for information/ orientation session</p> <p>Establish new departmental procedures</p> <p>Concurrent Studies course list submitted, as established by Douglas College</p> <p>Report to Dean</p> <p>Report to Dean</p> <p>Scholarship awarded Higher enrolment</p> <p>Courses offered</p> <p>Offer revised Basic Musicianship Program</p>	<p>In progress</p> <p>Assessment process for all languages is being reviewed and will be changed where appropriate Completed</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Completed In progress</p> <p>Two new CMNS 1217 sections added to Winter '08 and Winter'09</p> <p>In progress</p> <p>On hold</p>
--	--	--

<p>STAGECRAFT Investigate the possibility of a Summer Institute in THEA/STGE</p> <p>OBJECTIVE: CREATE “BRIDGE” BETWEEN EASL AND ENGLISH</p> <p>ENGLISH Ease transition for students exiting EASL and entering English</p> <p>PERFORMING AND FINE ARTS Invite EASL students as guests to selected PEFA 1102 classes</p> <p>OBJECTIVE: PROVIDE COORDINATED ASSESSMENT AND ADVISING</p> <p>COMMUNICATIONS Work to formalize the College Writing Assessment ENGL/CMNS/CRWR recommendation as a requirement</p> <p>Advocate for more intra-college communication around assessment, especially with the Centre for International Education and the EASL Department</p> <p>PERFORMING AND FINE ARTS Advocate for more intra-college communication around assessment, especially with the Centre for International Education and the EASL Department</p> <p>OBJECTIVE: DIVERSIFY RECRUITMENT STRATEGIES</p> <p>PRINT FUTURES Increase applicant pool by encouraging program applicants from within the college</p> <p>OBJECTIVE: WORK ON ENROLMENT ISSUES</p> <p>CREATIVE WRITING Specifically arrange outreach to high schools Send CRWR annual handbook to high schools</p> <p>PERFORMING AND FINE ARTS Send handout material to selected Douglas instructors in Women’s Studies and Canadian History</p>	<p>Report to Dean</p> <p>Increased enrolment</p> <p>Increase enrolment/retention</p> <p>Increase enrolment/retention</p>	<p>Postponed while focusing on restructuring of Stagecraft Diploma</p> <p>In progress</p> <p>Ongoing</p> <p>Suspended while Accuplacer writing assessment tool is implemented by the College In progress</p> <p>In progress</p> <p>Ongoing</p> <p>Ongoing. Material sent out to schools</p> <p>Ongoing</p>
--	--	--

<p>THEATRE Plan a production that incorporates THEA, STGE, MUSC, and CRWR based on the story of Woodlands Institution Offer additional audition date in June Design high quality THEA/STGE promotional program brochure and poster</p> <p>Host 2008 ABCDE Provincial High School Drama Festival. Arrange for special student scholarships Host 2009 ABCDE Provincial High School Drama Festival. Establish internet recruiting presence</p>	<p>“Woodlands Project” to be staged Winter 09</p> <p>Increased enrolment F08 Program (poster won National Advertising Award)</p> <p>Increased enrolment</p>	<p>In progress</p> <p>Done Done</p> <p>Done</p>
--	---	---

Strategic Goal #4: Pedagogy and Instructional Delivery

The College will work to increase student engagement and access through use of innovative program design and delivery.

Related Objectives Stated in Academic Plan

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2nd year persistence and credential completion

Faculty Based Tactical Plans	Outcome Indicator	Status
<p>OBJECTIVE: REDESIGN/EVOLVE CURRICULUM</p> <p>COMMUNICATIONS Review/redesign CMNS 1115 Continue to use WebCT as an adjunct for CMNS 1216 Review use of CMNS 1111 for ANHT, with a view to possibly creating a new CMNS course for that program Introduce new upper-level course, CMNS 3100</p> <p>ENGLISH Forge more connections between the Department and WSGR Associate of Arts Program. Increase number of courses that could be applied to AA in WSGR.</p>	<p>Ed Council approval</p>	<p>Completed Completed Completed Deferred Representatives to meet with Mike McPhee, the AA coordinator</p>

