



STRATEGIC PLAN 2019 – 2024

BUILDING BREWABLE FUTURES

way' ki'su'k kyukyit weyt-kp tawnshi hello

First Peoples

Selkirk College acknowledges the traditional territories of the First Nations of the West Kootenay and Boundary regions: the Sinixt (Lakes), the Syilx (Okanagan), the Ktunaxa and the Secwépemc (Shuswap) peoples. The mountains, rivers, lakes and lands of these territories have sustained life and human communities since time immemorial. Learning and education have been part of this land for millennia. Selkirk College is grateful to the keepers of these territories where we live and learn, and the wisdom and beauty that surrounds us.

Selkirk College is honoured to work with an engaged and proud Métis community who make the West Kootenay and Boundary region their home.

We honour and celebrate the values, cultures and ways-of-knowing that all Indigenous learners bring to Selkirk College.



The Selkirk College Motto

BEST OF ALL - INQUIRE

With their arrival to the West Kootenay and Boundary regions in the early years of the twentieth century, the Doukhobor community established a strong faith, culture and tradition based on peace and pacifism that continues to the present day.

The culture of Selkirk College is rooted in a strong connection to the Doukhobor community, including the Mir Centre for Peace at Selkirk College and our Peace & Justice programming.

The motto of Selkirk College, "Best of All - Inquire," is taken from "Be Devout"- a fundamental Doukhobor psalm that speaks to the values of curiosity and humility:

Do not believe everything you hear. Do not desire everything you see. Do not proceed to do everything you are able to. Do not proclaim everything you know, but only that which should be proclaimed. That which you do not know, do not affirm, nor deny; best of all - inquire; then wilt thou be discreet.

At Selkirk College we aspire to uphold the spirit of learning and inquiry; address challenges with creative solutions; and inspire the imagination, spirit and mind to be learners for life.



Our Mission

Together we build remarkable futures.

Our Vision

Selkirk College provides personal experiences that build confident and imaginative learners ready to thrive in their community and in our dynamic world.

Our Values

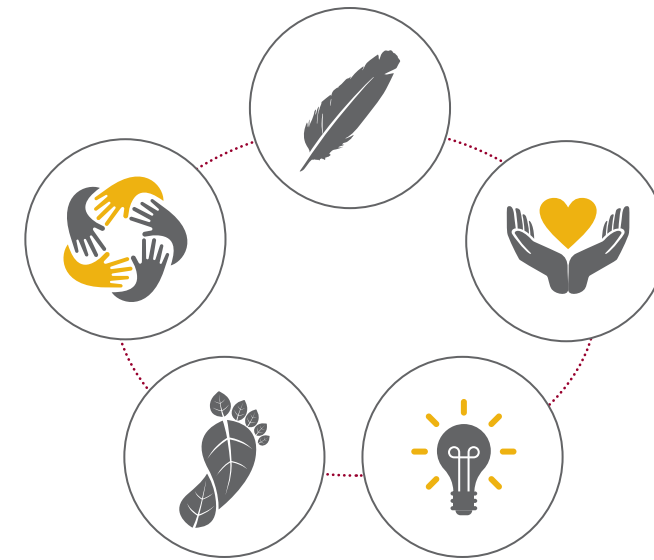
COMMUNITY at Selkirk College means delivering education that builds relationships, culture, belonging, empowerment and opportunity. Selkirk College students and employees are part of an educational community that is integral to the well-being of the West Kootenay and Boundary regions and has provincial, national and global connections.

ACCESS at Selkirk College means an educational experience should be attainable to all, regardless of who or where they are, or what challenges they face. Accessibility defines a culture of inclusion, considers the services provided to learners, develops innovations to program and course delivery formats and timing, and supports technological and physical infrastructure required for student success.

RESPECT at Selkirk College means we treat ourselves, each other, members of our college community, and the world around us with respect, dignity and integrity. Respect builds trust and includes respect for diverse people, ideas and perspectives, cultures and traditions, respect for the environment, and the modelling of respectful discourse and conversation in our work.

