

DRAFT
19 January 10

ACADEMIC PLAN

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1. PROJECT COMMITTEE

1. Chair:
David Drakeford Vice-President Academic
2. Faculty members:
Peter Briscoe Professor, Hospitality Management
Greg Crawford Dean, Science and Technology
Harry Janzen Dean, Education
Richard Lane Professor, Humanities
David Livingston Professor, Liberal Studies
Jean Maltesen ABE & Literacy Chair
Mike Mann Dean, Management
Graham Pike Dean, International Education
Glynis Steen Associate Dean, Trades and
Technology
3. Administrative staff
Sharon Hobenshield Director, Aboriginal Education
Pam Montgomery Director Educational Planning
4. Student services staff:
5. Regional campus representation:
6. Others:
Andrew Brown Planning Consultant
7. Committee secretary:
Jolene Edmunds Communications and Public Relations

2. RESPONSIBILITIES OF THE COMMITTEE

1. The Project Committee will be responsible to the oversight committee that will direct the Integrated Plan Project.
2. The Project Committee will ensure that all relevant information, including data, previous documentation, as well as a broad strategic insight, is incorporated into the work.
3. The Project Committee will ensure that all members of the university community who should have input into the planning work are apprised of the project and that opportunities are created for their input at significant junctures of the work.
4. The Project Committee will review, revise and approve recommendations described in the project documentation, and forward those recommendations, along with related concerns identified during the project process, to the Integrated Plan Project Committee.
5. A Project Committee secretary will record minutes for each committee meeting. These will become part of the planning documentation.

3. RESPONSIBILITIES OF THE CONSULTANT

1. The Consultant will outline a work plan that includes structured, sequential tasks that begin with the identification of university-wide strategic foundations, the project information base, a strategic analysis of this information, and the formulation of project recommendations.
2. The Consultant will lead the committee, and other participants through the sequential planning process outlined in the work plan.
3. For each group of tasks in the work plan, the Consultant will assemble draft information for review and revision by the committee.
4. The Consultant will identify unresolved and/or potentially conflicting issues that arise as the work proceeds; the consultant will analyse these issues, and bring them to the committee for discussion and resolution.
5. The Consultant will document the planning process, planning assumptions, identification and discussion of critical issues, project recommendations, and the resources identified to realize those recommendations.
6. The Consultant will assist the committee in interim and final presentation of all project- related information, including project outline, progress reports and recommendations to the university community.

4. PROJECT OBJECTIVES

1. Build institutional vision and cohesion.
2. Continue and support the transition from University-college to University.
3. Establish the academic identity of the University for the internal community and for provincial, national and international academic communities.
4. Provide a framework for the ongoing accountability of academic units to the Senate, university administration and the Board of Governors.
5. Establish institutional credibility for governments, donors, and others supporting the University.
6. Provide information necessary for the integration of academic, fiscal, service, and physical planning.

8. Develop operational plans for each academic unit that evolve from foundation strategies establishing the focus, scope and quality of future academic programs.
9. Assemble relevant information from the component plans to form an institutional Research Plan.
10. Evaluate and integrate information from component plans to determine institutional academic priorities.
11. Evaluate information from component plans to identify implications for future structure and organization of academic components.
12. Analyse recommendations developed in the Academic Plan in order to identify implications for and appropriate responses to other planning initiatives in the Integrated Planning Project.

5.0 WORK PLAN

In order to achieve the identified objectives, the following tasks will require completion roughly in the order shown below:

However, some of the tasks will overlap; the draft outline may require periodic revision as additional information is considered and the relationship between different parts of the overall process is better understood.

0.0 INITIATE THE INTEGRATED PLANNING PROJECT AND ESTABLISH A MANAGEMENT FRAMEWORK

This task will establish the framework of the first phase of the Integrated Planning Project, constituent projects, expectations, constraints and the scope of work, the work plan, timeframe, organizational structure of the project(s), the responsibilities of all participants, and the process required to complete the work.

- 0.1 Meet with the Integrated Plan Committee to explore the background and objectives for the project, review the draft work plan, and discuss project protocols, timelines, and involvement of key stakeholders from the VIU community.
- 0.2 Prepare for and attend and/or present at regularly scheduled meetings of the Integrated Plan Committee to ensure coordination of parallel planning projects, ensure appropriate participation of the campus community, and identify and resolve issues as they arise.
- 0.3 Identify planning projects and component plans to be developed in Phase 1 of the Integrated Planning Project.
- 0.4 Identify the composition of component committees that will direct the sub component plans
- 0.5 For each component committee, convene regularly scheduled meetings to collect and assess information, report on progress with the designated tasks, identify and discuss critical issues and processes, and formulate recommendations.
- 0.6 Assist each component committee to report progress at critical project milestones to the Integrated Plan Committee.

1.0 DEVELOP FOUNDATION STRATEGIES

This task focuses on Foundation Strategies that will serve as common objectives that must be reflected throughout the Strategic Planning Project.

- 1.1 Review the current VIU mission, vision, strategic and operating objectives to understand the unique role and aspirations of VIU and the key directions implied for the ongoing evolution of the institution.

