Imagine the Possibilities

NBCC 2017

NBCC’s Strategic Commitments
2012 to 2017
February 2015
Contributors:
Board, Staff, Students, and Community
NBCC’s Strategic Commitments 2012 to 2017

This is more than just a five-year plan. This is our promise, our journey and our future.

We are New Brunswick Community College. These are our commitments.
Picture the Future:
Let us introduce you to NBCC in 2017.

We are proud to be a national leader in relevant, accessible and flexible post-secondary education (PSE). We’re passionate about changing people’s lives and we are learning every day how to do that in more meaningful and successful ways.

Our College is much more than classrooms and buildings. We offer learning anywhere, anytime and in a variety of responsive and contemporary ways. Our students have the ability to transfer credits in and out of NBCC for the greatest degree of mobility. We have won awards for embracing diversity and inclusiveness, and for our groundbreaking student success initiatives. NBCC’s Aboriginal Elder-in-Residence program has helped us ‘show the way’ in serving students and in enhancing leadership in our communities.

Our students tell us “NBCC rocks!”
We are considered a partner of choice. Business and industry proactively collaborate with us for training and innovation. Our Research Chair is meaningfully engaged with the College’s partners and assisting them in the development and commercialization of new products. Our focus on entrepreneurship has resulted in many new and successful business start-ups.

We are also recognized for our important role in community life and community prosperity. Our Signature Learning Experience and our NBCC Volunteer Corps initiatives have been a roaring success. Our vibrant Alumni Association has just endorsed another significant bursary fund. Many of our international students are living and working in New Brunswick and making significant contributions to the province’s social and economic success. In the meantime, New Brunswick students are becoming global citizens through our study and work abroad and exchange programs.

Other colleges across Canada are visiting New Brunswick to learn best practices in building an engaged College community.

Welcome to NBCC!
Imagine the possibilities. That was the mindset of Board members, students, College staff and community participants as NBCC began developing a new five-year strategic plan in the Spring of 2011. We invited all who would participate to be a part of moving NBCC forward, and we welcomed those who wanted to join us on our journey.

We had a vision to grow stronger as a learner-centred college committed to the needs of our students, our communities and our staff. Representatives gathered from all sectors of the province - industry and community leaders, NBCC employees and Board members, student leaders and many more - and we harnessed their collective knowledge and ideas. Through campus and community forums, strategic planning meetings and external consultations, participants engaged in lively dialogue about NBCC's current reality, place in community, and how it will become a vibrant and successful college of the future.

NBCC has a rich and storied history as a College built on the strength of our learners.

We know our College has an even brighter future as a recognized and outstanding leader in post-secondary education.

What did we learn from our many contributors that helped us to make our decisions? We learned a lot. There were some major compelling themes:

- As we creatively map out the future, NBCC should remain steadfast and determined to keep our students and our communities at the centre of everything we do.
- We should aim to be a PSE institution that is a first choice, not a second choice, for learners for whom NBCC would be the best choice.
- We should be prepared to adapt - not only to a changing labour market, but also to the evolving needs of our learners.
- Our applied learning outcomes and our active community involvement are essential to both the social and economic development of the Province and our communities.
- Industries, businesses and organizations rely on us for skilled workforces and for applied research partnerships that will move them into the future more successfully.
- Communities also hope innovative entrepreneurs will emerge from NBCC’s graduate ranks to contribute to prosperity and development.
- Strong relationships and collaborations will be key; many people want to help us succeed.
Many dynamic discussions examined a variety of questions. What role should NBCC play in our Province? What do learners and communities hope and dream for their College? What kind of relationships will help us be successful?

What pathways should NBCC take into the future?

Supported by the engagement of 1,048 citizens of New Brunswick, we have chosen pathways that build on decades of successes and that inspire us to venture forward boldly and creatively.

Thank you to the hundreds of contributors and supporters who gave of their time and their voices to our College’s plan for the future. Thank you to our College-wide Strategic Conversation Team who designed and delivered the engagement processes. Thank you to the citizens of New Brunswick who have trusted us to use their significant investment in us wisely and strategically.

We should use innovative technology and learning models to create incredible and successful learning opportunities for our tech-savvy and diverse learner community.

Learner supports should be adaptive and responsive to our changing student population.

We need Aboriginal students and staff to be actively and successfully involved in our College.

We also need to continue to enhance opportunities for students with disabilities so that they can reach their full potentials.

Actively engaging NBCC alumni will create a more vibrant and reputable college.

Working with community partners, we should be a home away from home for students from other parts of Canada and the rest of the world who may be future citizens of our communities.

Responsible, skilled and innovative stewardship of our limited resources is expected and required.
Imagine the possibilities... and the power of everyone, every day, making a positive difference in lives and communities. At NBCC, that is our vision for the future. We want to make a difference through learning and through leadership.

Imagine the possibilities... as we bring this vision of our future alive and into action through our noble purpose.

