



TOGETHER FOR SUCCESS

EDUCATION PLAN 2023 - 2027

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

Indigenous Nations

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.

inside

- Our Education Plan 1
- Education at Selkirk College..... 2
- Remarkable Futures 5
- Developing the Plan 7
- Priorities, Goals and Targets. 8
 - 1. Student Access, Learning and Success..... 9
 - 2. Teaching and Learning Excellence 10
 - 3. Program Excellence 11
 - 4. Responsive and Relational Indigenous Learning and Teaching..... 11
 - 5. Engagement, Collaboration and Contributing to a Better Future 12



Our Education Plan

Selkirk College is a vibrant rural community college situated in the West Kootenay and Boundary regions of British Columbia that serves students from the region and around the world. Selkirk College is home to over 80 nationally recognized programs that provide students with diverse opportunities for learning. The college aspires to deliver accessible, applied, high-quality and affordable public post-secondary education that leads to employment, transfer opportunities and other successful pathways for our students.

Building on Selkirk College's *Strategic Plan 2019–2024: Building Remarkable Futures*, the *Education Plan 2023–2027: Together for Success* charts a course for academic programming, community education and workforce training, innovation and educational supports. It provides the priorities and direction that will support the continued success of education and training at Selkirk College. The plan's priorities facilitate the achievement of the educational aspirations outlined in the *Strategic Plan*, including learner success, excellence in education, community development, a healthy workplace and modernized facilities, technology and operations. It also ensures the college meets and contributes to the provincial government mandates and directions.

The *Education Plan* provides direction to improve the success of students and graduates so they can contribute to a better future for themselves and the communities to which they contribute while supporting instructors and staff to facilitate instructional excellence. The plan aims to acknowledge both the importance of the staff, facilities and technologies that contribute to exceptional learning experiences and to recognize the communities and organizations that are vital to programming excellence.

Education at Selkirk College

Selkirk College offers a wide range of educational programming to meet the current and future needs of students. The programming is organized into nine schools, several innovative centres of excellence and the Teaching & Learning Centre, which supports instructional excellence.

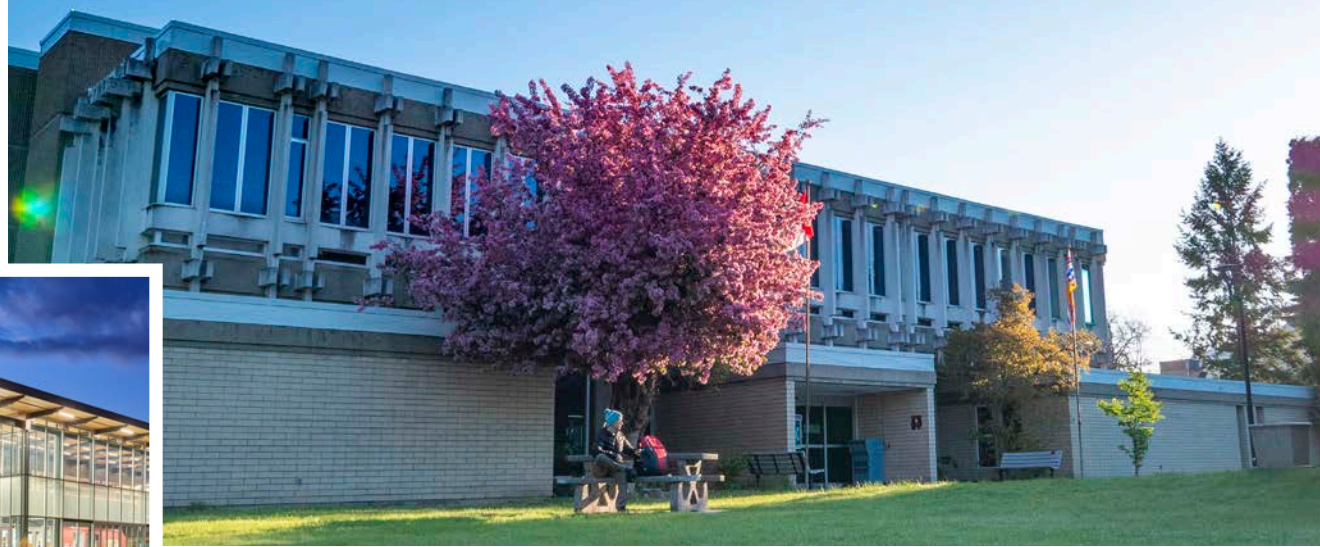
The schools are:

