Justice Institute of British Columbia

STRATEGIC PLAN 1994 -96

Approved By:
Justice Institute of
British Columbia
Board of Governors
October 1993

Acknowledgments

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An equal amount of work was contributed by members of the JI Strategic Planning Committee. Each person worked tirelessly on the committee and shared and gathered information from a large cross section of JI staff throughout the planning period. Special thanks are extended to:

Maureen Ferreira   *representing JI support staff*
Sandra Enns   *representing JI program directors and instructional staff*
Pat Ross   *representing JI Executive Committee*
Irwin DeVries   *member of the previous Strategic Planning Committee*
Roy Uyeno   *representing Administrative Services*

Larry Goble
President

Justice Institute of British Columbia

STRATEGIC PLAN 1994 -96

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STRATEGIC PLAN OVERVIEW
1994-1996

Introduction

The Strategic Plan is focused on the period from 1994 to 1996. During this period the demand for JI programs and services is anticipated to increase from 170,000 student training days to over 200,000 training days per year. At least 60% of the training will be delivered on a decentralized basis.

With the move to the new campus in New Westminster in 1995, the JI will have excellent facilities from which to develop and deliver training programs and services throughout the province. The new facilities are a strong indication of the Provincial commitment to the Justice Institute.

The Focus of the Plan

Over the years the JI has been making adjustments to the types of programs and services it delivers. It has now evolved to the point where the management systems and organizational structure need to be updated to correspond to its current role. This will also enable the Institute to successfully respond to future challenges and opportunities.

The volume of programs and services also has increased dramatically, creating growing demands for administrative and research support. Through the efforts and creativity of its staff and management, the JI has been able to increase enrollment without matching increases in its support budgets. The JI model can, and will, continue to provide the most economical training programs and services in the province. However, the constraints inherent in the current arrangements for funding of support services have reached the point where quality and effectiveness will be compromised unless more appropriate arrangements can be established.

Given the above noted conditions, the current Strategic Plan concentrates on operational, organizational, and financial initiatives.

Implementation Process

The proposed strategic initiatives are scheduled to occur over the next two years, as illustrated on the Preliminary Action Timetable, with a progress review at the end of 1995 to establish action priorities for 1996 and initiate the development of a strategic plan for 1997 to 1999.

A detailed action plan has been prepared for each of the major strategic initiatives, identifying the person or group with primary responsibility to see that the actions are carried out. In assigning responsibility, the Committee has tried to involve as wide a range of people as possible to spread the workload and provide opportunities for broad participation.

Achieving Results

The Steering Committee which has directed the preparation of this Strategic Plan will meet regularly to monitor progress on the strategic initiatives and keep everyone informed about the results of implementation efforts.

STRATEGIC PLAN IMPLEMENTATION TIMETABLE

The milestones noted on the table illustrate some of the key action targets in each of the Strategic Initiatives. More specific target dates are provided in the tables in the Strategic Goals and Actions section starting on page 10.

In order to undertake many of the actions, an updated version of the management model and organizational structure is required. The model must be based on a firm understanding of the role and mandate of the JI.

Accordingly, Strategic Initiatives A and C are considered to have a high priority for action.

