

Cambrian College of Applied Arts and Technology
Operational Plan Mid-Year Report - April, 2017

Note: The Strategic plan has a 5 year time horizon and therefore objectives have been prioritized, scheduled and staggered in order to address near and longer term needs of the College.

1.0 Strategy **Develop flexible, customizable, technology enhanced learning experiences.**
1.1 Objective **Develop a teaching and learning framework to advance and sustain innovative approaches in flexible, customizable learning experiences.**
Sponsor/Co-Chairs **Jean Brown/Joan Campbell and Linda Renaud**

5-Year Tactics <i>Working Group called in October 2015</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
1.1.1	Establish a working group to coordinate and lead a process to develop the framework including an operational definition for flexible and customizable learning, criteria, minimum standards and recommendations for implementation college-wide.	To be completed by March 31, 2016		Completed	Completed
Discovery and Analysis					
1.1.2	Conduct a literature review and environmental scan to identify best/emerging practices in teaching and learning internal and external to the college.	Report completed by March 31, 2016		Completed	Completed
1.1.3	Identify criteria and minimum standards for programs and service areas to be considered flexible and customizable.	Report completed by March 31, 2016		Completed	Completed
1.1.4	Create an inventory of existing academic courses, programs and relevant services that meet criteria and minimum standards for flexible and customizable learning including identifying opportunities for refinement and/or enhancement to support new development and continuous quality improvement.	Report completed by March 31, 2016	To be completed by Fall 2016	Completed	
1.1.5	Develop a draft framework	Draft framework to be completed by March 31, 2016		Completed	Completed
1.1.6	Develop a communication and consultation process to gather feedback from end-users on how best to deliver and implement teaching and learning framework.		Process development: To be completed August 31, 2016 Implementing process: To be completed December 31, 2016	Completed Underway	Completed Completed

5-Year Tactics <i>Working Group called in October 2015</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
1.1.7	Identify resources required to develop an implementation plan that includes action plans for professional development, training and academic support services, and the piloting of new alternative approaches in flexible, customizable delivery that responds to specific program opportunities, learning outcomes and/or student demand. Finalize the framework.		To be completed March 31, 2017	In progress	Completed. Broad recommendations will be made however feedback from wider segment of College needed
Establish Plan, Implement and/or Set Targets					
1.1.8	Finalize the framework for approval.		To be completed March 31, 2017	In progress	Completed
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed					
c) Completion of objective inspires new work beyond the scope or original objective					
Strategic Objective 1.1 is now complete and operational. In accordance with the objective, the Working Group has:					
<ul style="list-style-type: none"> ✓ Developed a Teaching and Learning Framework for Cambrian ✓ Vetted the Framework with the Strategic Plan Advisory Group in accordance with the Strategic Plan Governance model and shared with stakeholders ✓ Ensured that the Framework serve as the foundation for the Teaching and Learning Innovation Hub and for teaching at learning at Cambrian College 					

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1.0 Strategy **Develop flexible, customizable, technology enhanced learning experiences.**
1.2 Objective **Conduct an impact analysis to optimize the provision of programs and services college-wide in support of flexible, customizable learning.**
Sponsor/Co-Chairs **Kristine Morrissey/Joanne Maclellan and Amanda Paquette**

5-Year Tactics <i>Working Group will be called in the fall of 2016</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
1.2.1	Research best practices of impact analysis and develop a framework to be used as an assessment tool.	Ongoing until March 31, 2017		The Co-Chairs are continuing to collect data, research best practices and lay the groundwork for the framework. This tactic will continue in the 2nd year.	
1.2.2	Establish a working group.		Think Tank established rather than a Work Group	Completed	
Discovery and Analysis					
1.2.3	Review current programs and services to identify gaps, opportunities, and associated challenges in implementing flexible, customizable learning as directed by the Teaching and Learning Framework.		Review will be completed by March 2017		Will engage consultant to complete.
1.2.4	Develop impact analyses and formulate recommendations and/or proposed solutions for fiscal/human and technological resources to optimize program and services delivery.				Consultant to provide this information.
1.2.5	Identify risks, costs and conduct an impact analysis to determine the viability of implementing an expanded delivery model including the most appropriate method to disseminate the availability of flexible customizable learning to new audiences. (e.g. portal, centralized location, targeted satellite functions)				Consultant to provide this information
Establish Plan, Implement and/or Set Targets					
1.2.6	Develop and implement a prioritization plan based on the results of the impact analysis.				Consultant to provide this information.
1.2.7	Establish a quality improvement approach to continuously review and revise processes, procedures, supports and services to maximize outcomes.				Consultant to provide this information.