EXCELLENCE at Selkirk College means everyone strives for the highest level of quality, accountability and professionalism. Excellence includes aspiring to the highest quality of instruction, services and operations for students, our employees, and communities. Excellence promotes creative and growth mindsets and approaches to our work that inspires innovation.

COMMITTED TO OUR VALUES



Our Commitments *Selkirk College integrates five fundamental commitments into delivery of programming, student and employee supports, planning, and operations.*

DIVERSITY AND INCLUSION



Selkirk College is committed to diversity and inclusion, and promoting equity. We aspire to providing a safe, supportive and inclusive community for all students, faculty and staff to learn and work together. Our daily work and our vision of the future is enriched by the inclusion of diverse communities and persons of different abilities, ages, cultures, races, ethnicities, family models, gender identities and expressions, health statuses, nationalities, political views, spiritual beliefs and traditions, sexual orientations, socioeconomic statuses, and educational backgrounds. We welcome, expect and encourage the continued pursuit of universal acceptance and application of a working and learning environment without harassment, intimidation and discrimination. Our learning activities, programs and services will be designed to develop the knowledge, skills and abilities necessary to build a more diverse and inclusive community.

ENVIRONMENTAL SUSTAINABILITY



Selkirk College will continue to integrate respect for the land and natural environment, sustainable practices, carbon footprint reduction and responsible use of natural resources into student learning, services, operations and workforce development. We are committed to implementing practices that promote a healthy natural environment and climate change mitigation in our teaching practices, administration, programming, facilities and operations, funding allocations, and

applied research priorities. We are committed to developing and supporting college-wide and regional solutions to environmental remediation, cleaner transportation, lowered emissions and waste reduction. Selkirk College is a proud partner in the Sustainability Tracking Assessment and Rating (STARS) system in the Association for the Advancement of Sustainability in Higher Education (AASHE).

HEALTH AND WELLNESS



Selkirk College will continue to promote and integrate health and wellness into day-to-day operations, practices, services and educational programming. This includes physical health and wellness, and will also include creating educational experiences and campus life that promotes mental health, safety, compassion, acceptance, social justice and belonging. We recognize the critical importance of education as a key social determinant of health. Selkirk College is a proud signatory of the *Okanagan Charter, 2015*.

INNOVATION



Selkirk College is inspired by innovation. Innovation creates new thinking, new ways of delivering our programs, enhanced and flexible learning, and a willingness to expand our role in the community. Innovation includes making higher education more accessible. Because regional, national and global economies are transitioning and diversifying so rapidly, innovative partnerships

and greater collaboration between businesses, social enterprise and educators can result in the workers of tomorrow arriving on the job with the skills for success. Selkirk College recognizes that being a valued partner in community economic development and renewal, regional collaboration, social innovation, and rural capacity building is critical to our success and the success of our region.

RECONCILIATION



Selkirk College is committed to reconciliation with Indigenous peoples. Reconciliation is the intentional process of establishing and maintaining respectful and right relationships with Indigenous governments, organizations, families and learners. Selkirk College believes that a critical part of this process involves repairing damaged trust in education systems through respect and reciprocity. We are committed to the Indigenization and decolonization of education. Supporting traditional First Nations, Métis and Inuit approaches to learning, resolving conflict, repairing harm and restoring relationships will inform the reconciliation process in our governance, curriculum and project development, human resource development, and program and service delivery. We support the principles of the *UN Declaration of the Rights of Indigenous Peoples (UNDRIP)* and continue to incorporate the relevant *Truth and Reconciliation Commission (TRC) Calls to Action* into our planning and operations. Selkirk College is a proud signatory of the College and Institutes Canada *Indigenous Education Protocol, 2015*.