<p>PRINT FUTURES Structure existing curriculum to create two credentials (certificate after 30 credits and diploma after 60 credits)</p> <p>STAGECRAFT Maintain curriculum viability by ensuring current industry practices and new technology are included in course content; Ensure training reflects employment needs of students</p> <p>OBJECTIVE: INCREASE FLEXIBLE SCHEDULING</p> <p>COMMUNICATIONS Continue to offer and/or augment student-centered delivery methods in CMNS courses (i.e. active learning, group work, real world assignments) Work to develop CMNS curriculum using flexible modes of delivery Participate in Field Schools as appropriate</p> <p>ENGLISH Expand instructional delivery methods and make them more flexible</p> <p>MODERN LANGUAGES Review timetable options for students Reassess offering accelerated courses</p> <p>OBJECTIVE: DEVELOPMENT OF HYBRID OR BLENDED COURSE DELIVERY OPTIONS</p> <p>MUSIC Integrate new technology into existing courses where appropriate ND (v)</p>	<p>Submit curriculum changes to Ed Council</p> <p>Offer alternate delivery courses</p> <p>Hybrid course ran Fall 2007; review Fall 2008/Winter 2009</p> <p>Offer hybrid Music courses</p>	<p>Initial review completed and discussion underway with faculty</p> <p>Completed</p> <p>Completed</p> <p>In progress (CMNS 1221 is hybrid) Done/further Field Schools being considered</p> <p>Ongoing</p> <p>Ongoing In progress</p> <p>Ongoing</p>
<p>OBJECTIVE: DEVELOPMENT OF LEARNING COMMUNITIES</p> <p>ENGLISH Enhance student performance and satisfaction through collaborative, community experience. Promote appropriate use of large group experience to help English students identify as “cohort” or “program”.</p> <p>MODERN LANGUAGES Summer Institute Develop international opportunities for students; i.e. Field School</p>	<p>Field School, Summer 2008</p>	<p>Ongoing</p> <p>Agenda item at dept. meetings, Fall 2008/Winter 2009</p> <p>Completed Completed for Chinese, Summer 2008</p>

<p>PERFORMING AND FINE ARTS Provide PEFA field trip and shared cross-disciplinary events</p>	<p>Field School Wales, 2009</p>	<p>Ongoing</p>
<p>PRINT FUTURES Raise profile of service-learning coursework</p>		<p>Preliminary discussion with instructors</p>
<p>Provide upgrading and mentoring opportunities for graduates and develop opportunities for qualified Print Futures and other related faculty</p>	<p>Established online registration process for non-credit activities</p>	<p>Done</p>
<p><i>OBJECTIVE: ENSURE USE OF ADVISORY COMMITTEE</i></p>		
<p>STAGECRAFT Maintain curriculum viability by ensuring current industry practices and new technology are included in course content</p>	<p>Regular meetings of advisory committees</p>	<p>Ongoing</p>
<p>THEATRE Invite Advisory Committee members to our Productions. Invite high school drama teachers and counsellors to our Opening Nights Invite theatre Program applicants to our productions. Increase connection with high school students</p>	<p>Increased enrolment</p>	<p>Done/ongoing</p>
<p><i>OBJECTIVE: ENSURE APPROPRIATE USE OF EDUCATIONAL AND INFORMATION TECHNOLOGY</i></p>		
<p>PERFORMING AND FINE ARTS Continue to ensure software programs and hardware are updated Encourage student use of online services</p>	<p>Adoption of new ELMO Technology</p>	<p>Done</p>
<p>STAGECRAFT/THEATRE Continue to ensure software programs and hardware are updated Encourage student use of online services</p>	<p>New microphones purchased Use of myDouglas for STGE 1180, 1280, 2380 & 2480</p>	<p>Ongoing Ongoing</p>
<p><i>OBJECTIVE: PROMOTE CREDENTIAL COMPLETION</i></p>		
<p>MUSIC Implement associated recommendation in the PEFA Recruitment and Retention document and in the Music-specific document prepared by Blair Fisher; monitor and develop new retention strategies</p>	<p>Increased enrollment and retention</p>	<p>Ongoing</p>