**NBCC’s Vision:**
Transforming lives and communities.

**NBCC’s Purpose:**
We are a collaborative, learner-centred college - creatively contributing to social and economic prosperity through applied learning.
**Our Values**

We know our leadership and success is not only about what we do, but how we do it. We commit to live our purpose. We will make a difference every day with integrity and a common set of VALUES that guide our relationships, our decision-making, our actions and our accountability.

We learn together every day about how to better lead the transformation of lives and communities. At NBCC, we are all learners and leaders. We know we can make a more significant difference when we learn together.

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**We learn together to...**

**Encourage, engage and inspire.**

We love what we do. We want to create collective pride in and for our College as we build our reputation for life-changing learning experiences.

**Lead with integrity.**

We take pride in our collective accountability.

We are never satisfied – we constantly strive to exceed expectations.

**Do the right thing.**

As reliable, respectful professionals, we lead by example and with courage.

We do what we say we will do!

**Embrace innovation.**

We know the value of curiosity and creativity.

We strive to unleash it in our students and we expect it of ourselves.

**Develop strong relationships.**

We create new opportunities to serve learners, communities and each other.

We are integral to the success of New Brunswick and beyond, and we want to be extraordinary in our ways of working in collaboration.
In planning the realization of our aspirations over the next five years, we are making four specific commitments to ourselves and the people we serve.

**Commitment to our learners:**
Inspiring successful learners to make a difference.

**Commitment to our communities:**
Building prosperous communities.

**Commitment to our people:**
Creating a great place to work and learn.

**Commitment to our stakeholders:**
Ensuring responsible stewardship.
Commitment to our learners

NBCC is a learner-centred College focused on the success of our students and their impact on our communities. We recognize that, given the increasing diversity of learner needs, innovative and relevant program and service responses are key to successful student experiences. To exemplify the College’s vision of “transforming lives and communities,” we will create an NBCC Signature Learning Experience so our learners will be engaged and actively involved in community leadership activities.
Our commitment to our learners and their success will be achieved through:

Creating multiple pathways for learning
We will maximize resources by providing non-traditional time frames for learning.
We will have a robust offering of e-learning opportunities.
We will enhance student mobility and access to, from and within the College by increasing transfer of credits and the recognition of relevant work experience.
We will establish partnerships with the secondary education sector that enable students to obtain advanced standing at NBCC while completing high school.

Enhancing students’ opportunities to succeed
We will take a proactive and planned approach to helping students achieve success from the moment of inquiry or recruitment through to graduation and beyond.
We will further partnerships with Aboriginal communities to increase the successful participation of Aboriginal learners at NBCC, and be supported in our work through robust aboriginal student support services, such as an Elder-as-Resource program."
We will create a learning environment that honours and respects diversity.
We will be known as a College that actively supports students with diverse learning needs, and learners who require accommodations.

Ensuring quality, relevant programming and program delivery
We will identify and develop areas of program expertise that will support regional socio-economic development and learner aspirations.
We will ensure that the College community and relevant external stakeholders are informed and actively involved in program development and renewal.
We will support teaching and learning excellence through enhanced staff orientation, development and mentorship.
We will create new opportunities for applied learning through co-op, internships and industry placements.
We will integrate entrepreneurial and workplace essential skills into our programs, and further enhance this new focus with the support of an Entrepreneur-in-Residence and a multi-generational mentorship program.

Establishing an inspiring Signature Learning Experience.
Working with our communities, we will create a Signature Learning Experience in which our learners and staff are engaged in community service and College leadership activities.
Commitment to our communities

NBCC is committed to serving communities. We believe a stronger College results in stronger communities. Our new strategic initiatives and collaborative approach will enable us to work together in new and innovative ways.

Building prosperous communities
Our commitment to our communities and their prosperity will be achieved through:

**Using College resources for social and economic development**

We will become a responsive, trainer-of-choice for public and private sectors in New Brunswick.

**Advancing alumni and donor development in support of a vibrant College**

We will have an active and vibrant NBCC Alumni Association that contributes to the advancement and recognition of the College.

We will honour alumni through a high-profile recognition program that reflects the College's vision of transforming lives and communities.

We will cultivate successful donor relationships with industry, community and government that result in the growth and advancement of the College.

**Supporting research, development and innovation**

We will create and implement an applied research strategy that:

- enables cross-College engagement, cooperation and pursuit of applied research opportunities;
- builds a supportive College culture for applied research that contributes to the richness of the learning experience; and,
- identifies and develops areas of expertise that connect the College with applied research opportunities.

We will be actively involved and recognized in applied research activities.

We will focus on building the capacity of our research office with the support and expertise of a research chair and/or industry liaison.

We will identify opportunities to serve the socio-economic needs of communities through applied research and innovation.

**Creating a comprehensive international strategy**

We will create and implement an international strategy that includes:

- building a College culture where international students are welcomed and supported, and where global citizenry is valued;
- increasing our international student population;
- creating opportunities for students and staff to volunteer, work and study abroad; and,
- supporting governments’ strategies to attract and retain newcomers to New Brunswick and to Canada.