Objective Status	
a) Additional tactics/work created to complete objective;	
b) Objective completed and closed - include narrative;	
c) Completion of objective inspires new work beyond the scope or original objective	

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1.0 Strategy Develop flexible, customizable, technology enhanced learning experiences.
1.3 Objective Explore an expanded delivery model to retain and attract new audiences through flexible and customizable learning experiences in corporate training, professional development, general education/electives, and topic-specific learning modules/objects.
Sponsor/Co-Chairs Jean Brown/Charline Smith and Tracy McMillan

5-Year Tactics <i>Working Group called in March 2016</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
1.3.1	Establish a working group to oversee the identification, development, implementation and, impact of an expanded delivery model including the identification of current and unconventional models of flexible and customizable delivery.	Working group established by March 31, 2016		Completed	
Discovery and Analysis					
1.3.2	Create an inventory of existing college modules/ learning objects, delivery models, current practices, and/or technology platforms that could assist and be used to maximize target audience reach, reinforce content sharing and serve as the first phase of implementation of a new delivery model.		Inventory to be created by March 31, 2017		Completed
1.3.3	Conduct a global literature and best practices review/research of innovative, unconventional models of delivery including surveying existing best practices currently underway at other post-secondary institutions, corporate, and private organizations.		Literature and best practices review will be completed and summarized by March 31, 2017		Completed
1.3.4	Define “expanded delivery model.”	Working definition is in place by March 31, 2016		Completed	
1.3.5	Conduct a needs assessment (e.g. survey) with existing learners, industry partners, and new audiences who may not already be accessing existing academic programs available through conventional approaches.				
Establish Plan, Implement and/or Set Targets					
1.3.6	Develop a phased implementation plan to establish and build a new, expanded delivery model that best serves the needs of new audiences identified in the needs assessment and which is supported with financial human and technology resources.				

5-Year Tactics <i>Working Group called in March 2016</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
1.3.7	Implement a communications and public relations strategy to launch and promote the availability of the new expanded delivery model.				
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

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2.0 Strategy Foster an organizational culture of innovation.

2.1 Objective Define organizational innovation through criteria and initiatives that recognize and reward contributions to solution-based thinking and novel approaches towards organizational excellence.

Sponsor/Co-Chairs Sonia Del Missier/Rick Daoust and Reem Fattouh

5-Year Tactics <i>Working Group called in October 2015</i>		1 st Year Tactics	2 nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
2.1.1	Establish a working group to coordinate and lead a process to define innovation at Cambrian College including key principles, criteria, scope, and a rewards/recognition approach for internal/external contributions that aim to support furthering our organizational mission and goals of the strategic plan.	Establish working group (end of October 2015) Define innovation including scope, principles and criteria (end of November 2015)		Completed Completed	
Discovery and Analysis					
2.1.2	Develop a process for collecting new and innovative ideas including criteria for assessing and evaluating solutions brought forward by internal/external community members.	Develop collection process (end of December 2015)		Completed	
2.1.3	Create a mechanism to respond to ideas, suggestions and opportunities brought forward by internal/external community members.	Develop a communications framework (end of March 2016)		Completed	
2.1.4	Develop a business model that can provide the analysis and feasibility of implementing new, novel approaches to innovation including time, human and financial resources.		Will be completed by March 31, 2017		Completed
2.1.5	Create a rewards/recognition program that celebrates internal/external contributions to innovation with an emphasis on local and global industry partners including current, past and present students/staff/faculty and alumni. (end of June 2016)		Will be completed by March 31, 2017		Completed
Establish Plan, Implement and/or Set Targets					
2.1.6	Develop an implementation plan which will flow from the completed process model. It is partly dependent on the “ideas” platform that will be deployed to support the model.		Will be completed by March 31, 2017		Completed

5-Year Tactics <i>Working Group called in October 2015</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
2.1.7	Develop a communications plan to ensure ongoing communication/presence of innovation at the College and the impact it has on our day to day service delivery and future of the organization. The plan will comprise change management messaging as well as a deployment of the “innovation toolkit” envisioned as one of the project deliverables	Develop outline (end of March) Develop plan (end of June)	Will be completed by March 31, 2017	Completed To be completed by June 2016	Completed
2.1.8	Develop an evaluation and response process.		Will be completed by March 31, 2017		Completed
2.1.9	Engage innovation expert to conduct a review of program and provide educational development for Cambrian staff prior to launch of Innovation Program				To be completed by April 2018
	Objective Status				
	a) Additional tactics/work created to complete objective;				
	b) Objective completed and closed - include narrative;				
	c) Completion of objective inspires new work beyond the scope or original objective				

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2.0 Strategy Foster an organizational culture of innovation.

2.2 Objective Establish a teaching and learning innovation hub that supports exploration, experimentation, and creation of enhanced learning experiences.