<p>PERFORMING ARTS Meet with individual students in PEFA courses to promote certificate completion</p>	<p>Increased enrolment and retention</p>	<p>Ongoing</p>
<p>STAGECRAFT Implement relevant recommendations in the Recruitment and Retention document presented to SEMC</p>		<p>In progress</p>
<p>OBJECTIVE: PROMOTION OF 2ND YEAR PERSISTENCE</p>		
<p>PRINT FUTURES Improve recruitment, retention, and benefits to the college</p>	<p>Conferences held</p>	<p>Conference held in Fall 2007 and scheduled again for 2008; updates published weekly</p>
<p>Partner with other LLPA programs to continue providing professional readiness support for students OBJECTIVE: INCREASE ACCESSIBILITY AND ENCOURAGE STUDENTS</p>		<p>Completed; will be repeated in 2009</p>
<p>CREATIVE WRITING Explore alternatives to regular instructional model</p>	<p>Offer appropriate alternate delivery courses</p>	<p>Ongoing</p>

<p>Strategic Goal #5: Scholarly Activity The College will work to promote scholarly and instructional excellence.</p>		
<p>Related Objectives Stated in Academic Plan</p> <ul style="list-style-type: none"> • Develop policy that encourages and supports scholarly activity • Develop a plan to support and develop scholarly activity at Douglas College • Encourage increased faculty involvement in scholarly activity 		
<p>Faculty Based Tactical Plans</p>	<p>Outcome Indicator</p>	<p>Status</p>
<p>OBJECTIVE: DEVELOP POLICY THAT ENCOURAGES AND SUPPORTS SCHOLARLY ACTIVITY</p> <p>PRINT FUTURES Orient practitioners and students to the opportunities available and procedures involved in scholarly publication</p>		<p>Ongoing</p>

<p>OBJECTIVE: INCREASE EDUCATIONAL/SCHOLARLY/CREATIVE OPPORTUNITIES FOR STUDENTS</p> <p>PERFORMING AND FINE ARTS Encourage students to engage in review writing for The Other Press</p> <p>THEATRE Provide individual coaching sessions for graduating Douglas College Theatre students auditioning for entrance to other theatre schools or post-secondary institutions Enable student success in transition to workplace and continuing education</p>	<p>Report to Dean</p>	<p>Ongoing</p> <p>Ongoing. Now a permanent part of program</p> <p>In progress</p>
--	-----------------------	---

APPENDIX VI

FACULTY OF SCIENCE & TECHNOLOGY

**FACULTY OF SCIENCE & TECHNOLOGY
TACTICAL PLAN 2005-2008
(Updated October 2008)**

Academic Vision Statement

The Faculty of Science and Technology is committed to maintaining and expanding a comprehensive range of courses leading to a variety of credentials which will enable our students to obtain competitive degrees, transfer into other post-secondary institutions, or have direct access to the work force. In doing so, we will strive to maintain our high quality of instruction by having highly qualified, student-centered faculty in the classroom and continuing to emphasize the importance of students acquiring practical skills through laboratory activities or practicum placements. We will continue to focus upon embedding the elements of the Academic Signature within all programs and courses. To enable this, we will strive to maintain adequate resources for laboratory equipment and field experiences, and promote excellence in instruction through valuing scholarly research, including discipline-specific research and research in the field of teaching and learning. The Faculty is also committed to expanding technology programs thereby increasing opportunities for our students and complimenting existing university transfer programs.

Strategic Goal #1: Academic Direction and Program Mix

The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.