	1994	1995	1996
Strategic Initiative A Leadership and Governance	Confirm Mandate with MSTL ◇ Public Programming Plan ◇ Issues Monitoring Program & Workshops ◇ Issues Workshop ◇	Review Progress and Update Action Priorities ◇	
Strategic Initiative B Programs & Instructional/Student Services	Marketin Plan ◇ ◇ Decentralised Delivery Proposals ◇ ◇ Employment Equity Strategies Transfer Credit Policy	Review Progress and Update Action Priorities ◇ ◇ Community Links Strategy	
Strategic Initiative C Management Model & Organizational Development	Committee System Changes ◇ ◇ ◇ Revised Management Model & Organizational Structure Registration System Update	Review Progress and Update Action Priorities ◇	
Strategic Initiative D Internal & External Communications	Establish Workshops Schedule ◇ New JI Info Package ◇ ◇ Conduct Surveys	Review Progress and Update Action Priorities ◇ ◇ "Ideas" Bulletin Board	
Strategic Initiative E Human Resource Development	Orientation Program Update ◇ Improved PPR System ◇ Workplace Harassment Policy Customer Service Training Program ◇	Mgmt. Training Program ◇ Review Progress and Update Action Priorities ◇	
Strategic Initiative F Information System Development	Records Management Plan ◇ ◇ Pre-Move Clean out of Files and Storage ◇ Information Management Plan	JI Info Clearinghouse ◇ Review Progress and Update Action Priorities ◇	
Strategic Initiative G Facilities & Equipment Development	Interim Facility Renovations ◇◇ Purchase management software & hardware ◇ New Inventory Mgmt System	Review Progress and Update Action Priorities ◇	
Strategic Initiative H Financial Development	Revised MSTL funding arrangement ◇◇ ◇ Establish JI Foundation Initiate fund raising campaign Submit proposals for technology development funds	Review Progress and Update Action Priorities ◇	

Implement 1996 Action Priorities and Prepare Strategic Plan for 1997-1999

LOOKING TO THE FUTURE
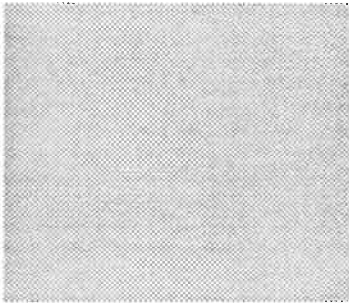
During the planning study, JI personnel and major client representatives were asked to comment on their perceptions of future challenges and opportunities. In addition, a number of provincial reports on future directions in education and training were reviewed. The following items provide highlights of the major factors which are likely to affect the operations of the JI over the next three years

Growth and Change

People involved in the delivery of justice and public safety services work for provincial and federal departments, municipalities, private sector companies, and community service agencies. The number of employees and volunteers in all sectors is increasing due to the pressures of population growth, technological advances, and rising expectations regarding the quality and level of services. At the same time there is growing public pressure to provide services in the most cost-effective manner possible, making it necessary to evolve new ways of delivering service. The demands being placed on those involved in justice and public safety services require continual upgrading of existing skills and expertise. Given these on-going societal and population changes in British Columbia, the demand for justice and public safety training will continue to both grow and change. The challenge will be to deliver more courses to more people while keeping costs at an acceptable level.

Emphasis on Decentralized Delivery

Many of those who seek training in these fields are already employed by service delivery agencies. This type of client will tend to increase in numbers as more maintenance and upgrading programs are introduced. The traditional college model of regional delivery and semester based programs cannot meet the needs of this clientele. They cannot afford to be absent from their job for extended periods and/or travel long distances to gain access to instruction. The JI has recognized this requirement and has responded with short duration courses, a number of decentralized services, and a year round operating schedule. However, the demand for decentralized instruction is likely to increase, making it necessary for the JI to become even more innovative in the use of open learning techniques and technologies.

A Trend Towards Employment Readiness and Pre-Employment Training

Over the past few years there has been increasing interest in adopting an employment readiness approach to justice and public safety training - an approach which has been supported by the JI. A number of programs delivered through the academies have shifted from a post-employment to an employment readiness and pre-employment basis and more changes of a similar nature are anticipated. This trend seems to be related to both budgetary pressures and a desire to reflect the evolving "professionalism" of justice and public safety training. If this trend continues, it could affect the nature of the contractual arrangements between the JI and its major clients, and shift the post-employment training focus more towards maintenance and upgrading programs.