Sponsor/Co-Chairs Sonia Del Missier/Joan Campbell and Aamir Iqbal

5-Year Tactics <i>Working Group called in January 2016</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
2.2.1	Establish a working group with comprehensive stakeholder representation to provide oversight of the RFP process.	Working group to be established by March 31, 2016		Completed	
2.2.2	Develop and submit an RFP to hire a consultant to develop a conceptual model for the innovation hub and considerations for physical space location and resource needs in collaboration with the Teaching and Learning Framework working group.		To be completed by March 31 st , 2017	Funding has been secured	Completed
Discovery and Analysis					
2.2.3	Review best practices to ensure an effective design and implementation including visiting with other existing innovation hub locations external to the organization.		To be completed by March 31 st , 2017		Completed
2.2.4	Develop a communication and consultation approach to gather feedback from end-users on their expectations, wants/needs from an innovation hub.		To be completed by March 31 st , 2017		Completed
Establish Plan, Implement and/or Set Targets					
2.2.5	Develop the mandate and scope of the innovation hub.				Draft mandate/scope have been prepared
2.2.6	Develop criteria to identify physical space, equipment and resources required to optimize innovation within a post-secondary environment.				Completed
2.2.7	Develop tender for construction of innovation hub.				In progress – waiting on final drawings from architect
2.2.8	Make recommendations on the administrative structure that will support the hub.				Completed
Objective Status: Work to date will be presented to Advisory Group on May 10, 2017					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

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3.0 Strategy Create meaningful connections in our community and promote the value of shared learning.
3.1 Objective Develop an Alumni engagement strategy to maximize a broader community outreach and increase student exposure to learning experiences beyond the classroom.
Sponsor/Co-Chairs Alison De Luisa/Darlene Palmer and Mika Koskela

5-Year Tactics <i>Working Group called in October 2015</i>		1 st Year Tactics	2 nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Discovery and Analysis					
3.1.1	Identify enhancements to existing enterprise system to optimize management of alumni information to support effective and targeted communication including a strategy to identify past and present alumni.	To be completed by March 31, 2016		Completed – enhancements identified and software purchased	
3.1.2	Create a key influencers list of alumni who represent target markets, geographical reach and/or industry partners that may assist in furthering the mission of the organization and opportunities to support philanthropic interests of the strategic plan.	To be completed by March 31, 2016		Completed	
Establish Plan, Implement and/or Set Targets					
3.1.3	Develop plan to support targeted engagement opportunities for alumni to increase student exposure to learning experiences that extend beyond the classroom (e.g. expanded co-op/placement experiences, global work/travel/learn opportunities, mentorship programs, guest lecturing, business site visits).		To be completed by March 31 st , 2017	In progress	In progress
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

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3.0 Strategy Create meaningful connections in our community and promote the value of shared learning.
3.2 Objective Develop a Program Advisory Committee enhancement strategy to increase involvement of community and industry partners in shaping learning experiences at Cambrian College. *Please note working group was called in January 2017*
Sponsor/Co-Chairs Kristine Morrissey/Louise Turcotte and Kari Bertrand

5-Year Tactics <i>Working Group will be called in April 2017</i>		1 st Year Tactics	2 nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
3.2.1	Identify a working group to drive the Program Advisory Committee enhancement strategy.			Note this objective is scheduled for call out in April 2017	Working Group called in January 2017
Discovery and Analysis					
3.2.2	Review existing PAC functions, contributions and expected outcomes of PAC deliverables and membership.			In progress – to be completed by March 2017	Completed
3.2.3	Research industry partners to better understand their motivation in being a PAC member. Poll their interests in enhancing their own involvement in Cambrian, supporting the development of leading practice.				To be completed by Fall 2017
Establish Plan, Implement and/or Set Targets					
3.2.4	Review information and research and develop a recommended action plan.				To be completed by Fall 2017
3.2.5	Pilot the alternative approaches for PAC involvement in shaping the learning experiences at Cambrian College beyond the existing structure, systems and approaches currently being utilized.				To be completed by April 2018
3.2.6	Develop and implement an integrated communications plan and awareness campaign to support recruitment, retention and engagement of PAC members.				To be completed by April 2018
3.2.7	Develop a performance measurement process to evaluate the engagement of the PAC membership.				To be completed by April 2018
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

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4.0 Strategy **Support improved affordability and increased transferability of learning.**
4.1 Objective **Create a simplified accessible support program to assist individual students to access low-cost but large impact financial support.**
Sponsor/Co-Chairs **Shawn Poland/Renee Scott and Tammy Dines**