Related Objectives Stated in Academic Plan

- Develop a range of new programs and credentials as shown in Plan for new FTE
- Develop collaborative programs with other institutions
- Increase transfer options and collaborative completion options
- Add continuing education offerings in Faculties currently not providing them
- Develop C.E. offerings derived from existing credit curriculum
- Increase offerings targeted at short term labour market needs
- Use C.E. delivery to test the market for new program development
- Increase number of C.E. credential offerings

Faculty Based Tactical Plans	Outcome Indicator	Status
New Programs under Development:		
1. Post Degree Diploma in Physical Education Instruction	Program Developed	Fall 2005 - completed
2. Bachelor of Physical Education	Program Developed	Fall 2007 – completed, year four in progress
3. Certificate in Building Environmental Systems (BES)	Certificate Completed	Fall 2005 - completed

4. Post-Trades Diploma in Building Environmental Systems (BES) and Diploma in Building Energy Management Technology (BEMT)	Market Scan Student Survey Feasibility Study	Winter 2008 - completed Fall 2008 – in progress Fall/Winter 2008/09 -in progress
5. Diploma in Animal Health Technician - Year 1	Diploma Completed	Fall 2007 - completed
6. Diploma in Animal Health Technician – Year 2	Diploma Completed	Fall 2008 – Year 2 in progress
7. Diploma/Post Degree Diploma in Biotechnology	Market Survey	indicates program is not currently viable
8. Post Degree Diploma in Science and Mathematics Instruction	Feasibility Study	Fall/Winter 2008/09 - in progress
9. Geology Diploma in Resource Exploration.	Feasibility Study	Fall/Winter 2008/09 - in progress
10. Collaborative BSc in Biology with UCFV	Feasibility Study	Fall/Winter 2008/09 - in progress

Strategic Goal #2: Academic Signature The College will work to implement a defined Academic Signature at Douglas College.		
Related objectives stated in Academic Plan		
<ul style="list-style-type: none"> • Embed College signature in curriculum design • Develop a credential that formally recognizes essential skills • Develop program review and renewal processes 		
Faculty Based Tactical Plans	Outcome Indicator	Status
1. Commitment to embedding the college signature elements in both program curricula and individual courses.	1. All new courses and programs must detail signature elements and how these will be evaluated. 2. All new programs must reference which courses fulfill signature elements and how these will be interwoven throughout the program.	Establish Faculty wide Review Committee – Fall 2008 in progress

2. Commitment to a review of every Faculty program within 3 years (i.e. by 2009).	Completed Program Review	On hold pending changes to terms of reference
3. Development of a sequential series of ladderred credentials; ie, Citation, Certificate, Diploma, Associate Degree, Degree, and Post-Degree Diplomas.	FEC and Ed Council Approval (e.g. SPSC Diploma to BPEC Completed)	
4. Maintain and expand support for laboratory, practicum and field activities within courses.	1. Maintenance of historical importance of lab activities/ course guideline approval 2. Periodic redesign of labs 3. Continual upgrading of Capital equipment	Science & Tech. Lab Space Review Ctte. formed Fall 2008 Ongoing
5. Increase in multidisciplinary and interdisciplinary courses	# of Courses	Environmental Science 1107-039 Fall 08

Strategic Goal #3: Foundation Experience and Access
The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

- Related Objectives Stated in Academic Plan**
- Develop a student orientation process
 - Establish an Office of New Students
 - Provide coordinated assessment and advising
 - Offer Foundation programming
 - Support development of individual learning plans
 - Maintain programming for educationally disadvantaged students

Faculty Based Tactical Plans	Outcome Indicator	Status
1. Expand resources for Faculty Enrolment Management Coordinator.	Number of Sections of time release	Completed Fall 2006
2. Participate in College student advisory sessions internal and external to college.	Establish school /college Departmental head contacts	List of Contacts prepared by ONS Fall 2008
3. Develop strategic ties with secondary school system through a variety of mechanisms e.g., advanced standing, dual credit, in-service teacher education.	# of agreements on dual credit/advanced placement	AHT District 43 and SPSC with Burnaby - Completed Fall 2008
4. Participate in a new student assessment process through the development of a wider range of coordinated assessment tools.	Complete range of new assessment tests.	Math On-line Assessment Completed Fall 2007 -Technical difficulties has delayed implementation

5. Continue to support and expand college “prep” courses in Science and Mathematics.	#New course development	
6. Continued Participation in the development and offering of a variety of cohort-based foundation “CONNECTIONS” programs in Arts and Science.	Development of Connections Certificate programs.	Completed Fall 2007 – Low Enrolments caused cancellation of Science Connections
7. Continue to support and grow contacts with school districts.	Develop inventory of existing and new contacts	List of Contacts – In progress Fall 2008 by Outreach Coordinator

Strategic Goal #4: Pedagogy and Instructional Delivery

The College will work to increase student engagement and access through use of innovative program design and delivery.