More Inter-Academy Collaboration

At one time, the different service agencies in justice and public safety tended to operate independently of each other with relatively well defined mandates and jurisdictions. Today these jurisdictional boundaries are becoming less distinct and there are many more agencies and people involved. Personnel from different agencies, both public and private, have to coordinate their activities in order to provide effective services in a much more complex societal context. This has led to an increasing need for coordination at the training level as well. The make-up of the JI has enabled joint programs and courses, such as the First Responders Program, to be developed through inter-Academy collaboration. This type of development will likely increase in the future.

Growing Need for Enhanced Management Training

The increasing scale and complexity of justice and public safety services has altered the management demands of the traditional organizations. Top executive positions now require a high level of organizational, political, and personnel management skills in addition to hands-on knowledge and experience. As a result, advanced management training will become increasingly important and will require close collaboration among different post secondary institutions to provide the necessary breadth of instruction and education for these roles.

Expanding Clientele   Another feature of today's justice and public safety environment is the proliferation of agencies which provide services to augment those provided by the traditional justice and public safety organizations. Private security agencies, counseling services, referral agencies, and specialized treatment facilities are only a few of the organizations which employ individuals who require training in particular aspects of justice and public safety. The growth in demand for this type of training has been dramatic as illustrated in the enrollment pattern over the past few years, for the programs offered by the Interdisciplinary Studies Division of the JI. Some of the programs, such as conflict resolution, have attracted people from outside the justice and public safety field who find that the skills learned are applicable to many other types of situations involving negotiation and/or mediation. As the justice and public safety field continues to evolve we are likely to see more agencies and services being developed, thereby making training demands even more diverse than they are at the present time.

Increasing Value of Applied Research   In order to remain effective in this increasingly complex environment, institutions like the JI will have to become more involved in research activities to test the effectiveness of their training programs and to anticipate future training needs. Without adequate research, it will be very difficult to know if the resources allocated to training are well spent and it will be almost impossible to adjust training programs in time to meet the changing demands of the field. The JI is fortunate in that many of its major clients also have a vested interest in effective research allowing all parties to benefit from a joint venture approach to specific research projects.

A VISION FOR THE FUTURE

As illustrated in the previous section, the requirements for justice and public safety training will continue to grow and become more varied in response to increasing complexity of service demands in the province and its communities. Effective development and delivery of training programs for this sector will require close collaboration among different types of services and a comprehensive province wide delivery strategy tailored to the needs of the organizations and individuals involved. The Justice Institute is uniquely suited to meet this challenge.

To provide a focus for the Strategic Plan and assist the Justice Institute in confirming its mandate within the overall post-secondary education system in British Columbia, a clear and succinct description of the JI role has been prepared.

The proposed VISION statement reflects the aspirations and priorities expressed during the strategic planning study.

PROPOSED JI VISION

The JI envisions its role as the institution designated by the Province to coordinate the development of all post-secondary justice and public safety training programs for the Province of British Columbia, and to deliver programs in a flexible and cost effective manner in collaboration with other post-secondary institutions and agencies as appropriate.

The Mission and Goals of the JI were reviewed and re-drafted by the Executive Committee during the planning study. The updated version was included in a Discussion Paper which was distributed throughout the Institute to a number of staff groups. This version incorporates changes which resulted from the review process.

JI Mission

The JI, a post secondary education institution, enhances the quality of justice and public safety by developing and delivering training programs and educational services to practitioners and the public

JI Goals

Δ To develop and deliver training programs, services, and products consistent with the identified needs of the Ministries responsible for justice and public safety.

Δ To promote, develop, and deliver, other justice, public safety and related human services educational and training programs, services, and products to government ministries, private agencies, community groups, and interested individuals.

Δ To assist Ministries responsible for justice and public safety in developing training standards.

Δ To assist Ministries responsible for justice and public safety in defining training needs and priorities.

Δ To share services, resources, and expertise within the JI, and engage in partnerships with other organizations to ensure effective standards development, training needs analysis, and program delivery.

Δ To demonstrate leadership and creativity in the development of instructional methods and technology for justice, public safety, and related human services education.

Δ To maintain a learning environment which encourages creative interaction among and between JI staff, clients, and students.