- Academic Upgrading & Development
- Business
- Environment & Geomatics
- Health & Human Services
- Hospitality & Tourism
- Industry & Trades Training
- Selkirk International
- The Arts
- University Arts & Sciences

In addition, Selkirk College operates three centres for applied learning: The Teaching & Learning Centre, Selkirk Innovates and the Mir Centre for Peace. It also operates the Department of Community Education & Workplace Training.

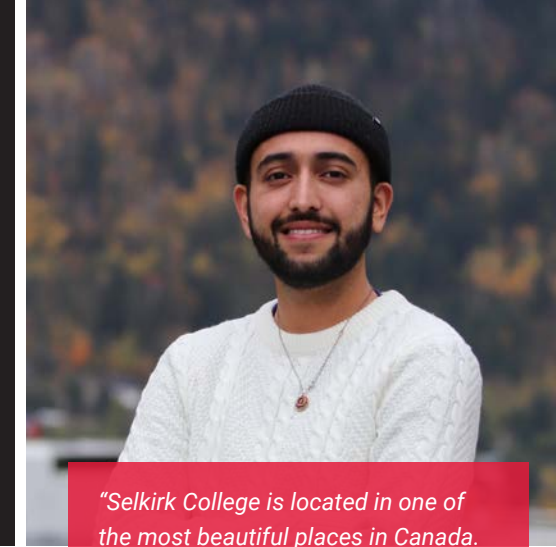
Selkirk College delivers this programming across six campuses, three learning centres and two research locations:

- Grand Forks Campus
- Trail Campus
- Castlegar Campus
- Silver King Campus, Nelson
- Victoria Street Campus, Nelson
- Tenth Street Campus, Nelson
- Kaslo Learning Centre
- Nakusp Learning Centre
- Selkirk Technology Access Centre, Trail Campus
- Applied Research & Innovation Centre, Castlegar Campus
- Mir Centre for Peace, Castlegar Campus



"Selkirk College is an excellent option to kickstart a new opportunity for yourself. After being out of school for five years, I was worried that it would be a challenge to go back. Selkirk College made the experience fun and easy. With the help of a free math refresher course the week before my first semester, courtesy of the college, I was able to brush up on my skills and feel more prepared."

—Danielle Wiest, Business Administration



"Selkirk College is a beautiful little college and the perfect place to start your education and journey to your future career and life. I am currently a full-time student moving into practicum. I will transfer to UVic to complete my Bachelor's Degree in Child and Youth Care."

—Cassandra Connell, Early Childhood Care & Education

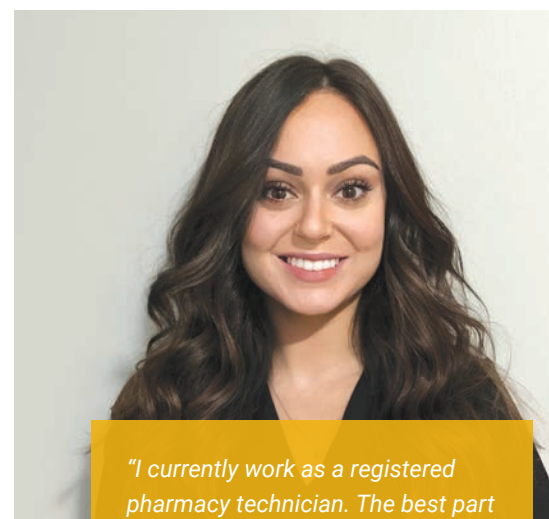
These locations meet the needs of students and community partners by connecting learners and partners with access to technology and a wide range of college services and other resources.