5-Year Tactics <i>Working Group called in November 2015</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
4.1.1	Establish a working group to coordinate and lead a process to define and sustain a low-cost/high impact (bus pass, text books, tool kits, food vouchers, clothing vouchers, etc.) student financial support program, including the identification of new delivery platforms and student and donor engagement practices.	Working group established by December 31, 2015		Completed	
Discovery and Analysis					
4.1.2	Research and develop a comprehensive inventory of industry best practices, as well as internal and external financial supports available to Cambrian students including grants, bursaries and special support programs.	Completed by March 31, 2016		Completed	
4.1.3	Develop a framework and criteria to determine which financial supports are available to which students.	Will be developed once 4.1.2 completed	Will be completed by March 31, 2016		Completed
Establish Plan, Implement and/or Set Targets					
4.1.4	Develop and implement a plan to simplify existing grant and bursary programs to increase access to, and availability of student financial support. a) Create new and innovative community partnerships and philanthropic giving programs in support of low cost/high impact student financial support. b) Develop a sustainable business model to solicit, maintain, monitor and promote an accessible financial support program for students. c) Develop and launch an accessible financial support delivery program (e.g. portal) and an accompanying communications plan to promote the availability of the program.		Will be completed by March 31, 2017		In progress -- will be completed by October 2017
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

4.0 Strategy Support improved affordability and increased transferability of learning.
4.2 Objective Develop an engagement protocol that responds to community demands and barriers to increase Indigenous learner access to postsecondary.
Sponsor/Co-Chairs Alison De Luisa/Rick Ouellet and Kerri Jokinen

5-Year Tactics <i>Working Group called in January 2016</i>		1 st Year Tactics	2 nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
4.2.1	Establish a working group to identify and target specific communities where defined engagement protocols would result in high-impact results to address existing barriers and increase Indigenous learner access to post-secondary learning opportunities.	Working group to be established by March 31, 2016		Completed	
Discovery and Analysis					
4.2.2	Conduct focus groups with community partners to understand the complexity and urgency of community needs including how Cambrian can assist in facilitating increased access to post-secondary learning opportunities.		To be completed by March 31 st , 2017		Completed
4.2.3	Complete a gap analysis including a review and revision of current and former practices to learn from past mistakes and make improvements to strengthen implementation based on relationships forged with community members. For 4.2.2 and 4.2.3, we will base these tactics on an improved system of data collection and evidence-based practice. Possible incorporation of a model (separating sponsored and non-sponsored students) and sharing data with focus groups and communities as a way to better understand needs and opportunities.		To be completed by March 31 st , 2017		Completed
4.2.4	Review and assess recruitment and retention strategies for Indigenous learners including the identification of new strategies to optimize Indigenous access to post-secondary through established and newly proposed protocols.				Completed
4.2.5	Review current models of delivery and reinforce existing engagement protocols to enhance and identify new opportunities to collaborate with target communities.				Ongoing
Establish Plan, Implement and/or Set Targets					
4.2.6	Create a phased implementation plan that considers the input gathered during focus groups and gap analysis.				To be completed by October 2018

5-Year Tactics <i>Working Group called in January 2016</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
4.2.7	Document and disseminate key learnings and promote the strengthening relationships forged and the outcomes associated with increased Indigenous access to post-secondary learning opportunities at Cambrian College.				To be completed by April 2020
Objective Status: Work to date will be presented to Advisory Group on May 10, 2017					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

- 4.0 Strategy** Support improved affordability and increased transferability of learning.
- 4.3 Objective** Establish a recognizable framework to support increased access and transferability of learning through streamlined pathways with other educational organizations.
- Sponsor/Co-Chairs** Jean Brown/Derek Serafini and Lianne Ley

5-Year Tactics <i>Working Group called in April 2016</i>		1st Year Tactics	2nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
4.3.1	Identify the data we currently collect and what data we will need to begin to collect in order to help inform the working group.		In progress – will be completed by August 31, 2016	Completed	
4.3.2	Establish a working group to identify and map existing transferability pathways (in/out/within Cambrian College) including alternative considerations for transferability as identified by the Teaching and Learning Framework, expanded delivery model for new audiences and Indigenous engagement protocols.		To be completed October 2016	Completed	
Discovery and Analysis					
4.3.3	Develop/Provide Definitions of Pathways – including the 3 main directions – incoming, outgoing and internal. Provide institutional definitions of Articulation, Transfer Credit, PLAR, Advanced Standing and Exemption.		In progress Fall 2016 and Winter 2017	In progress	Completed
4.3.4	Map the multiple student processes – step by step for each of the pathway options in 4.3.3. Identify where the student would find this information, where they would go for support and how this information is communicated.			Year 3	Completed
4.3.5	Provide the working group with a review of best practices in transferability at the post-secondary level (locally, national, and internationally) that could be replicated as part of an integrated plan to maximize current approaches and establish new opportunities not currently in implementation.			Year 2	To be completed by April 2018
4.3.6	Implement SWOT analysis (strengths, weakness, opportunities, and threats) of existing Pathway processes with a focus on ensuring barriers are removed and the greatest level of efficiency for both the student and Cambrian.			Year 2	To be completed by October 2017