Related Objectives Stated in Academic Plan

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2nd year persistence and credential completion

Faculty Based Tactical Plans	Outcome Indicator	Status
1. Encourage the expansion of the use of problem based learning - initially in Biology courses and then throughout the program curricula (focus on BIOL 1103-1203 and 1109-1209).	BIOL 1105&1205 developed for Therapeutic Recreation program	Completed
2. Increase the number of block transfer agreements, the range of institutions with whom such transfer is agreed, and clarify existing relationships.	# of agreements	M.O.U. between SPSC and UCFV completion Fall 2008
3. Maintain range of 2 nd year courses and provide 3 rd & 4 th year courses as required or elective courses for college-wide degree programs.	# of new courses offered	BIOL 3205&3305 updated and now offered to SPSC degree programs. Biology 2400, 3500, 3600, 3700, developed for SPSC and/or UT

<p>4. Participate in the development of an “Education Technology for Teaching and Learning Plan” to increase the use of on-line, hybrid and flexible delivery offerings.</p> <p>5. Participate in the development of upper level courses for college degree programs.</p> <p>6. Develop pre-HealthCare Professional Society for Science and Technology students.</p> <p>7. Re-capitalize laboratory equipment and update lab curricula.</p>	<p>Increased retention rate of 2nd year students</p> <p>Development of a number of course delivery alternatives. Increase in % of on-line, blended, compressed, and hybrid courses.</p> <p># of courses developed.</p> <p>Creation of Society</p> <p>Inventory of new equipment and of lab updates.</p>	<p>Biology 2401 developed for Psych Nursing</p> <p>Data Collection in Progress</p> <p>e.g., Math 1160 (on-line stats) being offered Winter 2009 for first time</p> <p>As noted above</p> <p>Completed Fall2008 with Increasing Student Participation</p> <p>Completion Fall 2008</p>
---	--	--

<p>Strategic Goal #5: Scholarly Activity The College will work to promote scholarly and instructional excellence.</p>		
<p>Related Objectives Stated in Academic Plan</p> <ul style="list-style-type: none"> • Develop policy that encourages and supports scholarly activity • Develop a plan to support and develop scholarly activity at Douglas College • Encourage increased faculty involvement in scholarly activity 		
<p>Faculty Based Tactical Plans</p>	<p>Outcome Indicator</p>	<p>Status</p>
<p>1. Continue to hold annual faculty wide professional development events.</p>	<p>Plan events</p>	<p>Completed June 2008</p>
<p>2. Promote, through the PD fund and scholarly activity fund, ongoing scholarly activity for faculty.</p>	<p>Award PD funds Applications to SD fund Citation of faculty for scholarly publishing</p>	<p>Ongoing</p>
<p>3. Continue to seek resources for interested faculty to engage in research activity.</p>	<p># Applications to internal and external funding sources</p>	<p>NSERC application in progress Fall 2008 by I.U.E.</p>
<p>4. Develop a Faculty Scholarly Activity Committee to encourage and monitor scholarly activity.</p>	<p>Structure Committee</p>	<p>In progress Fall 2008</p>

<p>5. Participate in the development of a College Scholarly Activity web page and promote internal departmental scholarly activity committees.</p> <p>6. Continue to encourage off-campus Professional Development activities and linkages with our college communities.</p> <p>7. Lobby for expanded resource base for individual, off-campus Professional Development.</p>	<p>Faculty contributions to web page.</p> <p>Inventory of PD activities and relationships with community groups (e.g., Centre for Health and Community Partnerships)</p> <p>Monitor resources and promote value of off-campus PD</p>	<p>Appointment of Dean and Faculty Rep to new CHCP Operations Group</p>
--	--	---

APPENDIX VII
DEPARTMENT OF STUDENT DEVELOPMENT

**DEPARTMENT OF STUDENT DEVELOPMENT
TACTICAL PLAN 2005-2008
(Updated October 2008)**

Vision Statement

The Department of Student Development provides instruction and services to help students develop and achieve their own personal, academic and employment goals.