The college offers diverse training opportunities through Community Education & Workplace Training, which supports personal, community and workforce needs. Through Selkirk Innovates, the college focuses on engaging students, instructors and the community around applied research and innovation. Selkirk Innovates supports a number of nationally, provincially and locally funded research and internship initiatives that contribute to student success. The Mir Centre for Peace builds cultures of peace through learning and dialogue and creates opportunities for student learning.

Selkirk College bolsters student success by providing wrap-around supports, including personal, academic and career counselling, accessibility services, invigilation and learning assistance, student wellness initiatives, Indigenous services, financial aid, admissions support, and athletics and recreation activities.

A quality student experience is critical, and students are provided ample opportunity to get involved, participate in their learning and engage in the student life and culture of the college and community. Programming is designed to prepare students for the next step in their lives, whether it takes them into the workforce, to another institution for further learning or to other pathways.

Excellent teaching and learning are supported by the college's Teaching & Learning Centre and professional development funds. Rich learning experiences are bolstered by exceptional facilities, access to technology and technology supports across the campuses, learning centres, applied research centres, field locations (including the college's woodlot, campus grounds and the Skattebo Education Forest) and practicum locations.



"I currently work as a registered pharmacy technician. The best part about studying at Selkirk College was the flexibility with the course format, as well as being able to stay in our beautiful Kootenay region. When I decided to go back to school, the administration was very helpful in guiding me to a program that would work best with my lifestyle and long-term life goals."

—Halley Whittleton, Pharmacy Technician



"Selkirk College is located in one of the most beautiful places in Canada. I come from a small town in the Himalayas in India and it gives me the same feeling being here. I flew across the globe and landed in Canada so that I could gain new knowledge and learn a new culture. Studying in Canada will help my professional growth and help me be part of the culture ... that's what it's all about."

—Manev Panwar, India
Postgraduate Hospitality Management Program



"The co-op placement at Kootenay Native Plant Society was super interesting. The schedule was very forgiving and allowed me to have a summer outside of work. The whole crew knows so much about natural history, butterflies, bees, ecology and plants—it's astounding. My education in the Recreation, Fish & Wildlife Program prepared me well for this position. My key takeaway is: nature equals happiness."

—Joshua Fogal, Recreation, Fish & Wildlife



"International education is so vital because it opens one up to diverse opportunities where you are able to connect with people from different cultures and backgrounds. Getting to study at Selkirk College, which provides such quality education, makes it an awesome place to be."

—Abiola Tanko-Adenaike, Nigeria,
Postgraduate Business Management Program

Moving forward, the student experience will continue to expand on learning related to the college's strategic commitments: Indigenization and reconciliation; equity, diversity and inclusion (EDI); sustainability and climate change; health and wellness; and innovation.

Selkirk College's student-centred approach to education builds on learning strategies designed to support student achievements. Programs provide opportunities for experiential learning and work-integrated learning (WIL), which is assessed authentically by measuring the accomplishment of student outcomes.



Remarkable Futures

Selkirk College welcomes students from around the region, the nation and the world. They are attracted by the college's range of excellent programming and graduate outcomes and the beauty and vibrancy of the surrounding area.

Selkirk College aspires to provide students with an education and experience that prepares them to be leaders and change-makers in their chosen careers or educational pathways, find success in their lives, and make a positive and meaningful contribution in their communities and beyond.

Based on a program-outcome approach, the college will continue to develop exciting new programs while strengthening and reviewing existing programming to ensure it remains relevant and current and meets the needs of students—today and tomorrow. Learning will continue to be increasingly accessible and flexible to engage students and accommodate their learning needs.