5-Year Tactics <i>Working Group called in April 2016</i>		1st Year Tactics	2nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Establish Plan, Implement and/or Set Targets					
4.3.7	Map/Create a catalogue of all programs ensuring that they all have at least 5 pathways attached to it (Local, Provincial, National, International and on-line). Build criteria for each of the 5 pathways to ensure that meaningful pathways are developed.				Completed
4.3.8	Prepare a gap analysis of programs who do not meet the 5 pathway target. Develop strategies to increase pathway options specific to these programs.				Completed
4.3.9	Review Pathway model with an eye to increasing Indigenous and International learners. Embed any changes to the 5 pathway criteria.				Will be completed by October of 2018
4.3.10	Develop a marketing plan which highlights the flexibility and opportunities of Pathways with Cambrian College programs. This should be developed as a recruiting tool. Ensure all pathway opportunities are clearly identified and communicated on the web-site with step-by-step processes clearly identified.				In progress – to be completed by October 2017
4.3.11	Implement an annual review process that will review the criteria for the 5 main pathways (Local, Provincial, National, International and on-line) to ensure that all new pathway opportunities or directions are considered.				In progress – to be completed by October 2018
4.3.12	Annually review the Master pathway map which ensures there are 5 pathways for each program. Developing strategies to further increase pathway opportunities for students.				Underway however current data demonstrates that 5 pathways may not be possible for each program
4.3.13	Create an annual focus group that includes existing students and graduates who used the pathway agreements to get feedback on policies, procedures and processes to ensure that a consistent barrier-free environment is maintained.				Underway
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

5.0 Strategy Provide enhanced opportunities to learn and apply knowledge of Indigenous peoples.
5.1 Objective Develop a curriculum integration framework to support increased student exposure and understanding of Indigenous culture, traditions and learning perspectives.
Sponsor/Co-Chairs Alison De Luisa/Rick Ouellet and Janice Clarke

5-Year Tactics <i>Working Group called in January 2016</i>		1st Year Tactics	2nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
5.1.1	Create a working group to support the development of the curriculum framework.	Working group in place		Completed	
Discovery and Analysis					
5.1.2	Conduct a literature review of existing research and curriculum integration efforts conducted in Ontario and nation-wide.		To be completed by March 31, 2017		Completed
5.1.3	Conduct a review of existing curriculum to identify appropriate areas to include exposure and targeted learning outcomes specific to Indigenous culture.		To be completed by March 31, 2017		Completed
Establish Plan, Implement and/or Set Targets					
5.1.4	Draft Framework to support increased student exposure and understanding of Indigenous culture, traditions and learning perspective				To be completed by October 2018
5.1.5	Complete an implementation plan that supports the integration of Indigenous content in all programs.				To be completed by October 2018
5.1.6	Framework will include a plan to host an event (e.g. symposium) on best practices, key learnings and opportunities to engage and integrate Aboriginal learning into program areas.				Faculty symposium scheduled for June 2017; ongoing
Objective Status: Work to date will be presented to Advisory Group on May 10, 2017					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

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5.0 Strategy Provide enhanced opportunities to learn and apply knowledge of Indigenous peoples.
5.2 Objective Establish a college-wide recognition approach to celebrate and increase collaboration with our host Atikameksheng Anishnawbek First Nation.
Sponsor/Co-Chairs Alison De Luisa/Rick Ouellet and John Hammill

5-Year Tactics <i>Working Group called in November 2015</i>		1 st Year Tactics	2 nd year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
5.2.1	Establish a Working Group to determine key principles, criteria and scope to recognize and celebrate our host.	Working group established by December 2015		Completed	
Discovery and Analysis					
5.2.2	Consult with Indigenous community to build relationships that will appropriately honour and respect cultural significance and appropriate practice.		To be completed by March 31 st , 2017	In progress - Atikameksheng has committed to providing community members to consult with. Initial meeting has not yet been set.	Completed
5.2.3	Solicit feedback and insight from the Circle for Indigenous Education Committee (formerly the Aboriginal Affairs Committee) of the Board of Governors.		To be completed by March 31 st , 2017	Meeting scheduled for November 10, 2016	Completed
Establish Plan, Implement and/or Set Targets					
5.2.4	Develop a college-wide plan to celebrate and increase collaboration with our hosts: a) Develop policies and protocols that identify opportunities for greater involvement college-wide. b) Create a collaborative and integrated training program to share educational opportunities that assist to reinforce and recognize cultural practices and traditions of Indigenous peoples. c) Review and revise existing communication materials and/or program areas to reflect appropriate practice in celebrating and honouring Indigenous culture.		To be completed by March 31 st , 2017		In progress – will be completed by October 2017
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

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6.0 Strategy Establish and promote an inclusive and engaging atmosphere to work and learn.
6.1 Objective Create shared-learning space that promotes increased faculty/student interaction, and independent and group study.
This objective has been merged with 6.2
Sponsor/Co-Chairs Kristine Morrissey/Robert Audet and Janneke Nicholls