We focus on enabling students to gain the skills and support they need to access a variety of college programs; we provide programming for students with diverse needs and backgrounds; and we deliver ongoing educational support for students throughout their programs at the college.

We meet students where they are now and help them get where they want to go.

<p>Strategic Goal #1: Academic Direction and Program Mix The College will work to expand its range of credential offering (including four year degrees) and regional collaborative offerings. The following objectives have been included in the Academic Plan with a view to achieving the above stated goal.</p>		
<p>Related Objectives Stated in Academic Plan</p> <ul style="list-style-type: none"> • Develop a range of new programs and credentials as shown in Plan for new FTE • Develop collaborative programs with other institutions • Increase transfer options and collaborative completion options • Add continuing education offerings in Faculties currently not providing them • Develop C.E. offerings derived from existing credit curriculum • Increase offerings targeted at short term labour market needs • Use C.E. delivery to test the market for new program development • Increase number of C.E. credential offerings 		
Faculty Based Tactical Plans	Outcome indicator	Status
1. In collaboration with other faculties, implement College Connections programming as part of foundation experience.	Develop semester-long program for pilot delivery Winter 2007. Develop 30 credit program.	Pilot program delivered Winter 2007. Goal reconsidered 2007/08. Participation of STSU withdrawn in Connections programming.
2. EASL to develop TESL teacher training (15 credit citation).	Full program proposal to be approved Fall 2007. Delivery planned for Summer 2008.	Proposal and credential approved Winter 2008. Delivery delayed due to lack of new FTE.

3. In collaboration with Health Sciences, EASL to develop access foundation program for allied health.	Pilot to be developed during 2007/08. Delivery planned for Fall 2008.	Strategic development funds acquired Summer 2008 to develop program proposal. Delivery delayed until 2009/10.
4. In collaboration with Commerce & Business, EASL to develop access foundation program.	Concept paper to be submitted to VPAC in Winter semester 2008.	Concept paper delayed due to lack of new FTE.
5. EASL to develop new program for assisting foreign-trained professionals.	Feasibility report to be submitted to VPAC in Summer 2008.	Concept paper not approved by SMT, pending resolution of jurisdiction grievance.
6. ASE to develop a new 15 credit citation in building supply service worker program for people with disabilities.	Concept paper submitted to VPAC by Summer 2008.	Concept paper delayed due to lack of new FTE.
7. Developmental Education FEC to explore possibilities for new program options to utilize new FTE in Academic Plan.	Concept paper to be submitted to VPAC by Summer 2008.	Concept paper delayed due to lack of new FTE.
8. In collaboration with other areas, explore developing program streams for Aboriginal students.	Plans to be developed during 2007/08.	Aboriginal Child and Youth Care stream developed and offered 2007/08.
9. DVST and CSD to develop joint programming to support students with learning disabilities.	Concept paper to be submitted to VPAC during 2008.	Concept paper delayed due to lack of new FTE.

Strategic Goal #2: Academic Signature		
The College will work to implement a defined Academic Signature at Douglas College.		
Related objectives stated in Academic Plan		
<ul style="list-style-type: none"> • Embed College signature in curriculum design • Develop a credential that formally recognizes essential skills • Develop program review and renewal processes 		
Faculty Based Tactical Plans	Outcome indicator	Status
1. FEC to review existing curriculum and recommend changes to ensure elements of the signature are addressed in each program area, where relevant.	Complete review by August 2008.	Review partially completed Summer 2008. Work ongoing.