The college will continue to be a leader in providing experiential learning opportunities for students. The college will look to expand community-based learning, engaging students and instructors in serving the region's industry, governmental and non-governmental partners. Through WIL, applied research and other experiential learning opportunities, the college will offer more real-world learning where students learn in the community to solve local and regional issues. Along with this renewed focus on experiential learning and more community-based project learning opportunities, the college will expand student employment opportunities through co-op education, student internships and other avenues.

Indigenous learning and teaching will be a priority and involve various levels and progression of engaging with content and perspectives, challenging racist and colonial views, being responsive to Indigenous community

needs and gifts, and relating learning to wholistic values and approaches. Developing partnerships with Indigenous scholars, knowledge holders, communities and organizations will occur across the college's programs and courses.

Instructors and staff in schools, programs and various services, including Indigenous Services, will contribute to improved enrolment management and student retention strategies that lead to more successful student outcomes. This continued focus will guide improvements to the student experience and student retention and help prioritize new programming. Instructors and staff are committed to students and their future success and make significant ongoing contributions to the well-being of the college and the region. Continuing to recruit and support student-centred instructors and staff will contribute to the college's future development. The college will fully implement an Education Quality Assurance framework that aligns with the province's Quality Assurance Process Audit and supports the implementation of a comprehensive process of program renewal, review and development.

The college remains accessible and responsive to the community and students and will continue to support the recovery and renewal of local communities through challenges and toward opportunities. The college will continue to seek effective collaboration and partnership to respond to education and training needs.

Developing the Plan

The *Education Plan 2023–2027: Together for Success* was created with input from the Selkirk College community; it is informed by and aligns with other college plans, including the *Indigenization Plan* and the *Internationalization Plan*. It will provide direction to and correspond with college plans that are under development, including the *Strategic Enrolment Plan*, *Applied Research & Innovation Plan*, *Education Technology Plan*, *Sustainability Plan*, and *Equity, Diversity & Inclusion Plan*. The plan also adheres to Ministry of Post-Secondary Education and Future Skills mandates, priorities and direction, and other government and professional association and transfer arrangements (e.g., accrediting bodies, articulation).

During the 2019/20 academic year, instructors, staff and some students participated in a consultation process to answer the following generative question: “What does it look like when we bring the *Strategic Plan* to life?”

The question, process and facilitation techniques were developed by a steering committee comprised of instructors and staff and the Office of the Vice President Education. In facilitated sessions led by members of the Education Plan Committee, hundreds of instructors and staff provided their thoughts. The emerging themes contributed to the *Education Plan*.

Further data included feedback from current students and graduates (e.g., student engagement surveys, BC Student Outcomes data) and a literature review of other institutional academic plans and recent articles on the future of successful colleges. More recent learnings informed by the global pandemic have expanded the college’s understanding of student opportunities and community needs. The draft plan was shared with the Leadership Team, Education Council, Deans & Chairs Committee, and schools and departments. The plan will also be used to support the completion of the *Education Technology Plan*, *Applied Research & Innovation Plan* and *Strategic Enrolment Plan*.

Priorities

Priorities, Goals and Targets

The *Education Plan 2022-2026: Together for Success* identifies five core areas of focus:

1. **Student Access, Learning and Success**
2. **Teaching and Learning Excellence**
3. **Program and Course Curriculum Excellence**
4. **Responsive and Relational Indigenous Learning and Teaching**
5. **Engagement, Collaboration and Contributing to a Better Future**

1. Student Access, Learning and Success

Goal 1.1 Improving Access and Flexibility

Improve access to programming and training for students within the region and beyond.

Target:

- Support innovative design that encourages improved accessibility and flexibility in programming. This may include exploring delivery options (e.g., hybrid, HyFlex and online delivery), ensuring reasonable access to technology and support, taking steps to improve scheduling, implementing universal design for learning principles, and considering asynchronous learning and other innovations.

