



Justice Institute of British Columbia



1997-2000

Strategic Plan

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EXECUTIVE SUMMARY

There have been a significant number of positive developments over the last three years due to the successful implementation of initiatives outlined in the 1993-96 Strategic Plan. The improved funding arrangements, enhanced staffing, and the new building have helped to generate a renewed confidence in the Institute. The strategic plan for 1997 – 2000 will continue to guide the Institute, helping to ensure the JI's role and mandate are recognized and maintained.

OPPORTUNITIES

- JI well positioned in the career/technical and adult education areas
- growing demand for services for which the JI offers training
- demand at national and international levels likely to increase
- JI well placed for opportunities presented by the MEST Strategic Plan

THREATS

- funding constraints in the public and private sectors
- potential external constraints on flexibility

STRENGTHS

- the professionalism and commitment of staff
- outcome and skills-based program focus
- recognized expertise in justice & public safety
- uniqueness
- some freedom from constraints typical of post-secondary system
- new campus
- positive work environment
- independence and diversity of Academies/Divisions
- ability to respond quickly to changing needs

WEAKNESSES

- insufficient cross division coordination and communication
- some ambiguity in management roles and procedures
- deficiency in range of available student services
- insufficient public awareness of institutional profile and image
- lack of shared vision of JI among all JI components
- limited market diversity

**MISSION
STATEMENT**

The Justice Institute provides learning opportunities for practitioners and the public which lead to improved justice and public safety services and safer communities.

**VISION
STATEMENT**

As the lead agency in skills-based justice and public safety training, the JI will provide by the year 2000:

- more flexible and accessible learning opportunities;
- increased access to certificates, diplomas, degrees and laddering arrangements;
- expanded services to students; and
- increased focus on cross-disciplinary initiatives.

**STRATEGIC
GOALS &
OBJECTIVES**

To achieve the Vision for the year 2000, the JI has established seventeen strategic goals and associated objectives under the following categories.

- JI Programs
- International Programs
- Student Services
- JI Wide Support Services
- Accountability
- Leadership
- Communications

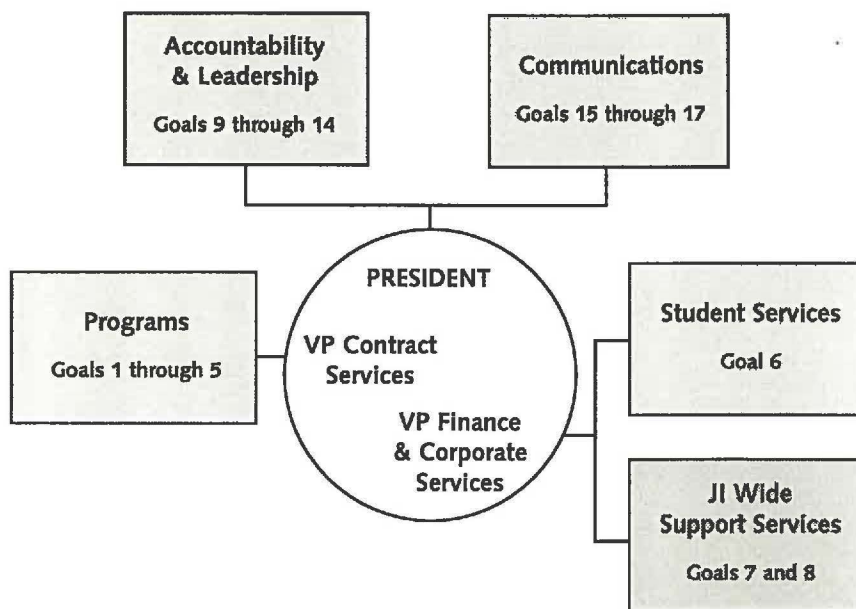
**COORDINATION
ROLES**

Because initiatives taken to achieve one goal are affected by initiatives taken to achieve other goals, some means of coordinating strategic development efforts is required.

- The President will be responsible for establishing and coordinating efforts relating to Accountability, Leadership, and Communications goals.
- The Vice-President of Finance and Corporate Services will be responsible for establishing and coordinating the efforts relating to Student Services goals and JI Wide Support Services goals.
- The Vice-President Contract Services will be responsible for establishing and coordinating the efforts relating to Programs goals.

