

STENBERG COLLEGE

# STRATEGIC PLAN 2022-2027



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We recognize that Stenberg College was established on the unceded and traditional homelands of the Coast Salish and Nlaka'pamux Nations.

## MISSION

We empower people to positively contribute to their communities through accessible, inclusive, and innovative education.

## VISION

To cultivate excellence, transform futures, and create impact both locally and globally.

## VALUES

### **Connectedness and Inclusivity**

We are genuinely passionate about fostering interpersonal connections and believe doing so brings out the best in us. We embrace diversity and strive to create inclusive environments for work and study that ensure each person feels welcome, valued, and supported. We continuously seek to understand the perspectives of others and work to align our policies and actions with the diverse needs of staff, students, graduates, and the communities in which we live.

### **Accountability and Integrity**

At the core of our beliefs is a commitment to taking responsibility for our actions and demonstrating the courage to do what is right, even when doing so is the more difficult path. Our accountability extends to one another as colleagues, our students and our participant communities in a way that consistently demonstrates ethical professionalism. Truthfulness is paramount, both in our internal reflections and our interactions with others.

### **Collaboration and Innovation**

We believe in the positive power of people combining their knowledge, energy, and ideas to achieve shared goals for the greater good. Cooperation is a tremendous force-multiplier that generates original and creative solutions for our organization, its people, and our community partners. We constantly challenge ourselves to pioneer bold initiatives and expand the boundaries of our capability.

### **Adaptability and Responsiveness**

Whether presented with opportunities or challenges, we meet them both with equal amounts of optimism and efficiency. Persevering through adversity, we cultivate resilience by willingly adjusting to new conditions, directly addressing problems, and genuinely listening to internal and external feedback to drive positive action.


# PRESIDENT'S MESSAGE

In the half-decade since the inception of our previous Strategic Plan, Stenberg College celebrated its 30th year in existence and safely navigated the turbulence of a global pandemic. These events reminded us of our proud history, reaffirmed the vital importance of the work we do, and clarified for us the indispensable power of interpersonal connections in the face of challenges both great and small. As we gathered to redefine our goals and set an ambitious course for the college through the development of a renewed five-year road map, the lessons of both our distant and recent past were resonant.

Stenberg has always focused on experiential, career-focused education in the paradigms of health care and human services, with pathways that lead to thriving careers of purpose. Through consultations with our broader college community, we reaffirmed that these areas of program delivery shall remain our core, but it was also made clear that academically and administratively we can reach higher, and so we will.

From our very beginnings, we have sought to serve as diverse a student population as possible, providing opportunity to those for whom more rigid forms of education might not be accessible or viable. And yet, current societal discourse reminds us that there is always more that can be done to ensure that every person feels welcome and empowered within our college environment. We are rising to that challenge.

With these and numerous other messages in mind, we set ourselves to the task of clearly articulating how we will realize the vision for our future that we have collectively imagined. I want to sincerely thank every single member of the Stenberg community who contributed to the creation of this document; and, on their behalf, it is my privilege to present our Strategic Plan for 2022-2027. We proudly stand behind what it says about who we are now, and who we will become, as an institution of higher learning.



Jeremy Sabell  
*President*



# PILLAR 1

## TRANSFORMATIVE EDUCATION

### Objective 1 – Accessibility

By designing all aspects of education delivery to meet students where, when and how they are able to engage, we supply the possibility of personal transformation to a much wider audience.

#### ACTIONS

- Expand articulation agreements with institutions across the country to provide additional pathways for our alumni.
  - Improve all aspects of support for students with disabilities by hiring a qualified Accommodations Coordinator to oversee entry accommodations and improved accessibility standards within our Learning Management Systems (LMS) and physical spaces. This position will also support development of accessible curriculum and conduct training for faculty, staff, and students.
  - Provide flexible scheduling options for all classes, exams, and other academic activities to accommodate the many external commitments of our students, and better enable them to pursue education that fits into their lives.
- Convert all programs to a hybrid format providing flexible access for more people locally, regionally, provincially, and nationally.
  - Expand clinical and practicum placement opportunities, reaching more communities throughout the province and across the country so that students can study closer to where they live.