Goal 1.2 Removing Barriers

Make programming more inclusive by continuing to remove barriers.

Targets:

- Support the adoption of the college's *Equity, Diversity & Inclusion Plan* and institutional goals related to the Accessibility Act.
- Align programming with external initiatives that contribute to improving student retention (e.g. scheduling with transportation).
- Continue to identify the wide range of barriers students face and support student learning and success through services and program design and delivery.
- Continue to advance dialogue and practice on student academic integrity.

Goal 1.3 Improving Pathways for Student Success

Improve program completion across all programs by creating successful pathways for all students.

Targets:

- Implement strategies to improve student pathways to successful graduation outcomes by increasing access to employment, transfers and other measures of student and graduate success.
- Review program entrance requirements to improve student mobility. Explore strategies to cater to all student demographics, including high school, developmental education students, post-secondary to past secondary transfer, international students and students with prior learning assessments.
- Implement strategies that improve student retention, and measure and report achievements for improved retention.

- Renew and expand articulation agreements across all program areas. Develop a cataloguing system to ensure effective sharing with students, the BC Council on Admissions & Transfer and relevant partners.
- Improve pathways into and between college programs by completing program curriculum maps to improve communications.

Goal 1.4 Employing Evidence-Based Planning and Decision-Making

Continue to work toward meeting provincial and college enrolment targets for credit and non-credit programs.

Targets:

- Completed annual enrolment plans. They will be incorporated in program operational plans and contribute to resource decisions.
- Use survey data from students, graduates, employers, transfer students and others to contribute to decision-making and budgeting to improve student access and success.
- Identify international enrolment targets to improve student success and the quality of the student experience. Update the *Internationalization Plan*.
- Participate in provincial funding reviews.

Goal 1.5 Improving Student Success in Entering the Workforce

Create new initiatives to improve student transitions to the workforce.

Targets:

- Expand and improve experiential opportunities for students across targeted program areas, including moving from a WIL pilot to program delivery, adopting WIL curriculum development tools and implementing a WIL experiential learning framework.
- Provide co-op education opportunities and renew the co-op education policy.
- Ensure all applied programs have advisory committees in place that meet annually and satisfy college policy and accreditation requirements.
- Ensure annual participation in relevant articulation committees and transfer partner conversations and agreement renewals.
- Create recognition for student internship and co-curricular experiences.

2. Teaching and Learning Excellence

Goal 2.1 Supporting Teaching and Learning Excellence

Support the Teaching & Learning Centre and other activities to contribute to teaching and learning excellence.

Targets:

- Align Teaching & Learning Centre resources to meet the needs of instructors, staff and programs, including education development, e-learning and supporting developing learning outcomes, learning strategies, evaluation and assessment, and targeted training.
- Seek strategic opportunities for training and professional development initiatives, including experiential and work-integrated learning, education technology, Indigenization, universal design for learning, and EDI.
- Develop a culture of continuous improvement, including program renewal and review, evidence-based practice, responsiveness to student and graduate feedback, and employer and articulation engagement.
- Continue to advance the adoption of Open Education resources and practices.

Goal 2.2 Recruiting and Retaining Excellent Instructors

Develop new initiatives to support and improve the recruitment and retention of excellent instructors.

Targets:

- Provide opportunities to maintain a supportive and collaborative culture (e.g., communities of practice).
- Require applicants for instructional positions to include their philosophy of teaching.
- Include equity and diversity in hiring practices and respect for Indigenous ways of learning and doing.
- Improve the orientation and mentorship of new instructors across the college to continue to create a supported network of instructors and staff who feel valued and engaged.



3. Program Excellence

Goal 3.1 Ensuring Program Quality Assurance

Maintain educational excellence by implementing the college's Education Quality Assurance framework across all programs.