* The President and the two Vice-Presidents will jointly provide overall guidance for the strategic development initiatives and will be responsible for ensuring that activities are synchronized appropriately and relevant information is communicated to everyone involved in the process.

RESPONSIBILITY FOR IMPLEMENTATION



ACTION PLAN TIMETABLE

GOALS		1997	1998	1999	2000
PROGRAMS	1. To be proactive in proposing training initiatives and program delivery options to key justice and public safety ministries and existing and potential clients.	<div> <div>Prepare Development Plan for JI Programs and Services</div> <div>Implement approved recommendations</div> </div>			
	2. To have reciprocal arrangements with selected institutions throughout BC for transfer of credits between JI and other post-secondary institutions.				
	3. To generate opportunities which encourage two or more divisions to cooperate on program development and delivery initiatives.				
	4. To foster beneficial partnerships with other institutions and organizations.				
	5. To clarify the future direction and role of the JI in an international context.				
STUDENT SERVICES	6. To have in place accessible, comprehensive, and coordinated JI-wide student services that meet the needs of students, MEST, clients and the JI.	<div> <div>Prepare Development Plan for JI Student Services</div> <div>Implement approved recommendations</div> </div>			
JI WIDE SUPPORT SERVICES	7. To provide adequate central administrative and educational services to respond to the growth of instructional components including academies.	<div> <div>Prepare Development Plan for JI Wide Support Services</div> <div>Implement approved recommendations</div> </div>			
	8. To increase the percentage of programs delivered using a variety of distributed learning arrangements and educational technologies which enable students throughout the province to have convenient access to relevant JI programs.				
ACCOUNTABILITY, & LEADERSHIP	9. To monitor performance and productivity in a manner which is meaningful to the JI, MEST, and major client groups.	<div> <div>Prepare Organizational Restructure Proposal</div> <div>Implement approved recommendations</div> </div>			
	10. To define/clarify roles, and decision-making and communication protocols and to communicate this information throughout the organization.				
	11. To review, and revise as required, the JI mandate and communicate the results to MEST, clients and key JI stakeholders, as well as internally.	<div> <div>Prepare Mgmt. Info. Update Proposal</div> <div>Implement approved recommendations</div> </div>			
	12. To strengthen a sense of belonging to the JI among all personnel.	<div> <div>Prepare Proposal for Inter Divisional Activities</div> <div>Implement approved recommendations</div> </div>			
	13. To establish an organizational framework to promote and manage the growth of contract and fee for service activities at the JI.	<div> <div>Hold Annual Performance Review Meetings</div> <div>Review Mandate & Communicate Changes</div> </div>			
	14. To maintain a strong focus on meeting major client needs while expanding other programs at the JI.				
COMMUNICATIONS	15. To increase awareness of the JI to the public at large.	<div> <div>Prepare Plan</div> <div>Implement approved recommendations</div> </div>			
	16. To communicate externally to major stakeholders, and internally throughout the organization, the JI vision, mandate and scope of offerings.				
	17. To ensure a strong and consistent JI corporate image on all promotional and learning materials produced by the JI.				

1.0 INTRODUCTION

The purpose of developing a strategic plan is to establish a framework for actions and changes which will enable the JI to adapt as necessary to meet future challenges and opportunities. The strategic plan defines the shared vision of the role and mandate of the JI, identifies the actions required to achieve the shared vision, and establishes a coordinated plan of action with clear targets for completing tasks and assigned responsibilities for implementation. Although Strategic Plans are always future oriented, they focus on what are perceived to be the most pressing concerns at the time, which also tends to colour perceptions of future challenges and opportunities.

There have been a significant number of positive developments over the past three years due to the successful implementation of initiatives outlined in the 1993-96 Strategic Plan. The improved funding arrangements, enhanced staffing, and the new building have helped to generate a renewed confidence in the Institute. This is reflected in a more aggressive attitude to ensuring that the JI's role and mandate are recognized and maintained.

The process of preparing the 1997 - 2000 Strategic Plan included consultation with staff, students, management, and external agencies to gain a comprehensive understanding of potential impacts of future conditions and perceptions as to which objectives are most important.