Δ To effectively communicate JI training and educational opportunities to current and potential clients and customers.

CORE VALUES

The Core Values have been developed by the JI Excellence Committee to help define the QUALITY objectives of the Institute.

THESE CORE VALUES SUPPORT OUR MISSION STATEMENT

QUALITY

COMMITMENT TO JUSTICE, PUBLIC SAFETY AND HUMAN SERVICE PROFESSIONALS

The Justice Institute recognizes the ethnic, physical and geographic diversity of those we serve and train, and will strive always to respect their values, views and achievements, and to provide courteous, friendly and efficient service.

COMMITMENT TO STAFF

The Justice Institute believes that human resources are the key to a successful organization. We commit to the support of our staff through the provision of a thorough orientation, leadership by example, recognition of achievement, opportunities for staff development, and the encouragement of open communication throughout the organization. We support ethnic diversity, staff autonomy and initiative by ensuring a friendly, safe, helpful and humanistic environment.

INTEGRITY

The Justice Institute is committed to provide the highest standard in service delivery, professional ethics and confidentiality. This reflects in the loyalty given by Justice Institute staff to clientele, and pride shown in quality products. This professional image projected by staff also demonstrates integrity to and concern for human rights, justice, safety and the protection of the environment.

INNOVATION

The Justice Institute is a dynamic organization. As leaders in the field of justice, public safety and human service education, we explore new technologies and innovations in teaching. We seek continued partnerships with a wide range of organizations and agencies, and other educators. We emphasize practical, innovative, accessible and portable ideas, programs and products to meet the needs of our clientele.

COMMITMENT TO CLIENTS AND PUBLIC

The Justice Institute recognizes the responsibility to provide knowledge and understanding of justice, public safety and human service issues to our clients and the public through interdisciplinary training and educational opportunities.

INTERDEPENDENCE

The Justice Institute is a unique organization committed to supporting the identity of each academy and division. The Justice Institute encourages cooperative efforts among the academies and divisions, and coordinates and integrates the training and services offered.

STRATEGIC GOALS & ACTIONS

Introduction   During the strategic plan study, a series of internal meetings and workshops were conducted by Steering Committee members, so that as many people as possible could discuss management, operational, and resource related issues and concerns. In addition a series of interviews were conducted with the major clients and members of the Policy Advisory Committee. The information gathered during this process has helped to identify specific strategic goals and implementation actions to help the Justice Institute fulfill its mandate and resolve current concerns and issues. The goals and actions have been organized into eight Strategic Initiatives to focus the implementation process.

Strategic Initiatives

A. Leadership and Governance

B. Programs and Instructional/Student Services

C. Management Model and Organizational Development

D. Internal and External Communications

E. Human Resource Development

F. Information System Development

G. Facilities and Equipment Development

H. Financial Development

Action Tables   The Action Tables provided for each of the eight Strategic Initiatives, identify specific activities with identifiable results. For each action a person or group has been assigned primary responsibility to coordinate efforts and collaborate with others so that the desired results are achieved by a specified date.

STRATEGIC INITIATIVE "A"

LEADERSHIP AND GOVERNANCE

Goals

Many of the initiatives identified in this strategic plan are intended to ensure that the JI continues to provide effective leadership in justice and public safety training in concert with the Ministries and agencies which are involved in providing these services to the community. In order to introduce and manage change in a pro-active rather than reactive manner and achieve the JI Vision, the following goals have been established.

1. Discuss and confirm the mandate and role of the JI within the post-secondary system with the Ministry of Skills Training and Labour (MSTL).

2. Discuss and confirm mandate and role of the JI with academy clients.

3. Continue to work with academy clients to identify and address training issues.

4. Clarify, for staff and clients, the role of the Board in providing governance for the JI.

5. Identify key justice and public safety training issues in BC and address them with community organizations, groups, and individuals.