Targets:

- Fully implement evidence-based annual operational planning, targeted improvements and Level 3 program reviews.
- Include instructors, program administration and students in program quality assurance audits. Incorporate feedback from the student engagement survey, BC Student Outcomes, student transfer data and other data sources into plans, employer feedback and articulation participation.
- Update guidance documents for program renewal and the review and development of new programming.

Goal 3.2 Aligned with Strategic Enrolment

Adhere to a *Strategic Enrolment Plan* to guide enrolment for each program.

Targets:

- Complete the *Strategic Enrolment Plan*, which will set out goals for student recruitment, retention and graduation outcomes to meet the college's plans, including the *Education Plan*, *Indigenization Plan* and *Internationalization Plan*.
- Complete an annual program enrolment plan and target program recruitment strategies. Strategic enrolment targets will be responsive and flexible where possible.
- Implement a new student system, determine annual program retention rates and use data to set targets to support improved retention.

Goal 3.3 Recommitting to a Broad Range of High-Quality Programming

Continue to offer a wide array of programming to meet the needs of students and communities.

Targets:

- Ensure programming fits with the strategic framework of the college—which is outlined in its plans—and aligns with provincial mandates, student demand, labour market needs and transfer opportunities.
- Offer outcomes-based programming that adheres to Education Council and related policy requirements and focuses on student success.
- Expand seats and new programming, where feasible, in high-demand areas and in response to government priorities, including the Future Ready Plan (e.g., health, human services, technology, Indigenization and other targeted areas).
- Review the current programming mix to ensure the optimum allocation of programming—including credits, courses and resources—in alignment with college priorities.
- Develop one to two new dual-credit initiatives and renew agreements with all local school districts.

- Improve experiential learning opportunities for students with targeted projects to modernize trades training shops, labs, studios, applied research centres and other experiential learning settings.

Goal 3.4 Targeting Key Emerging Labour Market Opportunities with New Programming

Focus new programming on key emerging opportunities to fulfill strategic priorities by meeting student demand and labour market needs.

Targets:

- Develop one to two new programs in high-demand areas.
- Include existing and new credentials, such as micro-credentials, in new policies to expand access to learning for students in the region.
- Address key regional workforce needs in consultation with the community through workforce training.

4. Responsive and Relational Indigenous Learning and Teaching

Goal 4.1 Implementing *Our Journey Together: Land, Life, Learning: Indigenization Plan 2019–2024*

Support and guide curricula goals from the plan across schools, programs and departments.

Targets:

- Support capacity development for schools and programs, as part of their operational plans and Level 3 program reviews, to achieve the college's *Indigenization Plan* and meet provincial Indigenous post-secondary policy standards.
- Work collaboratively with and seek direction from Indigenous partners to develop education and training priorities.
- Explore and collaboratively develop and deliver on-the-land and experiential learning opportunities, led by Indigenous knowledge holders and scholars, in various programs and courses to deepen student learning.
- Continue to create pathways for truth telling to support reconciliation across the college and region.
- Enable and support faculty to expand their cultural competency and pedagogy to include Indigenous perspectives in a meaningful and relevant way in courses and programs.
- Recognize and affirm that Indigenous lifelong learning involves holistically including the voice and teachings of Nation partner Elders and knowledge keepers.
- Support instructors, staff and students to participate in Indigenous Services events and initiatives and other activities for professional development and learning.

Goal 4.2 Honouring the Directions of Indigenous Education across the Province

Seek to address the priorities of First Nation and Métis involvement.

Targets:

- Invite Nation partners into program advisory councils for programs that support self-determination and skills development for First Nation and Métis learners.
- Support the work of incorporating Indigenous language into curriculum and support credentialing and transfer of language learning for Indigenous students and students building their reconciliation pathways.
- Create opportunities for programs to be delivered in Indigenous communities, where curricula and delivery parameters meet the needs of First Nation and Métis communities within the operating region.
- Develop and support memorandum and partnership and service agreements with Nation partners.
- Continue to support applied research and WIL opportunities for students where Nation partners are collaborative partners in delivery and gathering.
- Continue to support the inclusion of Nation partner learners in programs and courses.