2.0 EXTERNAL CONTEXT

NATIONAL PERSPECTIVE

Although the Justice Institute is a unique institution, it is part of the public post-secondary education sector and will be affected by the same forces which will affect all post-secondary institutions. A recent study of the Public Sector in Canada was conducted by Brendan Wood International for the Royal Bank of Canada. The key findings for the Post-Secondary Education (PSE) sector provide a useful overview of the potential outcomes of political, economic, social and technological forces over the next few years.

Reduced Funding and Increased Competition

The PSE sector is expected to encounter harsh changes as public funding is drastically reduced over the next three years. Few institutions will be able to fully recoup lost funding with new revenues and will be forced to adopt a number of radical changes including raising tuition fees and closing departments. The PSE will move from an almost totally Public Sector activity to a mix of private, and partially funded public institutions. Some existing institutions, especially smaller ones and those who have not forged viable alliances, will either close down altogether or be absorbed by larger institutions.

More Pragmatic Demands

Higher tuition fees and difficult economic conditions will result in students demanding more accountability from institutions and assurances that investment in an advanced degree will result in gainful employment.

Shift from Liberal Arts to Career/technical

As the PSE sector realigns toward market and profit making centres of activity, the ideal of the liberal arts degree will give way to specific practical labour market needs. Career/technical programs, such as co-op, executive and adult education will become a larger component of the overall PSE sector.

BRITISH COLUMBIA

Context Over the past several years, measures to combat rising public debt and deficits have become a central theme of BC government policy. Federal government deficit reduction initiatives have resulted in reduced funding transfers to provinces making the provincial level cuts even more significant. BC municipalities have encountered an on-going downloading of service responsibilities from the provincial level and are now facing reductions in provincial funding as well. The reductions in funding have already affected the delivery of justice, public safety, and community services and spending restraints are expected to continue for some time.

On the other hand, British Columbia continues to experience relatively strong population growth, largely fueled by in migration. Public concern with crime and personal safety continues to increase as well. These factors are creating pressures for more safety and security services from both the public and private sectors.

KEY CLIENT PERCEPTIONS

Impacts of Financial Constraints on Training

The Academies, which are a key part of the JI, provide services under contract to two Ministries: Attorney General and Health. These contracts represent almost 30% of the total revenue of the JI. Representatives of these Ministries were interviewed to canvass their perceptions on a number of topics

All ministries felt that constraints on public spending and budget uncertainties would be the most significant factors affecting training requirements over the next 3 to 5 years. These factors would make it necessary to find ways of delivering training in an even more accessible and cost effective manner and to adapt to an increasing number of budget changes during a given fiscal year. Some training needs may shift from Ministry to Ministry as a result of departmental reorganizations. Financial constraints at the municipal level may also impact the demand for training.

Customer Satisfaction

There was a general perception that the quality of JI programs has consistently been very good. Clients were generally satisfied with the level of communication and responsiveness to their needs. However, there was a general perception that the JI could do more in developing cross-Academy programs and making programs even more geographically accessible. The allocation of revenues and costs associated with contract activities was a topic which several clients felt needed further discussion.

Linkages to other Institutions

All key clients were in favour of the JI developing partnerships with other institutions to facilitate reciprocal transfer of credits and to increase program accessibility throughout BC. It was felt that this approach would provide students with more flexibility in educational upgrading; provide more incentive to upgrade; and encourage a more professional approach to training and a more serious approach by students. It was generally felt that credentials associated with justice and public safety personnel should continue to be issued by the Academy and the JI rather than a college. There was some concern with the idea of the JI becoming a degree granting institution. It was feared that the JI's focus on specialized training and practical skills orientation might be adversely affected.

FUNDING FROM
MINISTRY OF
EDUCATION,
SKILLS &
TRAINING

*Strategic Plan for BC
College, Institute, and
Agency System*

*Funding Implications
of Strategic Plan*

The main grant from the BC Ministry of Education, Skills and Training (MEST) is primarily directed to infrastructure costs which help to support all the programs delivered at the JI. This grant currently represents about 20% of total annual JI revenues. In addition, responsibility for the Fire Academy contract was recently transferred from the Ministry of Municipal Affairs to MEST. This funding is now provided on a per FTE basis.