### Objective 2 – Inclusion

We have a responsibility to ensure that all students feel welcome, safe, and valued as unique individuals.

#### ACTIONS

- Review and revise all curriculum to integrate relevant recommendations from the In Plain Sight and Truth and Reconciliation Report Calls to Action, and by adhering to the specific direction of our various regulatory bodies.



- Ensure all faculty and staff are provided with Equity, Diversity, Inclusion + Indigenization (EDI+I) information and learning resources so that they can integrate a heightened awareness and appreciation of EDI+I considerations into their daily interactions with students.
- Continuously evaluate and improve all forms of student support and specifically strengthen the mental health component of our support programs.
- Review and renew all official communications practices, templates, and activities, both internal and external, to ensure we acknowledge and honour a plurality of cultures and groups as truly reflective of our diverse society.
- Establish a full-time International Student Liaison office staffed by a Registered Canadian Immigration Consultant who will work to enhance the stability of international students' personal lives in support of their academic success.
- Implement Universal Design Learning principles to create inclusive learning environments. This involves providing multiple means of representation, engagement, and expression to accommodate diverse learning styles and abilities.

### Objective 3 – Innovation

It is imperative that we ceaselessly seek better ways of disseminating knowledge and experience so that our faculty have the tools to give their best and our students benefit from the most engaging and supportive learning environment we can provide.

#### ACTIONS

- Annually review rates of attrition for all courses to determine those with higher-than-average fail rates and focus on re-designs and/or alternate supports to provide students with better opportunities to succeed.
- Regularly evaluate and implement new and advanced technological tools such as online learning management systems (LMS), virtual reality (VR), augmented reality (AR), and interactive digital content to make learning more effective, engaging, and accessible.
- Implement active learning methodologies such as “flipped classrooms,” project-based learning, and peer instruction to promote student engagement and interaction with course material.



- Expand our professional development opportunities for faculty to remain updated with the latest teaching methods, technologies, and pedagogical research. Formally establish collaboration among faculty members to share best practices and innovative teaching approaches.
- Create incentive structures such as recognition programs to propel innovation in teaching and learning.

## Objective 4 – Quality Assurance

We have a responsibility to provide our students with an exceptional education experience that prepares them to succeed in their chosen field.

### ACTIONS

- Implement quarterly departmental quality assurance reporting. Use data analytics to inform decision-making and resource allocation. Analyze student performance data, retention rates, graduation rates, and employment outcomes to identify trends, patterns, and areas for improvement.
- Together with faculty, conduct regular reviews of curriculum, instructional methods, assessment practices, and support services to identify areas for enhancement and innovation.
- Form an Academic Council that includes faculty, alumni, and students. This Council will provide recommendations to Senior Leadership on all academic policy, curriculum development, new program development, and education delivery matters.

- Provide more ways for students, faculty, alumni, and industry partners to participate directly in the program evaluation and feedback process by forming student council groups, ensuring students, faculty, and alumni are always included in PACs and have a permanent role on the Academic Council.
- Implement a 90% minimum standard for graduate employment at six months after graduation and audit any programs falling below the threshold.

## Objective 5 – Advancement

We are all lifelong learners, and our passion for education calls us to challenge ourselves by continuously pursuing the next level of professional achievement. This not only models the way for our students, staff, and faculty, but also results in new learning and career opportunities for all.

### ACTIONS

- Develop a Bachelor of Psychiatric Nursing Degree to be submitted to the Ministry for approval no later than May 2024. Concurrently commit to the organizational evolution necessary to support a successful submission.
- Learn from the DQAB submission process and apply degree standards and best practices, where applicable, to our diploma programs and across the college.