5-Year Tactics <i>This is a shared objective with Modernization</i>		1st Year Tactics	2nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
6.1.1	Establish a working group to consult with stakeholders and to guide the RFP process. This is a shared objective with Modernization.		Working Group established	Completed	
6.1.2	Submit an RFP to identify a consultant to review existing learning spaces including recommendations for both virtual collaboration spaces and physical construction or a retrofit building plan (including appropriate equipment, furniture, technology) to optimize faculty/student interaction space and increase independent/group study space.				On hold
Discovery and Analysis					
6.1.3	Seek industry engagement in the process to assess potential opportunities for collaboration and shared space opportunities both in the physical and virtual world.				
6.1.4	Review and identify alternate approaches or tools for shared-learning space that go beyond the traditional physical space arrangements and considers virtual collaboration opportunities for socialization, and networking.				
Establish Plan, Implement and/or Set Targets					
6.1.5	Develop an implementation/work plan to identify scope, timelines, deliverables, resources, and priorities for investment.				
6.1.6	Phase I – Identify quick wins for retrofitting existing spaces at low cost. Submit proposal in budget request for 2017/18				
6.1.7	Implement the creation of shared learning space in both physical and virtual worlds.				
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

6.0 Strategy Establish and promote an inclusive and engaging atmosphere to work and learn.

6.2 Objective Establish a campus modernization plan that optimizes hands-on, collaborative learning experiences through the revitalization of common areas, simulation, and academic lab spaces; Create shared-learning space that promotes increased faculty/student interaction, and independent and group study. **(Merged objectives 6.1 and 6.2)**

Sponsor/Co-Chairs Kristine Morrissey/Robert Audet and Janneke Nicholls

5-Year Tactics <i>Working Group called in November 2015</i>			1 st Year Tactics	2 nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational						
6.0	6.2.1	Establish a working group with comprehensive stakeholder representation to provide oversight of the RFP process and purview of modernization plan.	Working group established by March 31, 2016		Completed	
	6.2.2	Phase 2: Develop and submit an RFP for a consultant to review all campuses and provide an implementation plan that will support modernization of common areas, simulation and academic lab spaces and in consultation with working group on shared-learning space.	Development of RFP by March 31, 2016		RFP deferred (pre-mature to do an RFP given other space implications)	RFP deferred
Discovery and Analysis						
	6.2.3	Develop a communication and consultation process to gather feedback from students, staff, faculty, and alumni.				Completed
	6.2.4	Phase 1: Identify smaller scale projects that can contribute towards modernizing our existing spaces		Will be completed by March 31, 2017		Completed; awaiting funding
Establish Plan, Implement and/or Set Targets						
	6.2.5	Establish priorities for implementation of the plan including integration with existing academic program plan activities and/or service delivery timeframes.				Priorities established for Phase I; Phase II will be completed by 2019
	6.2.6	Develop a communications strategy to inform the internal and external community of the college's modernization plan.				To be developed once priorities are funded
Objective Status						
a) Additional tactics/work created to complete objective;						
b) Objective completed and closed - include narrative;						
c) Completion of objective inspires new work beyond the scope or original objective						

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6.0 Strategy Establish and promote an inclusive and engaging atmosphere to work and learn.
6.3 Objective Develop an organizational framework to reinforce positive mental wellness and address barriers to full participation in the learning experience.
Sponsor/Co-Chairs Alison De Luisa/Alana Holmes and Stacey Vehkala

5-Year Tactics <i>Working Group called in March 2016</i>		1 st Year Tactics	2 nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
6.3.1	Utilize the College’s existing Mental Health Committee and expanding its membership to include students and external expertise/partners.	Working group to be established by March 31, 2016.		Completed	
Discovery and Analysis					
6.3.2	Conduct a review of existing policies, procedures, protocols, agreements and communications materials to ensure and adopt positive mental wellness approaches and eliminate barriers.		To be completed by March 31, 2017		Completed
6.3.3	Conduct a literature review and environmental scan to identify best/emerging practices in mental wellness in the post-secondary learning environment.		To be completed by March 31, 2017		Completed
6.3.4	Identify and implement annual training, education or awareness building initiative to support positive well-being and educate others on the barriers that currently inhibit full participation in the learning experience.				Completed
6.3.5	Explore mentorship and student life programs that encourage multiple ways for students to connect within the community with a specific emphasis on distance learners, international students, first generation and Indigenous populations.				Completed and work will continue to evolve
Establish Plan, Implement and/or Set Targets					
6.3.6	Establish and implement an early alert system that build faculty and staff capacity to notice early indications of concerns on how to connect them with supports and resources.				Completed
6.3.7	Establish a framework for mental wellness guided by the Canadian Association of College & University Student Services (CACUSS) report on Post-Secondary Mental Health (2013) that addresses implications, barriers and needs of staff, faculty, and students.				Will be completed by April 2018
Objective Status: <i>Work to date will be presented to Advisory Group on May 10, 2017</i>					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