MEST is in the process of implementing a new Strategic Plan for the BC College, Institute and Agency System. It is designed to help the post-secondary educational system respond to the fundamental changes in the educational environment. Four goals have been identified as central to the Plan:

Relevance and Quality

To provide British Columbians with post-secondary education and training to improve the quality of life and citizenship experienced in the province.

Access

To improve the availability of educational opportunities for the increasing number of British Columbians who seek post-secondary education and training.

Affordability

To allocate resources to the college, institute and agency system in a manner which focuses the system on achieving the goals of relevance and quality, access and accountability, and on achieving these goals at costs which are within the provincial fiscal framework and are affordable to students.

Accountability

To enable the college, institute and agency system to measure performance as a basis for continual improvements and report on overall effectiveness and efficiency.

The funding model proposed in the Ministry's Strategic Plan has four "Envelopes" each with its own set of funding objectives, criteria, and procedures. The Ministry recognizes that the performance measures used to set funding priorities are based on measures which do not necessarily apply to the JI and will continue to deal with the JI as an exception. However, it will be important for all public post-secondary institutions to be able to demonstrate how they are achieving the basic goals of the Ministry's Strategic Plan. MEST representatives indicated that the JI should take a proactive role in developing measures which will recognize the JI's unique aspects but still provide relevant information to MEST.

IMPLICATIONS
OF EXTERNAL
CONDITIONS
FOR THE
JUSTICE
INSTITUTE

Opportunities

- The JI which is well positioned in the career/technical and adult education areas and offers courses and programs in a format which should be attractive to students seeking a cost effective means of obtaining training to enhance their job opportunities.
- Public concerns regarding justice, safety and healthy community settings indicate a growing demand for services for which the JI offers training.
- The JI's training expertise is already in demand at national and international levels and the number of contract opportunities in this market are likely to increase as developing countries seek to upgrade their public safety and social service infrastructures.
- The JI is already operating in a manner which corresponds to the intent and priorities of the Ministry's Strategic Plan and is well placed to take advantage of any opportunities presented by the new plan.

Threats

- There will be continuing funding constraints in the public and private sectors.
- There may be external constraints on flexibility of the JI.

3.0 INTERNAL CONTEXT

STRENGTHS

Early in 1997, members of the Strategic Planning Task Force facilitated a number of focus group sessions to explore strategic concerns and aspirations within the JI. The results of these meetings indicated a general awareness of the external opportunities and challenges facing the JI and a realization that the JI would need to be proactive in taking steps to remain a viable and effective organization.

The perceived strengths of the JI in terms of meeting future challenges and opportunities included:

- the professionalism and commitment of staff;
- outcome and skills-based program focus;
- recognized expertise in justice & public safety;
- uniqueness;
- some freedom from constraints typical of post-secondary system;
- new campus;
- positive work environment;
- independence and diversity of Academies/Divisions; and
- ability to respond quickly to changing needs.

When participants were asked what things should be retained in whatever strategy is developed for 1997 to 2000, the four most mentioned items were:

- the work environment;
- the relatively unbureaucratic organizational structure;
- the justice and public safety focus; and
- the JI name.

WEAKNESSES

The perceived weaknesses of the JI in terms of meeting future challenges and opportunities included:

- insufficient cross division coordination and communication;
- some ambiguity in management roles and procedures;
- deficiency in range of available student services;
- insufficient public awareness of institutional profile and image;
- lack of shared vision of JI among all JI components; and
- limited market diversity.

When participants were asked what things should be changed in whatever strategy is developed for 1997 to 2000, the four most mentioned items were:

- improving cohesion and unity;
- providing more centralized student services;
- making sure that a shared vision is developed and adopted by all; and
- the JI name.

4.0 VISION FOR THE YEAR 2000

VISION STATEMENT

The external opportunities and constraints and the internally perceived strengths and weaknesses provide the context within which the JI must define its vision for the year 2000. Taking all these matters into account the JI has adopted the following Vision to guide the efforts of the strategic plan.