2. Use college's new program review and renewal process in Financial Aid Office and Student Employment Office.	Reviews completed by August 2008.	Reviews on hold pending completion of review process.
--	-----------------------------------	---

Strategic Goal #3: Foundation Experience and Access
The College will work to develop Foundation and access strategies to maximize the likelihood of student success.

- Related Objectives Stated in Academic Plan**
- Develop a student orientation process
 - Establish an Office of New Students
 - Provide coordinated assessment and advising
 - Offer Foundation programming
 - Support development of individual learning plans
 - Maintain programming for educationally disadvantaged students

Faculty Based Tactical Plans	Outcome indicator	Status
1. Work with Office for New Students to develop linkages with Peer Support Workers and Open House.	Linkages identified Fall 2007 and implemented Winter 2008. ONS participation in Fall Open House.	Goal completed.
2. Continue to assist the development of Coordinated Assessment and Advising; e.g. Accuplacer and MapleSoft.	Implementation during 2007/08.	Assisted implementation during Summer 2008. To be reviewed 2008/09.
3. Continue to assist the development of Student Educational Plans.	Plan for website application to be developed by May 2008.	Implementation delayed. Review of academic advising during 2008/09.
4. Maintain programming for educationally disadvantaged students.	Programming to be maintained.	Goal not achieved due to fiscal shortfall for 2008/09. Two ASE programs discontinued.
5. STSU to explore offering courses to specific clientele e.g. athletes and Aboriginal students.	Initiatives to be explored during 2007/08.	New STSU course for athletes offered Fall 2007 and 2008. Offering for "mature students" being discussed.
6. DVST to investigate participation in proposed Aboriginal CYCC program (Foundations).	Program model to be developed in 2007/08.	Program model implemented Fall 08 using existing DVST resources for 0355 and 0425. Discussions continuing to explore new models.

Strategic Goal #4: Pedagogy and Instructional Delivery

The College will work to increase student engagement and access through use of innovative program design and delivery.

Related Objectives Stated in Academic Plan

- Re-design curriculum (e.g. modularization, compressed delivery, derived and embedded curriculum, provision of supplemental strategies)
- Increase flexible scheduling (e.g. expanded summer and evening options, summer institutes, compacted scheduling and variable paced learning)
- Increase prior learning recognition and bridge-in options
- Development of hybrid or blended course delivery options
- Development of learning communities
- Use of problem-based learning and simulated environments
- Insure use of advisory committees
- Promotion of 2nd year persistence and credential completion

Faculty Based Tactical Plans	Outcome indicator	Status
1. In collaboration with Library, Systems and other areas, Learning Centre to develop proposal for Virtual Learning Commons.	Concept paper to be approved by VPAC.	Concept paper approved Fall 2007. Inuckshuk project completed Summer 2008. Discussion ongoing for implementation of next phase.
2. Explore expanded evening and summer options.	To be timetabled December 2007.	Goal completed.
3. Explore with local School Districts opportunities for transitions programming for Aboriginal students.	Initiatives to be identified.	Discussions ongoing and to be completed by April 2009.
4. DVST and EASL to explore new ways to offer adjunct course delivery or blended course options.	Initiatives to be identified.	Discussions ongoing and to be completed by April 2009.
5. EASL to explore cross-disciplinary research on writing instruction and articulation with English Department.	Initiatives to be identified.	Discussions ongoing and to be completed by April 2009.

Strategic Goal #5: Scholarly Activity

The College will work to promote scholarly and instructional excellence.

Related Objectives Stated in Academic Plan

- Develop policy that encourages and supports scholarly activity
- Develop a plan to support and develop scholarly activity at Douglas College
- Encourage increased faculty involvement in scholarly activity

Faculty Based Tactical Plans	Outcome indicator	Status
1. FEC to review further responses for encouraging and supporting scholarly activity	Responses implemented.	Responses still being generated and considered. Goal to be completed by April 2009.
2. FEC to create sub-committee for scholarly activity.	Sub-committee created by Jan. 2009	Just started.
3. Publicize within department and college-wide the research and other scholarly activities being conducted by faculty.	List of activities publicized.	Just started.