Cambrian College of Applied Arts and Technology
Operational Plan Mid-Year Report - April, 2017

6.0 Strategy Establish and promote an inclusive and engaging atmosphere to work and learn.
6.4 Objective Create and implement a college-wide plan to build awareness and understanding of the diverse perspectives and learning needs of our campus community.
Sponsor/Co-Chairs Shawn Poland/Kim Lair and Seija Korpela

5-Year Tactics <i>Working Group will be called in September 2016</i>		1 st Year Tactics	2 nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
6.4.1	Establish a working group that includes staff, faculty and students to review existing policies, practices, procedures, or communication approaches that may inhibit inclusion and engagement with a diverse community.		Working Group will be established by March 31, 2017	Working Group being established this fall	Completed
Discovery and Analysis					
6.4.2	Conduct a staff and student survey to better understand the baseline knowledge and attitudes about how we currently serve the diverse needs of our campus community and where we could improve.		Will be completed by March 31, 2017		Completed. Rather than survey, information was mined from available data; analysis of data underway
Establish Plan, Implement and/or Set Targets					
6.4.3	Develop and implement an integrated professional development and training plan to integrate diversity training as part of onboarding of all new employees and as part of continued professional development.				
6.4.4	Develop and implement an awareness campaign that reinforces universal design, equity and appropriate practice for inclusion of all the diverse members of our campus community.				
6.4.5	Revise, develop and implement new policies, procedures or practices to promote and enhance diversity and inclusion.				
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

7.0 Strategy **Establish our global identity as a leader in evidence-based practice and applied research.**
7.1 Objective **Identify new opportunities to collaborate with industry partners to build our national recognition as a leader in student-engaged applied research.**
Sponsor/Co-Chairs **Shawn Poland/Andre Durette and Emile Malvaso**

5-Year Tactics <i>Working Group called in November 2015</i>		1st Year Tactics	2nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
7.1.1	Establish a working group to coordinate and lead a process to increase our collaboration with industry partners and raise our profile as a leader in student-engaged applied research.	Working group formed by March 31, 2016		Completed	
Discovery and Analysis					
7.1.2	Research and inventory existing partnerships, opportunities and best practices in the area of applied research.	Completed by March 31, 2016		Completed	
7.1.3	Identify and explore new funding sources and programs in support of student-engaged applied research.		Will be completed by March 31, 2017		Completed
Establish Plan, Implement and/or Set Targets					
7.1.4	Develop a three year business plan that identifies new partnerships, strategic areas of focus, and opportunities for increased industry, faculty and student involvement in applied research. a) Develop an ongoing marketing and communications campaign (internal and external); including special events, to increase student involvement in applied research and to promote current applied research and successes. b) Develop and implement a plan to support a dedicated human resource/s to advance our applied research portfolio (e.g. Chair in Mining Research). c) Develop and host an appropriate event showcasing applied research best practices and key learnings.		Will be completed by March 31, 2017	Underway	Plan completed and underway
Objective Status: <i>Work to date will be presented to Advisory Group on May 10, 2017</i>					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

7.0 Strategy **Establish our global identity as a leader in evidence-based practice and applied research.**

7.2 Objective **Identify leading and promising practices to advance evidence-based practice and drive continuous quality improvement.**

Sponsor/Co-Chairs **Sonia Del Missier/Sherrill McCall and Robert Silvestri**

5-Year Tactics <i>Working Group called in October 2015</i>		1st Year Tactics	2nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational					
7.2.1	Establish a working group to define criteria and working definitions for best practice, evidence based practice and promising practices at Cambrian College.	Working group established		Completed	
Discovery and Analysis					
7.2.2	Research leading and promising practices related to evidence-based decision-making as a means to ensure and establish a Quality Assurance approach for continuous improvement and optimized outcomes of Hyflex program delivery and College services (as per Teaching and Learning Framework)				Completed
7.2.3	Research leading and promising practices of impact analysis and develop an impact analysis model/tool. <ul style="list-style-type: none"> o Consultation with stakeholder groups 				Completed
Establish Plan, Implement and/or Set Targets					
7.2.4	Develop an Evidence-Based Decision Model Framework College <ul style="list-style-type: none"> o Consultation with stakeholder groups 				Completed
7.2.5	Using the framework and associated impact analysis tool, conduct an impact analysis of the implementation of the Teaching and Learning Framework on program delivery and support services. <ul style="list-style-type: none"> o Impact analysis to be based on the outcomes of strategic tactic 1.14 				Draft impact assessment process model to be finalized by fall 2017
7.2.6	Formulate recommendations and/or proposed solutions for fiscal/human and technological resources to optimize program and services delivery.				