As the lead agency in skills-based justice and public safety training, the JI will provide by the year 2000:

- *more flexible and accessible learning opportunities;*
- *increased access to certificates, diplomas, degrees and laddering arrangements;*
- *expanded services to students; and*
- *increased focus on cross-disciplinary initiatives.*

5.0 JI VALUES AND MISSION

JI VALUES	There is a general perception within the Institute that the JI is a unique institution and that there is an underlying philosophy which sets the JI apart from other post-secondary institutions. This has been referred to as the “JI Way” of doing things. One expression of this idea is the set of Values developed to illustrate the philosophy of “Learning and Working Together”.
<i>Student Centered</i>	<i>Our programs, courses and services focus on providing practical job-oriented skills to meet the learning and developmental need of our students.</i>
<i>Accessible</i>	<i>We believe learning and employment opportunities should be fair and equitable to all.</i>
<i>Innovative</i>	<i>We believe new ideas and new ways of providing learning build on our successes and ensure flexibility and creativity.</i>
<i>Positive & Supportive</i>	<i>We strive to maintain a positive, supportive and safe learning and working environment.</i>
<i>Quality Driven</i>	<i>We are committed to excellence and continuous improvement that reflect the highest standards in justice and public safety.</i>
<i>Relevant</i>	<i>Our programs, courses and services enhance justice and public safety and are relevant to the needs and interests of the people we serve.</i>
<i>Responsive</i>	<i>We respond quickly and appropriately to the changing learning needs of the people we serve.</i>
<i>Team Work</i>	<i>We produce our best work by communicating, planning and working together in an atmosphere of mutual respect and trust.</i>
<i>Partnerships</i>	<i>We believe in developing partnerships that provide leadership and innovation in justice and public safety education and training.</i>
MISSION STATEMENT	The Justice Institute provides learning opportunities for practitioners and the public which lead to improved justice and public safety services and safer communities.

6.0 STRATEGIC GOALS AND OBJECTIVES

To achieve the Vision for the year 2000, the JI has established seventeen strategic goals and associated objectives under the following categories.

- JI Programs
- International Programs
- Student Services
- JI Wide Support Services
- Accountability
- Leadership
- Communications

JI PROGRAMS

GOAL 1

To be proactive in proposing training initiatives and program delivery options to key justice and public safety ministries and existing and potential clients.

Objectives

1.1: Starting in May 1997, provide the JI Management Committee and Program Council with regular updates on the MEST and JI academy clients' strategic plan implementation and operational priorities.

1.2: Develop new mechanisms which identify emerging trends, competition and opportunities related to justice and public safety training to augment existing academy/division marketing initiatives.

1.3: Implement appropriate training initiatives and delivery options beginning in September 1997.

GOAL 2

To have reciprocal arrangements with selected institutions throughout BC for transfer of credits between JI and other post-secondary institutions.

Objectives

2.1: Identify by October 1997, those JI courses where transfer credit arrangements are desirable and establish priorities for arranging transfer credits with designated institutions over the period 1997 to 2000.

2.2: Establish and fill an organizational position by January 1998, responsible for initiating a process of assessing students prior learning experiences on entry to JI fee for service programs.

GOAL 3	To generate opportunities which encourage two or more divisions to cooperate on program development and delivery initiatives.
Objectives	<p>3.1: Identify by October 1997, incentives which would encourage and support the development of programs delivered by two or more divisions.</p> <p>3.2: Obtain additional funding support by March 1998, for the initiation of new programs to be delivered by two or more divisions.</p>
GOAL 4	To foster beneficial partnerships with other institutions and organizations.
Objectives	<p>4.1: Establish by October 1997, guidelines for evaluating the potential benefits of partnerships for both the institutions involved and the students.</p> <p>4.2: Expand the types and variety of organizations the JI has as partners over the period 1997 to 2000.</p>

INTERNATIONAL PROGRAMS

GOAL 5	To clarify the future direction and role of the JI in an international context.
Objectives	<p>5.1: By October 1997, review costs and benefits of international projects and programs to date and identify future opportunities that have the greatest potential net benefits and the highest potential for success.</p> <p>5.2: By December 1997, prepare a plan which outlines the future role and direction of the JI International Program and includes implementation strategies, recommendations and resource requirement estimates.</p> <p>5.3: Implement the approved aspects of the plan.</p>

STUDENT SERVICES

GOAL 6	To have in place accessible, comprehensive, and coordinated JI-wide student services that meet the needs of students, MEST, clients and the JI.
Objectives	<p>6.1: By October 1997, identify the student services having the highest priority for implementation.</p> <p>6.2: By December 1997, prepare an implementation strategy and identify organizational resource requirements.</p> <p>6.3: Secure the necessary funding and operational support to implement the recommended student services during the 1998 to 2000 period.</p>

JI WIDE SUPPORT SERVICES

GOAL 7 **To provide adequate central administrative and educational services to respond to the growth of instructional components including academies.**

Objectives 7.1: Develop a budget framework to link the development of administrative and educational services to the growth of instructional components.

