

**STRATEGIC PLAN
2009/2010 – 2014/2015**

March 2009

GUIDING PRINCIPLE: College of the Rockies will be a globally engaged comprehensive degree granting community college.

KEY ISSUES

GOALS

STRATEGIES

<ul style="list-style-type: none">• Diverse Populations	<ul style="list-style-type: none">• Recruit, serve and educate a broad range of students.	<p>COTR will:</p> <ul style="list-style-type: none">• Develop a plan to address the unique needs of the indigenous community and develop an indigenization plan.• Maintain a comprehensive and current internationalization strategy.• Address the needs of lifelong learners (all generational age groups).• Review our admissions policies.• Develop greater community involvement.• Respond to the training needs of displaced workers.

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<ul style="list-style-type: none"> • Responsive and Relevant Programming 	<ul style="list-style-type: none"> • Expand, revitalize and rationalize existing programming to meet the changing labour and learner needs. • Develop new programming. • Create a climate of an on-going transitional culture. • Include cultural and environmental awareness in programming. 	<p>COTR will:</p> <ul style="list-style-type: none"> • Continue to refine and conduct program reviews to support program transitions. • Develop and offer a minimum of 2 degree options by 2012. • Expand our scope of post graduate certificates. • Conduct labour market and other external research (e.g. demographic) to identify new program areas and expand community engagement. • Expand and enhance distance learning. • Develop partnerships with other post secondary institutions, private sector, school districts and not for profit organizations as well as internally between programs and departments. • Source out special federal, provincial and international funding opportunities.

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<ul style="list-style-type: none"> • Quality 	<ul style="list-style-type: none"> • Commit to excellence and demonstrate high quality in leadership, instruction, programming, service and student experience. 	<p>COTR will:</p> <ul style="list-style-type: none"> • Continually assess student and customer service. • Continue the work of the Quality Champions group, the Innovation Fund and customer service training. • Expand access for professional development for all employees. • Continue to revise and implement the Strategic Enrolment Plan. • Focus on improving student life. • Expand and better co-ordinate a college orientation process for all new employees. • Develop and implement an effective knowledge and document transfer system. • Provide opportunities for all staff to learn about the cultures of the people we serve.

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<ul style="list-style-type: none"> • Accountability 	<ul style="list-style-type: none"> • Be accountable to our students, customers, the public and our funders. 	<p>COTR will:</p> <ul style="list-style-type: none"> • Meet the Ministry of Advanced Education & Labor Market Development (ALMD) expectations. • Build and implement community reporting. • Enhance and develop institution wide risk management plans. • Develop and commit to a balanced budget. • Create more effective information sharing processes. • Enhance appropriate student support. • Continue work towards being a student-centred institution. • Develop an internal service review process.

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<ul style="list-style-type: none">• Sustainability	<ul style="list-style-type: none">• Acting in a conscientious environmental manner, we will strengthen the sustainability of the college through improved productivity, cost effectiveness and revenue generation.	<p>COTR will:</p> <ul style="list-style-type: none">• Develop partnerships to promote community sustainability.• Develop and implement an energy management plan to reduce our carbon footprint.• Advocate with government and other funding sources to receive adequate operational funding.• Diversify and grow alternate revenue sources.

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<ul style="list-style-type: none">• Employees	<ul style="list-style-type: none">• Retain, develop and attract employees who will enhance the quality of education at COTR.	<p>COTR will:</p> <ul style="list-style-type: none">• Develop and initiate a career path planning initiative.• Enhance employee Professional Development plans.• Expand recognition for employee excellence in service, teaching and leadership.• Develop and support a comprehensive employee wellness initiative.• Continue to engage employees through various feedback techniques.• Recognize and enhance academic, research, scholarship and community activity.