

College Plan20-25 Preliminary Notes on Planning Process

Introduction

The North Island College Strategic Plan, 2016-2020 ([Plan2020](#)) was approved by the College Board of Governors in June 2015. It was developed through a year-long collaborative process lead by a college-wide committee comprised of employees, students and community members.

The planning process included development and discussion of a comprehensive Environmental Scan, Appreciative and Critical Reflection/Analysis regarding the achievement of the College's 2011-2015 Strategic Plan goals, development of draft Priorities and Goals, Campus Meetings and Community Forums to review and obtain feedback on the draft plan, as well as on-line review and inputs. The final draft College Plan2020 was reviewed and approved by the College Plan Committee, Senior Leadership Team, Education Council and Board of Governors. The nine overall college priorities and 44 related goals established in Plan2020 (including the Multi-Year Program Planning process) have guided the College's annual educational and operational plans and budgeting.

As we are now entering the fourth year of the five-year plan, and given that a comprehensive planning process typically requires a year to complete, it is appropriate that the College begin the process of "planning for planning" in the Fall 2018 semester. It is proposed that the process to complete development of a new strategic plan for the College will occur over the course of the 2019 calendar year.

These notes have been prepared to assist in beginning preliminary discussions regarding what the next strategic plan development process may entail.

What is Strategic Planning?

Strategic planning is an organizational activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful.¹

Core Values / Guiding Ideas

The College articulates those things that are fundamentally important about what it does (its Mission) and how it does them, through its statement of values. As part of the College Plan20-25 process, it will be timely to engage employees, students, Board members, and the community in an appreciative inquiry regarding the guiding ideas that are most important for the College, about what we do, and how we do it.

The appreciative inquiry will seek to assess:

1. *What is most important about what NIC does?*
2. *What is most important about how NIC does, what it does?*

¹ Balanced Scorecard Institute Strategy Management Group. (n.d.) Retrieved from <https://www.balancedscorecard.org/BSC-Basics/Strategic-Planning-Basics>

The appreciative inquiry will also help inform how the College has been “living” and supporting its existing values statements through its operations and decision-making, identify opportunities for improvement as well as new or revised guiding ideas that college stakeholders feel warrant greater emphasis and attention in the future.

Key Issues and Trends – Environmental Scan

Environmental scanning is a process undertaken by an organization to systematically gather and interpret relevant data to identify external and internal conditions, forces and trends that could impact its ability to fulfill its mission. In order to plan effectively for the next five years, it is imperative to be aware of, and understand, how key issues and trends in both the external and internal operating environments have changed in recent years, as well how those and other variables are projected to change into the future. Preparing an up-to-date environmental scan is therefore an important component of the strategic planning process.

The environmental scan created in 2014 to support the development of *NIC Plan 2020* is available at this [link](#) and summary of highlights from the scan is available at this [link](#). NIC's most current environmental scan is a “mini” scan created in 2018 to support development of the College’s 2017/18 *Institutional Accountability Plan & Report* and is available at this [link](#).

Critical Insights Analysis (CIA) – Plan2020 Priorities

For each of NIC's nine Plan2020 Priorities, a 3-4 page Critical Insights Analysis (CIA) paper will be developed, drawing on information contained in the previous three year's IAPRs and supplemented by new information provided in the Environmental Scan (2019). Each CIA paper will provide context information, a summary of progress related to the priority, as well as identify gaps and areas for potential further goal development and action. These papers will serve as resources for strategic thinking and dialogue sessions involving the Board of Governors, Senior Leadership Team, College Plan Committee, Senior Education Team, Education Council as well as college faculty, staff and students.

College Plan20-25 Committee (CPC)

The CPC will be established by the College President to coordinate the process for developing the College Plan20-25, for approval by the Board of Governors.

As such, the CPC will have responsibility for and will be directly and actively engaged in:

- reviewing and providing input on the Planning Process Framework (PPF) to be used in the development of College Plan20-25;
- participating in the planning process activities;
- reviewing and providing feedback on drafts of College Plan20-25; and,
- recommending the final draft Plan20-25 for approval by the Board of Governors.

The committee composition will be broadly representative including faculty, staff, administrators, Board members, and community members. Most participants will be appointed by the President to ensure diverse perspectives, roles and campus participation. The NICFA, CUPE, NISU, ElderCollege and Aboriginal Education Council will be invited to designate a member to serve as a liaison to the CPC. Committee meetings will be open to all employees, students and Board members.