6. Promote the involvement of women, First Nations people, and minority groups.

Actions

Fifteen specific actions have been identified to help achieve the leadership and governance goals. One of the major thrusts will be to confirm the updated role and mandate of the JI, to help provide a clear direction for the future and resolve funding concerns. Other key areas of leadership activity will include anticipating training needs and issues; responding to the need for distance learning innovations; and helping to broaden the opportunities for involvement of women, First Nations people , and minority groups.

Updating the JI Role & Mandate

	Actions	Primary Responsibility	Target Completion Date
A1	Meet with MSTL to confirm JI mandate and establish satisfactory funding arrangements	Board Chair & President	January 1994
A2	Identify and provide specific opportunities for the Chair and other board members to meet with staff and client groups to share information on the role of the board.	Chairs of Program Cttee of Board, JI Social Cttee, & Program Directors Cttee	On-going, 3 sessions per year (May, Sept., Dec.)
A3	Produce a document for staff and clients that outlines the role of the JI and Board .	President	March 1994

Anticipating Training Needs & Issues

	Actions	Primary Responsibility	Target Completion Date
A4	Establish a reporting procedure and mechanisms to ensure that training opportunities that surface in instructional situations are conveyed to Directors for communication with clients.	Program Directors	March 31 on an annual basis
A5	Establish a process for regular reviews of course content to ensure relevance to clients' needs.	Executive Cttee	June 1994
A6	Prepare a proposal for an "Issues Monitoring Program" to track and analyze emerging justice and public safety training issues, and submit to Executive Committee	Library	June 1994
A7	Organize an annual workshop event around "Emerging Justice & Public Safety Issues" involving all Academies and soliciting attendance from the community.	Dean of Ed Serv (with Program Directors Cttee)	December 1994 & then annually
A8	Identify new strategies to strengthen links with a wide variety of community organizations and groups involved with justice and public safety.	Executive Cttee (with Program Directors Cttee)	December 1994

Delivery Innovations	A9 Establish an annual workshop for clients, in collaboration with the Open Learning Agency and the Media Centre, to review and explore alternate training technologies and distance learning techniques.	Program Directors	June 1994
	A10 Develop a proposal to re-establish JI public programmes	Dean of Ed Serv	June 1994
	A11 Identify new opportunities for contract and fee-for-service training to both the public and private sector in a flexible and cost effective manner and discuss with Board	Executive Cttee	December 1994
	A12 Increase cooperative training initiatives with other post-secondary and training agencies.	Directors and Deans	June 1994 & then annually

Broadening Participation	A13 Develop an awareness training program for all staff regarding employment equity	Bursar (Human Resource Officer)	September 1994
	A14 Develop a proposal to promote broader application of employment equity in JI employment practices.	Bursar	January 1994
	A15 Develop a market strategy to enhance training opportunities for target groups	Program Committee of Board	March 1994

STRATEGIC INITIATIVE "B"

PROGRAMS AND INSTRUCTIONAL/STUDENT SERVICES

Goals

In order to provide a high quality instructional environment and services to support student learning the following goals have been proposed.

1. Provide an instructional environment that maximizes educational opportunities for students.

2. Establish an institute-wide approach to development and implementation of new programs and initiatives.

3. Provide physical facilities and support services conducive to student learning.

4. Seek student input and feedback on a variety of issues on an on-going basis.

5. Provide professional, courteous, and efficient services to students.

6. Provide a high quality of educational, financial, and administrative support for JI academies and divisions.

Actions

Eight specific actions have been identified to further the development of programs and instructional/student services. They include initiatives to enhance opportunities within existing programs as well as exploration of new opportunities for decentralized delivery and distance learning.