- 1.2 Establish draft multi-faceted Foundation Strategies that will serve as a basis for discussion concerning fundamental institutional objectives and planning parameters.
- 1.3 Describe the Foundation Strategies in categories as follows:
 - a. Engagement with the region
 - b. Ecological, social and economic sustainability
 - c. Engagement of aboriginal communities
 - d. Student Success
 - e. Relevant teaching, learning, and research
 - f. Institutional leadership
- 1.4 Engage the sub-component planning committees in a discussion concerning the Foundation Strategies with a view to developing a common vision for the ongoing development of the institution.
- 1.5 Engage the university community in a discussion concerning the Foundation Strategies with a view to developing a common vision for the ongoing development of the institution.
- 1.6 Discuss and revise the Foundation Strategies as required, until they are generally acceptable to the university community as a statement of strategic purpose, focus and direction.

2.0 REVIEW BACKGROUND INFORMATION

This task will ensure that relevant information from previous strategic and operational planning studies and processes is fully assessed and incorporated into the Integrated Planning Project. This task must continue throughout the planning process.

- 2.1 Meet with members of the staff of educational planning to review the proposed work plan, and assess what deliverables, processes, and consultations will be required,
- 2.2 Collect and review background information resulting from previous planning work, *including the Draft Academic Plan*, related tasks that are currently underway, and those that occur on a routine cyclic basis.
- 2.3 Assess existing planning processes (ie Sign Posts) and determine usefulness and importance to the Integrated Planning Project and the process proposed for completion.
- 2.4 Revisit the draft component project work plan and amend as required.

3.0 DEVELOP AND MAINTAIN CORE DATA BASE

This task will include the identification of information that describes the context in which the institution operates. Aspects of this data base may be generally or specifically relevant to the development of planning initiatives.

3.1 Assemble and maintain information that describes the external planning context (environmental scan), including:

- Environmental,
- Demographic,
- Economic,
- Socio-cultural,
- Technological conditions and trends,
- Labour relations and collective agreements, and
- Policy directives and political initiatives.

3.2 Re-visit the draft Foundation Strategies the light of the strategic assessment.

3.3 Revise as required

4.0 OVERVIEW OF CURRENT ACADEMIC PROGRAMS

This task includes an assessment of the information base for institutional planning.

4.1 Outline the academic profile of the University, including:

- Apprenticeship, certificate and diploma programs
- Development programs
- Range of undergraduate activities
- Range of graduate programs
- Research activity
- Continuing education and lifelong learning activity

4.2 Confirm the required sub components of the academic plan, including:

- Faculties
- Trades and Vocational programs
- Aboriginal Studies program
- Adult and Continuing Education
- Academic Support Services

4.3 For each component of the academic plan, describe:

- Existing academic programs

- Program capacity, numbers of FTEs etc.
- Scope of research activities
- Currently identified strategic directions.
- Program-specific relevance to internal, local, provincial, national and international contexts.
- Perceived future workforce requirements;
- Program delivery methodologies;

4.4 Identify strengths, weaknesses, opportunities and threats involved with each program/service. Evaluate critical conditions, such as:

- The impact of semester vs. year round programs,
- The ability for students to complete degree programs in a timely fashion
- The need to complete secession planning to replace retiring faculty members
- Level of qualifications and experience of future faculty members, and
- Others to be determined.

5.0 DEVELOPMENT OF THE ACADEMIC PLAN

This task includes the preparation of both a focused plan and components plans for specific faculties and/or programs.

On an annual basis, recommendations from these plans will be assessed and prioritized, and available resources will be assigned to form the integrated operating plan for the institution.

5.1 Using the Foundation Strategies, outline, in conjunction with departmental members and others in the academic and student community, prioritized future strategic directions for the program/service.

5.2 For each component, determine:

- Future academic programs
- Program capacity, numbers of FTEs etc.
- Scope of future research activities
- New initiatives
- Resources required.

5.3 Assemble the component plans as a draft comprehensive Academic Plan prefaced by the Foundation Strategies.

5.4 Assess information from component plans to assemble an institutional Research Plan.

- 5.5 Assess the component plans to determine Academic Priorities (these will emerge as the plan develops)
- 5.6 Assess the component plans to determine implications for academic structure and organization.
- 5.7 Forward to the Integrated Plan Committee for review and comment.

6.0 INTEGRATION WITH PARALLEL PLANNING INITIATIVES

This task will ensure that implications of recommendations developed in this of this plan are assessed in terms of the implications for and response to the other planning initiatives that comprise the Integrated Planning Project.

- 6.1 Determine the implications of this plan on the scope of services, prioritization and scheduling, resources allocation, and operational policies identified in parallel planning initiatives.
- 6.2 Determine responses required by other planning initiatives on the scope of services, prioritization and scheduling, resources allocation, and operational policies identified in this plan.
- 6.3 Summarize implications and required responses and forward to the Integrated Plan Committee for inclusion in the (ongoing) process of prioritization and resource allocation.

6.0 PRELIMINARY SCHEDULE

Foundation Strategies will be drafted and circulated for preliminary comment in late November 2009

After a detailed revision these Strategies will be circulated again for discussion and comment in Mid December 2009.

The final draft of the Strategic Foundations will be completed by mid-February 2010.

Component plans for academic units will be begun in late February and completed by the end of June 2010.