7.2: Apply the framework in the preparation of the 1998-99 budget.

GOAL 8 **To increase the percentage of programs delivered using a variety of distributed learning arrangements and educational technologies which enable students throughout the province to have convenient access to relevant JI programs.**

Objectives 8.1: By early 1997 establish and fill an organizational position to give leadership to the development and use of educational technologies which enable staff and students to actively engage in a variety of JI programs delivered using methods other than classroom based instruction.

8.2: Establish and achieve realistic goals by division, and for the JI overall, which target specific increases over the period 1997 to 2000 in student contact hours delivered using educational technologies other than classroom based instruction.

8.3: Obtain additional research and development funds by the end of 1997, to assist in the planning and development of programs delivered using a variety of educational technologies.

ACCOUNTABILITY

GOAL 9 **To monitor performance and productivity in a manner which is meaningful to the JI, MEST, and major client groups.**

Objectives 9.1: By October 1997 have in place measures of performance and productivity which are meaningful to:

- a) MEST
- b) Ministry Clients
- c) JI Board
- d) JI Management

9.2: By December 1997 design and implement a management information system to collect, process and report to the appropriate audiences on a regular basis.

LEADERSHIP

GOAL 10	To define/clarify roles, and decision-making and communication protocols for: JI Board of Governors; JI President; JI Management Committee; JI Program Council; JI internal advisory committees; JI external advisory committees; MEST; and JI academy clients, and to communicate this information throughout the organization.
<i>Objectives</i>	<p>10.1: By March 1998, review existing roles and decision making and communication protocols and identify issues.</p> <p>10.2: Prepare a proposal for updated roles and decision making and communication protocols by May 1998.</p> <p>10.3: Implement the approved modifications and communicate information on the changes throughout the JI.</p>
GOAL 11	To review, and revise as required, the JI mandate and communicate the results to MEST, clients and key JI stakeholders, as well as internally.
<i>Objectives</i>	<p>11.1: Revise the JI mandate as required to reflect the directions and priorities which evolve from program development initiatives during 1997.</p> <p>11.2: By April 1998, prepare and implement a communication plan to convey the updated mandate to key audiences.</p>
GOAL 12	To strengthen a sense of belonging to the JI among all personnel.
<i>Objectives</i>	<p>12.1: Increase opportunities for initiatives and activities which capitalize on the unique opportunities and collective skills across the JI.</p> <p>12.2: Increase opportunities for informal and social activities which involve personnel from all parts of the JI.</p> <p>12.3: Enhance internal communications within the JI which help to broaden the awareness of the full scope of JI activities and programs.</p>
GOAL 13	To establish an organizational framework to promote and manage the growth of contract and fee for service activities at the JI.
<i>Objectives</i>	<p>13.1: Develop clear and workable policies and procedures regarding non academy contracts and fee for service revenues by May 15, 1997.</p> <p>13.2: Develop and implement an organizational structure which promotes the growth of contract and fee for service activities by March 31, 1998.</p>

GOAL 14 **To maintain a strong focus on meeting major client needs while expanding other programs at the JI.**

Objective 14.1: Have the President and the relevant Academy Directors meet annually with each academy client to review and assess the JI's success in meeting client's needs.

COMMUNICATIONS

GOAL 15 **To increase awareness of the JI to the public at large.**

Objective 15.1: Prepare and implement a communication plan by September 1997, which will increase the public's awareness of the JI.

GOAL 16 **To communicate externally to major stakeholders, and internally throughout the organization, the JI vision, mandate and scope of offerings.**

Objective 16.1 Prepare and implement a comprehensive communication strategy by September 1997 for the major stakeholders and JI staff regarding the JI vision, mandate and scope of offerings.

GOAL 17 **To ensure a strong and consistent JI corporate image on all promotional communications and learning materials produced by the JI.**

Objective 17.1: Identify and implement by March, 1998, a new JI corporate image which outlines standards for all promotional and learning materials produced by the JI and which includes reference to the relationship between JI corporate image and academy identification.