We will develop strong relationships with employers and communities as a base for effective partnerships.

**Strengthening our reputation as a College of choice**

We will communicate our many successes in compelling ways.

We will enable potential students to make informed choices to attend NBCC based on their needs and career goals.

We will develop strong relationships with employers and communities as a base for effective partnerships.

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Commitment to our people

NBCC’s success relies on the strengths and talents of our people. We want an engaged College community where we expect accountability and value our continuous learning and development. We understand that the future of our College relies on the legacy of leadership that we create together.

Creating a great place to work and learn
Our commitment to our people and their development will be achieved through:

**Developing a comprehensive Employer of Choice framework inclusive of a Human Resources strategy**

We will work together to establish a comprehensive human resources strategy that defines NBCC as an employer of choice, and includes:

- recruiting, orientating and retaining excellent staff;
- developing staff to meet the strategic priorities of our College;
- building leadership capacity throughout our College community, inclusive of coaching and mentorship;
- developing a team culture and strong team competencies;
- supporting employee well-being;
- establishing accountability frameworks for performance and supporting continuous improvement;
- recognizing and rewarding significant accomplishments and contributions; and,
- planning for succession to ensure the sustainability of our College.

**Effectively engaging employees**

We will make significant progress in the positive, active engagement of staff.

We will establish a culture where effective communication is practiced and is a shared responsibility.

We will be known for making a difference in our communities. In addition to the College’s Signature Learning Experience for our learners, we will establish the NBCC Community Volunteer Corps to support the active engagement of College staff in community volunteerism.
Commitment to our stakeholders

NBCC is committed to strategic and fiscal success. We will be accountable for maximizing the public’s investment in learning through the effective and efficient stewardship and contemporary development of our resources.
Our commitment to our College and its sustainability will be achieved through:

**Developing our learning and working environment**

We will work together to establish a long-term facilities plan that includes:
- maintenance and development strategies;
- provision of safe and healthy environments;
- up-to-date equipment and resources; and
- environmental sustainability initiatives.

**Upholding our commitments**

In order to ensure that we uphold all of our commitments, we will design and implement accountability frameworks inclusive of:
- strategic and operational planning;
- individual and team performance measures;
- risk management;
- internal audit; and,
- quality management.

**Building the bottom line**

We will instill confidence in New Brunswick citizens through the balancing of our budgets year after year.

We will support new and innovative revenue generation initiatives with effective practices and processes.

We will continue to reduce duplication and complexity of effort to achieve maximum efficiencies.

**Evolving NBCC to be a contemporary E-college**

We will work together to evolve NBCC to be a contemporary E-college, that includes:
- a ‘tech-savvy’ Advisory Council on Advanced Learning Technologies;
- e-services for staff and students;
- support for the development and delivery of our e-learning strategy;
- maintenance and development of our technology resources and systems; and,
- advanced technical support.

**Streamlining processes**

We will have user-friendly policies and processes which empower and support learning and working.
Leading by Example

We would like to recognize the efforts and dedication of a group of leaders within our NBCC community. The Strat Chat Team, comprised of NBCC staff members from across the College, volunteered their talents and time to ensure the successful development and roll-out of NBCC’s first five-year strategic plan. Whether they were designing community and staff sessions, organizing fine details, debriefing, or preparing critical documents and engagement pieces, the Strat Chat Team used their organizational knowledge and creativity to help build an inclusive and collaborative NBCC community. The Team even staged an innovative theatre performance to showcase the strategic plan for the Board of Governors.

Thank you, Strat Chat Team members, for being leadership role models and true advocates of NBCC community engagement.
This is more than just a five-year plan. This is our promise. Our journey. Our future. Imagine the power of everyone, every day, making a positive difference in lives and communities. Transforming lives and communities.
Imagine the possibilities when...

- We build a culture where everyone owns the future and is energetically engaged in co-creating it.
- People collaborate to use all of their talents and interests to propel NBCC to national recognition as a leader in post-secondary education.
- Students and staff pursue purposeful learning that works for them.
- Community and industry partners eagerly pursue new ways to collaborate.
- Everyone connected to our College has NBCC’s effectiveness and efficiency as a personal mission.
- NBCC is a living laboratory of innovation and inquiring minds, a perpetual springboard used by industries and communities.
- The ‘spirit of pitching in’ and the energy, enthusiasm and lessons of the Strategic Conversation Team are contagious.

NBCC’s strategic commitments for 2012 to 2017 was approved by the Board of Governors on March 29, 2012 and by the Minister of Post-Secondary Education, Training and Labour on May 2, 2012.

Now… we go forward together and with our many communities to activate our vision and to “walk the dream” - annually developing and implementing plans and accountabilities that will guide us in fulfilling our commitments.

Imagine the possibilities when EVERYONE owns this plan.