	o To be completed in alignment with strategic tactic 1.1.7				
7.2.7	Develop a prioritization plan.				
7.2.8	Finalize a QA approach for the continual improvement of processes, procedures, and support services to maximize outcomes.				
Objective Status					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					

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8.0 Strategy **Broaden our outreach and brand awareness.**
8.1 Objective **Establish criteria to identify and actively promote distinctive programs and services unique to Cambrian College**
Sponsor/Co-Chairs **Shawn Poland/Meghan Roy and Lisa Schell**

5-Year Tactics <i>Working Group called in November 2015</i>			1 st Year Tactics	2 nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational						
8.0	8.1.1	Establish a working group to identify criteria for distinctive programs and services that further our strategic priority in continuous access to flexible and customizable learning.	Working group established		Completed	
Discovery and Analysis						
	8.1.2	Review and inventory current internal and external practices used to identify distinctive programs and services.		Will be completed by March 31, 2017		Completed
	8.1.3	Conduct an analysis of current program review process used to identify programs of distinction.		Will be completed by March 31, 2017		Completed
	8.1.4	Develop criteria and an annual review process to ensure consistency with evolving practice of accessing new flexible and customizable learning opportunities.		Will be completed by March 31, 2017		Completed
Establish Plan, Implement and/or Set Targets						
	8.1.5	Using identified criteria, identify current programs and services that meet or exceed criteria for distinction				
	8.1.6	Develop a training and education plan for Cambrian staff that supports their understanding of Cambrian's new criteria for distinctive programs and services.				
	8.1.7	Develop a marketing and communication strategy that promotes the programs and/or services that meet or exceed criteria for distinction.				
	8.1.8	Identify new areas of distinction with targets.				
Objective Status						
a) Additional tactics/work created to complete objective;						
b) Objective completed and closed - include narrative;						
c) Completion of objective inspires new work beyond the scope or original objective						

8.0 Strategy **Broaden our outreach and brand awareness.**

8.2 Objective **Develop a comprehensive internationalization strategy to provide reciprocal learning exchange opportunities internally and externally.**

Sponsor/Co-Chairs **Kristine Morrissey/Hadi Fergani and Nicole Beauparlant**

5-Year Tactics <i>Working Group called in October 2015</i>			1st Year Tactics	2nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Foundational						
8.2.1	Establish a cross-representative working-group to lead strategic engagement process to develop and communicate the internationalization strategy.	In progress and to be completed by November, 2015		Working group has been established and has met 3 times to receive the consultant's reports.		
8.2.2	Engage a consultant to provide recommendations of existing best practices in internationalization including guidance and oversight of all tactics related to the development of the internationalization strategy specifically to: <ul style="list-style-type: none"> a) provide an international student recruitment plan including target countries for next 5-7 years and; b) determine target countries and key program areas that would benefit from international student and faculty exchange opportunities; c) Complete a human resource needs assessment to adequately respond to increases in international student body and key initiatives to support increased internationalization across the campus; d) Develop a consultative approach to gather feedback from end-users on how best to deliver and implement teaching and learning experiences that optimize internationalization college-wide. 	Issue RFP (in progress) for consultant to complete the review and provide recommendations for an internationalization strategy – to be completed by March 31, 2016	Final report c) Will be reviewed over the course of this year	Group has reviewed Phase 1, 2 and 3 reports. c) In progress	a) Completed b) Completed c) Completed d) Completed	
Discovery and Analysis						
8.2.3	Review consultant's recommendations of existing best practices in internationalization including guidance and oversight tactics related to the development of the internationalization strategy.		Work plan developed which will inform the final strategy	Completed		

5-Year Tactics <i>Working Group called in October 2015</i>		1st Year Tactics	2nd Year Tactics	Progress Report October, 2016	Progress Report April, 2017
Establish Plan, Implement and/or Set Targets					
8.2.4	Develop a framework based upon recommendations as identified by the consultant's report and working group members. <ul style="list-style-type: none"> a) Develop an international recruitment plan including target countries and key program areas that could benefit from international student and faculty opportunities. b) Develop a plan to support international partnership development and associated oversight requirements. c) Develop a framework for innovation fund. d) Develop a training plan. e) Work with strategic enrolment management group for diversification plan. 		Will be completed by November 2016 Plan development will be underway this year Plan development will be underway this year	Draft completed Part of the International Recruitment Plan Underway	Draft will be presented to Advisory Group in May Market research report completed and will be reviewed to determine next steps In progress
Objective Status: Work to date will be presented to Advisory Group on May 10, 2017					
a) Additional tactics/work created to complete objective;					
b) Objective completed and closed - include narrative;					
c) Completion of objective inspires new work beyond the scope or original objective					