Plan20-25 Structure Format

It is anticipated that the format and structure of Plan20-25 will have both some similarities and differences from College Plan2020. Similarities are likely to include the identification of major college “priorities” or directions, related multi-year college-wide goals and a summary of key issues in the planning context. Some differences may include revisions to and greater elaboration regarding the college values, as well

as additional reference to performance assessment, reporting and integration of other college planning processes (e.g. Multi-year Program Planning, Campus Plans, Facilities Plans, Annual Operating Budget).

Plan20-25 Coordinator

Given the significant amount of work associated with the development of the next College strategic plan, a temporary staff position will be established with responsibility to support and coordinate the various activities involved. A position description will be developed. The position is expected to involve full-time work from January 2, 2019 to June 30, 2019 (six months) and approximately half-time work from September 1 2019 to December 31, 2019 (four months).

Planning Principles

The following eight principles will guide the development of NIC's College Plan20-25.

Engagement

Broadly-based faculty, staff, student, administrative, Board and community involvement in the planning process will encourage better decisions and will strengthen individual and group ownership of the resulting systems, activities and initiatives required to achieve the priorities and goals established in College Plan20-25.

Focus

The focus of the College and its multi-year planning processes will be on meeting the broad educational needs of students and other stakeholders as expressed in its Mission, Vision and Values.

Learning

Planning is synonymous with learning when integrated with action and assessment of results. The planning process will support both organizational and individual learning through the collection and analysis of both quantitative and qualitative information.

Leadership

Leadership and responsibility for the planning process will be shared across the College governance and management structures. Relevant statutory and institutional administrative roles, authority and accountability (management, Board, Education Council) will be followed.

Sustainability

The planning process will require the College to think with foresight into the future and attempt to predict how conditions will change, and how changes may affect students, stakeholders and the College as a whole.

Systems Integration

The strategic planning process will reflect that the College operates through and creates value for students and other stakeholders through many interdependent institutional systems, planning processes, programs and services.

Enterprising

The planning process and resulting plan will help the College become even more agile, flexible and responsive in the face of rapid development of knowledge and technologies, increasing competition, rising expectations of students and changing requirements of external stakeholders.

Accountability

The College is accountable to its external and internal communities for achieving its mission, goals and intended results, as well as making the most effective and efficient use of resources. The provincial government (Ministry of Advanced Education and Skills Training) establishes specific requirements that the College must follow.

Performance Assessment - Institutional Accountability Plan and Reports (IAPR)

The annual Institutional Accountability Plan and Report (IAPR) is the primary mechanism through which the College reports to the provincial Ministry of Advanced Education and Skills Training (AEST) and the community regarding its performance in relation to College's priorities and goals as well as the government's policy and programming directions and requirements.

College **Plan20-25** Process Timeline

September 2018 to January 2020

<u>Month</u>	<u>Activity/Focus</u>	<u>Notes</u>
September 2018	Preliminary discussion re process – SLT, Board	
October	Discussions re process – SET, DCWG, CUPE, NISU, NICFA, Campus Town Hall Meetings	
November	Draft Process Outline – consultation/feedback Board of Governors Retreat (22-23) Plan20-25 Committee draft Terms of Reference and Membership Recruitment for Project Coordinator (staff)	
December	Education Council Meeting Plan20-25 Committee established Board Meeting, December 6 Plan20-25 Committee 1 st Meeting (18 th)	
January 2019	Plan20-25 Committee 2 nd Meeting (21-23 rd) Project Coordinator Appointed Board Meeting 24 th – Plan20-25 Process Framework Approval	
February	College Values – Appreciative Inquiry begins (Engagement possibly thru <i>ThoughtExchange?</i>)	
March	Environmental Scan Completed – Issues/Trends Critical Insights Analysis re Plan2020 Priorities	
April	Campus, Department Meetings	
May	College Community Conference Days (Regional) Re: Plan20-25 (May 13-17)	
June / July / August	Analysis, Writing	
September	Draft Plan20-25 Priorities and Goals	
October	Campus and Community Forums, + On-line Community Stakeholder Engagement	
November	Campus and Community Forums, + On-line Community Stakeholder Engagement	
December	Final Draft Plan20-25	
January 2020	Board Approval Plan20-25	