## PILLAR 2: OPERATIONAL EXCELLENCE

### Objective 1 – People

We are a people-driven organization that can only achieve our Mission and Vision if we attract, develop, support, and retain energetic and passionate individuals who share our values.

### ACTIONS

- Improve and expand our talent identification and acquisition processes, emphasizing the college's Vision and Values so that we can attract and secure the best-aligned and most-qualified people in an efficient and timely manner.
- Improve our onboarding, orientation and support practices for new staff and faculty to inspire the right people to remain with us.
- Support managers and supervisors to form positive connections with all their team members and create progression plans for everyone so that a pathway for professional growth is clear.
- Continually foster a positive and inclusive work environment where individuals feel valued and supported through open communication, collaboration, and a sense of community among faculty, staff, and administrators.
- Implement recognition programs to acknowledge and celebrate the achievements of staff, administrators, and faculty.

- Invest in leadership development programs to cultivate a pipeline of capable leaders from within the college. Provide opportunities for leadership training, mentorship, and career advancement.
- Expand programs to support the overall well-being of employees, such as counselling, mental health resources, flexible work arrangements and other assistance with achieving a positive work-life balance.
- Conduct regular surveys to gather feedback from faculty and staff/administrators and use the insights gained to identify areas for improvement. Demonstrate a commitment to continuous improvement based on employee input.

## Objective 2 – Technology

Technology is an invaluable force-multiplier when applied intelligently. The automation of routine tasks provides our team members more time for positive and supportive human interactions.

### ACTIONS

- Identify, evaluate, select and implement a new Student Administration System to replace the existing system, and provide students, staff and faculty a superior digital tool that is more accessible, more service oriented, more powerful and more efficient.
- Regularly evaluate new administrative, information, and service technologies to determine their ability to enhance services for our students and supports for our staff/faculty.

## Objective 3 – Systems

The provision of a first-class education experience for our students is made possible by a well-designed and maintained organizational structure and administrative systems supported by clear, effective policies.



### ACTIONS

- Expand the Senior Leadership team to include Directors and Managers of all principal departments to broaden and diversify the input to operational decision-making and to better inform strategic decisions.
- Create a Diploma Department that partners Health Care, Human Services, Business, and Nursing Diploma programs under one leadership team and aligns all support resources to promote best practices across diploma programs and to provide a greater depth of support.
- Create a Degree Department that provides the necessary leadership, staff, faculty, resource and policy structure for delivering programs at a degree level.
- Institute an annual efficiency and effectiveness review of all administrative systems and all policies through sub-committees of the Senior Leadership Team.
- Anticipate and adapt to changes in the external environment, including technological advancements, demographic shifts, and regulatory reforms. Build resilience by fostering flexibility, agility, and responsiveness in organizational structures, administrative processes, and systems.



## Objective 4 – Compliance

We are privileged to answer to numerous regulatory bodies. Their oversight continually strengthens us through regular accreditation and recognition reviews, and we believe in using each of these events as an opportunity to improve ourselves and build upon our reputation for excellence.

### ACTIONS

- Continue to work proactively with all external regulators to achieve the highest possible standards of accreditation/recognition. In every instance, the maximum allowable years of accreditation are to be sought and achieved.
- Support all faculty and staff members to be aware of relevant regulatory requirements and accreditation standards. Provide training and resources to help faculty/staff understand their roles and responsibilities in compliance management.
- Increase regular monitoring and auditing processes to assess compliance with regulatory requirements and accreditation standards. Conduct internal audits, self-assessments, and reviews to identify areas for improvement and proactively address any non-compliance issues.
- Incorporate compliance considerations into strategic planning processes and resource allocation decisions. Allocate sufficient resources, including personnel, funding, and technology, to support compliance efforts effectively.
- Participate in external reviews, assessments, and accreditation visits conducted by regulatory bodies and accrediting agencies. Use these opportunities to showcase college achievements, address areas of concern, and demonstrate a commitment to excellence.