7.0 ACTION PLAN

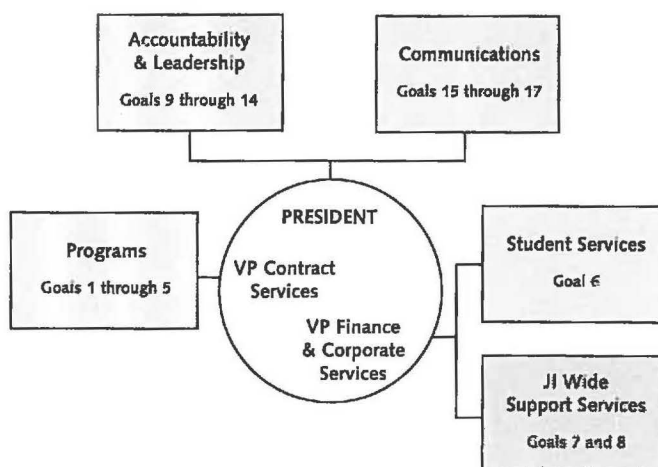
COORDINATION ROLES

Because initiatives taken to achieve one goal are affected by initiatives taken to achieve other goals, some means of coordinating strategic development efforts is required.

- The President will be responsible for establishing and coordinating efforts relating to Accountability, Leadership, and Communications goals.
- The Vice-President of Finance and Corporate Services will be responsible for establishing and coordinating the efforts relating to Student Services goals and JI Wide Support Services goals.
- The Vice-President Contract Services will be responsible for establishing and coordinating the efforts relating to Programs goals.

* The President and the two Vice-Presidents will jointly provide overall guidance for the strategic development initiatives and will be responsible for ensuring that activities are synchronized appropriately and relevant information is communicated to everyone involved in the process.

*Responsibility for
Implementation*



TEAM FORMATION

As soon as the Strategic Plan has been approved by the Board, the President and the Vice-Presidents will establish project teams and coordinators to undertake the strategic initiatives.

ACTION PRIORITIES FOR 1997

As illustrated by the timetable on page 4, the initial focus of activity will be on the planning and analysis necessary to mount new programs and services, acquire new resources, and modify organizational structures, policies, and procedures. The action priorities in each category are summarized below.

PROGRAMS

Prepare a three year Development Plan for JI Programs which defines the scope of international programs and services and responds to strategic objectives for:

- maintaining existing services to key Ministries;
- expanding into new markets with key Ministries;
- establishing reciprocal credit transfers with other institutions;
- increasing the number of cross division programs and services;
- increasing the type, variety, and number of partnerships; and
- increasing contract and fee for service revenues.

STUDENT SERVICES

Prepare a three year Development Plan for Student Services which:

- identifies student service priorities;
- provides estimates of resource requirements;
- establishes funding targets; and
- provides a strategy for implementation.

JI WIDE SUPPORT SERVICES

Prepare a three year Development Plan for JI Wide Support Services which:

- proposes a method for projecting shared resource demand implications of JI programs and services;
- identifies JI wide service preferences and priorities;
- proposes revisions to the annual budget procedures which will account for resource impacts of projected programs and services; and
- increases the proportion of distributed learning programs.

ACCOUNTABILITY AND LEADERSHIP

Prepare a proposal for organizational restructuring which will:

- clarify Board, management, and committee roles and decision making, and internal and external communications protocols; and
- facilitate the promotion and management of growth of contract and fee-for-service activities.

COMMUNICATIONS

Prepare a proposal for updating the JI management information system which will incorporate internally and externally relevant measures of productivity and performance.

Prepare a proposal for measures which will strengthen the sense of belonging to the JI among all personnel.

Initiate a program of annual meetings involving the President, Academy Director and key clients to review performance and future needs.

Review JI mandate and communicate proposed changes both internally and externally.

Prepare a Communications Plan which will:

- ensure that all key stakeholders are kept aware of progress on the strategic plan;
- increase public awareness of the JI and its role and mandate;
- increase internal and external understanding of the JI's mandate, role, and programs; and
- convey a consistent and appropriate image in all types of communication emanating from the JI.

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