Strategic Directions

To achieve our mission and vision, and to live our values and commitments, over the next five years Selkirk College will focus on five priority areas: Learner Success, Excellence in Education, Community Development, Healthy Workplace, and Modernization of Facilities, Technology and Operations.

1 Learner Success

- 1.1 Enable transitions to the workforce by providing students with experiential and work integrated learning, Co-op education and internships, student academic support, and employment transitions programming;
- 1.2 Expand educational pathways by increasing the number and quality of transfer and articulation agreements, educational partnerships with regional school districts, and study abroad opportunities with other post-secondary institutions in specific program areas;

- 1.3 Improve recruitment, retention, completion and related supports for all students and students facing barriers to access, including: Indigenous learners, international learners, learners with disabilities, elder learners and others;
- 1.4 Develop a consistent relationship-focused student service standard across all campuses and learning centres;
- 1.5 Enhance student health and wellness programming, and supports; and
- 1.6 Expand offerings in priority program areas: technology and digital applications, skills development and workplace training for in-demand occupations, and cohort-based programs that are in key sectors of need in the labour market forecast and that are regionally relevant.

2 Excellence in Education

- 2.1 Expand access to learning through improved scheduling of offerings, increased availability of blended and online delivery, and increased program availability throughout the region;
- 2.2 Advance innovations in teaching and learning through the achievement of institutional level learning outcomes, targeted professional development in the areas of educational technologies, Indigenous ways of knowing, innovative curriculum development, experiential learning, strategic partnerships, and intercultural teaching strategies;
- 2.3 Renew and implement strategic enrolment plans;
- 2.4 Renew specific plans for Education, Indigenization, International, Student Life and Campus Services, Advancement, Marketing, and Educational Technology;

- 2.5 Support program renewal and development through policy and curriculum process improvements such as the Quality Assurance Process Audit (QAPA), alignment with accreditation, articulation and reporting requirements, student service improvements, and capacity building tools and training; and
- 2.6 Improve the quality and efficiency of programs and services through data-driven decision-making.



3 Community Development

- 3.1 Build strategic partnerships that enhance the student learning experience and contribute to socioeconomic development in the communities we serve;
- 3.2 Strengthen relationships with regional First Nations and Métis governments, Indigenous community services providers, and Indigenous post-secondary partners to advance the educational goals of Indigenous communities;
- 3.3 Integrate applied research, innovation and entrepreneurship into educational programs to respond to an evolving labour market;
- 3.4 Collaborate with our community partners to ensure student experiences outside of the college and in the community are effective, inclusive and supportive; and
- 3.5 Support regional socioeconomic development through collaborative, innovation-driven projects that address shared challenges and opportunities.

4 Healthy Workplace

- 4.1 Improve employee orientation, inclusion, health and safety, and wellness programming;
- 4.2 Develop improved plans and approaches to supporting Indigenization, diversity and inclusion in employee recruitment, career development, and leadership development;
- 4.3 Expand performance monitoring and related improvement processes for career fulfilment, professional growth, retention and succession planning for employees;
- 4.4 Enhance programming for employee training and development, sharing of best practices, and professional development for faculty and staff; and
- 4.5 Diversify and improve communication, and employee engagement processes.



5 Modernization of Facilities, Technology and Operations

- 5.1 Renew and utilize the Facilities Master Plan for Selkirk College to reflect the strategic directions envisioned for the facilities, both owned and leased, at the college;
- 5.2 Ensure the efficient operation and effective use of the existing facilities, and continue to modernize our infrastructure and make investments in: technology, connectivity, facilities, welcoming spaces, learning commons spaces and capital equipment;
- 5.3 Modernize finance, human resources and student records, and education technology and online delivery systems, plans and processes to improve efficiency, effectiveness, measurement and reporting, and accountability; including the completion and effective implementation of Project Aurora; and
- 5.4 Further reduce the college's carbon emissions and waste production, and invest in new approaches and technologies to model and contribute to climate change mitigation.



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