5. Engagement, Collaboration and Contributing to a Better Future

Goal 5.1 Adopting Institutional Outcomes

Adopt institutional outcomes to continue to build awareness, understanding and action related to wellness, reconciliation, truth and reconciliation, EDI, environmental sustainability and climate change, and citizenship.

Targets:

- Identify institutional outcomes and means to measure accomplishments. Propose basing the institutional outcomes on the commitments outlined in the college's *Strategic Plan*.
- Continue to develop and deliver training opportunities that contribute to meeting institutional outcomes.
- Maintain and develop curricula that reflect the college's plans, including those related to internationalization, reconciliation, EDI and sustainability. The United Nation Sustainable Development Goals could be a foundation to highlight accomplishments.

Goal 5.2 Continuing to Improve Engagement and Collaboration—Internally and Externally

Develop and maintain relationships to support internal and external opportunities for students.

Targets:

- Improve collaboration and planning processes among the people and departments that support successful program development, including students, instructors, the Teaching & Learning Centre, the Students Division, IT Services, Indigenous Services and College Services.
- Explore innovation and resourcing for education technology that meets the needs of students, programs and the college. To reduce the reliance on computer labs and increase access and flexibility for students, consider the opportunity for "bring your own device" labs, IT and program support, education technology pilots and investment.
- Contribute to institutional plans, including those related to five-year capital plans, IT, students and more.
- Develop an in-house repository of program advisory committee (PAC) meeting minutes and membership lists, and build a database of PAC satisfaction rates.
- Identify strategic opportunities for funding, and respond effectively to funding opportunities that align with priorities for new programming and the development of existing programming, facilities and technology.
- Align with the community engagement goals of the *EDI Plan*.

Goal 5.3 Adopting Community-Based Learning Innovations

Support innovative learning experiences for students and employees to contribute to workplace and educational pathways and community development.

Targets:

- Continue to prioritize supporting place-based learning opportunities for students in local communities through programming, Selkirk Innovates, Co-op Education & Employment Services and other channels.
- Develop a strategic plan for Selkirk Innovates that aligns with the college's plans to guide the development and focus of applied research and innovation leadership.
- Support the successful development of two student study-abroad initiatives.
- Support activities that contribute to applied research, technology access and community development through Selkirk Innovates and other channels.
- Seek opportunities to engage students with the community in community-based learning experiences and in exploring career and educational pathways. This objective will be supported through collaboration among programs, Selkirk Innovates, co-op education and others.

CASTLEGAR

301 Frank Beinder Way
Castlegar, BC V1N 4L3
phone (250) 365-7292
toll free 1-888-953-1133

NELSON

TENTH STREET CAMPUS
820 Tenth Street
Nelson, BC V1L 3C7
phone (250) 352-6601
toll free 1-866-301-6601

VICTORIA STREET CAMPUS

606 Victoria Street
Nelson, BC V1L 4K9
phone (250) 352-2821
toll free 1-877-552-2821

SILVER KING CAMPUS

2001 Silver King Road
Nelson, BC V1L 1C8
phone (250) 352-6601
toll free 1-866-301-6601

TRAIL CAMPUS

900 Helena Street
Trail, BC V1R 4S6
phone (250) 368-5236

GRAND FORKS

486 72nd Avenue
PO Box 968
Grand Forks, BC VoH 1H0
phone (250) 442-2704

KASLO

421 Front Street
PO Box 1149
Kaslo, BC VoG 1M0
phone (250) 353-2618

NAKUSP

311 Broadway Street
PO Box 720
Nakusp, BC VoG 1R0
phone (250) 265-4077

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