## **PILLAR 3:**

# **COLLABORATIVE CONNECTIONS AND OUTREACH**

### **Objective 1 – Engagement**

We value and include the diverse perspectives of others, which makes our decisions stronger and empowers people to contribute to our college Mission and directly to the communities we serve.

#### **ACTIONS**

- Involve student council and academic council members, alumni, industry partners, community members, and governing bodies in college decision-making processes. Seek input, feedback, and perspectives from diverse participants to inform strategic priorities and initiatives.
- Engage with peer institutions and professional bodies to exchange best practices, share resources, and benchmark performance in all aspects of higher education. Participate in industry associations and collaborative initiatives.
- Foster partnerships with industry, government, alumni, and community organizations to enhance educational opportunities, support applied learning experiences, and promote career readiness. Continually seek feedback from our industry partners to align program offerings with evolving workforce needs and market demands.
- Enlarge and diversify our roster of guest lecturers across all programs to bring an expansive range of outside perspectives to our students, staff, and faculty.

### **Objective 2 – Community Leadership**

We have a moral and professional obligation to model our values in all ways, including outward to the community.

#### **ACTIONS**

- Create, and make available to the public, an official Equity, Diversity and Inclusion statement and action plan.
- Create, and make available to the public, an official Indigenization statement and action plan.
- Ensure that our public-facing communications, including all aspects of our marketing, clearly convey the sincerity of our support for and commitment to Equity, Diversity, Inclusion, and Indigenization.
- Plan public events, such as Graduation Ceremonies, to include an Indigenous element that honours their historic presence and provides an opportunity for greater public awareness, respect, and appreciation for the local Indigenous culture.
- Seek additional, meaningful ways to give back to those segments of society most in need, and in ways that fit with our unique skills and expertise as educators.





## **PILLAR 4:** SUSTAINABLE, MEANINGFUL GROWTH

### **Objective 1 – Partner**

We gain from the synergy resulting from working with other organizations and community partners, and we are better able to align our initiatives with the needs of the communities we serve.

#### **ACTIONS**

- Pursue agreements to license our curriculum to capable, reputable institutions so that we can leverage their capacity and expand the reach of our programs.
- Expand our relationships with Community Partners for the pursuit of government grant projects in the program areas we serve.
- Establish education delivery partnerships with Indigenous organizations and institutions with particular emphasis on supporting remote and/or underserved communities.
- Initiate partnerships with major employers to develop corporately sponsored program delivery aimed at addressing significant skilled labour gaps.

### **Objective 2 – Develop**

New program development has always been a mainstay of our growth. The development process is an energizing collaborative experience for our teams and allows us to reconnect with all the aspects of education about which we are most passionate.

#### **ACTIONS**

- Research, select and develop two new programs and two new program variants for delivery by the end of 2026.
- Develop the necessary program adaptations, staffing supports and clinical placement connections to expand delivery of our Psychiatric Nursing program to other jurisdictions in Canada.

### **Objective 3 – Acquire**

We acknowledge and appreciate that other institutions already offer programs that could take years for us to develop. Through carefully considered acquisition, we save significant time, leverage the expertise and experience of others, while also accessing new geographical areas.

#### **ACTIONS**

- Identify, evaluate, and purchase a minimum of two small- to medium-sized colleges already delivering well-established, reputable programs that are aligned with our areas of focus.

### **Objective 4 – Build**

Specialized teaching labs, along with other learning and working spaces, must constantly evolve to keep pace with innovations in delivery while also promoting connectedness and efficiency for our staff and faculty.

#### **ACTIONS**

- Develop a complete campus consolidation and upgrade plan by 2025 that brings together all our current square footage under one roof while also allowing for future needs. This plan will allow for the commencement of lease acquisition toward the end of the Strategic Plan window.
- Expand and improve our specialized teaching labs, both local and regional, by end of 2023-24 fiscal year. This will involve improvements in area and layout, as well as equipment upgrades.





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