Developing Programs and Services

	Actions	Primary Responsibility	Target Completion Date
B1	Identify additional strategies to strengthen links with a wide variety of community organizations and groups involved with justice and public safety	Executive Cttee; Program Directors Cttee	December 1995
B2	Review process of marketing JI products and prepare a Marketing Plan to improve effectiveness and meet objectives.	Marketing Cttee	January 1994
B3	Identify courses offered by academies/divisions which would be considered equivalent for internal transfer credit, and management and other priority courses offered by the JI which may be eligible for transfer credits to other institutions. Prepare a proposal for a transfer credit policy and submit to the Executive.	Program Directors	October 1994
B4	Assess need for a centralized career counseling function at the JI and submit findings and recommendations to the Executive.	Dean of Ed Serv	June 1994
B5	Investigate issues, options and strategies related to prior learning assessments	Executive	October 1994
B6	Investigate applications of technologies in other training environments that would have potential for improving JI programs and decentralized delivery and submit findings to Executive.	Info Systems Cttee	June 1994
B7	Explore ways to make programs more sensitive to employment equity objectives and recommend strategies to Executive	Program Directors	February 1994
B8	Develop program to provide training in employment equity practices.	President	March 1994

STRATEGIC INITIATIVE "C"

MANAGEMENT MODEL AND ORGANIZATIONAL DEVELOPMENT

Goals

The support and commitment of JI personnel are critical to the realization of the JI Vision. One of the ways to mobilize the creative forces and energy of the people involved in the JI is to have a management system and organizational structure which facilitates effective participation in development and delivery decisions. The following goals have been identified to help guide the process of refinement and change which is part of the strategic plan implementation.

1. Update existing management model and organizational structure.

2. Expand functions of Finance and Administration to provide adequate management of: personnel, facilities, equipment, information, and finances.

3. Ensure that committees are meeting the needs of the JI.

4. Encourage cross-divisional interaction on a professional level (e.g. personnel transfers between academies for specific projects)

5. Acknowledge staff participation in committees as an integral part of job responsibilities.

Actions

The primary strategic initiative for the development of management systems and organizational structure is to prepare and implement proposals for change. This will involve consideration of the way in which the JI makes decisions on programs, delivery approaches, administration, and resource management. This model will provide a framework for establishing the requirements for personnel, information, equipment, facilities, and financial resources. Ten specific actions have been identified in this regard.

Because there are a large number of committees involved in the management process, six initiatives have been identified which deal specifically with updating of this aspect of the JI organization.

The formal introduction of a new management model and organizational structure for the JI will take some time to complete. During the course of the study, a number of opportunities for more immediate changes have been identified. Given that these changes could be instituted prior to completion of the overall model, they have been designated as "interim" changes for which specific actions have been identified.

	Actions	Primary Responsibility	Target Completion Date
Management Model Development C1	Establish a task group to coordinate efforts on development of proposed model, including identification of differences between present operations and future operations at new campus.	President	January 1994
C2	Canvass staff regarding aspirations for participation in JI decision-making processes.	Program Directors Cttee & Admin Serv Cttee	March 1994
C3	Clarify process for approval of new JI Programs including process for dealing with required support services	Executive	March 1994
C4	Review status of IDS within organizational structure	Board & President	January 1994
C5	Review functions and reporting structure of Receptionist and Room Booking positions	Bursar	January 1994
C6	Explore issues around computerized assignment of centrally administered student identification number and recommend implementation options to Executive.	Info Syst Cttee	September 1994

	C7	Review current registration procedures. Investigate need for a JI registrar and examine potential for computerized central registration system for all JI students and recommend implementation options to Executive.	Info Syst Cttee & Exec Cttee	September 1994
	C8	Review need for student library cards and submit recommendations on options to Executive	Head Librarian	September 1994
	C9	Examine potential benefits of externally contracted support services such as food and janitorial services and submit recommendations for guidelines & procedures to Executive (e.g. criteria for service, bidding procedures, cross academy selection panel, etc.)	Bursar & Excellence Cttee	January 1994
	C10	Prepare proposal for revisions to management system and organizational model, and determine priorities for new services and staffing.	President; Bursar; Dean of Ed Serv	March 1994
	C11	Formalize management and organizational changes.	President and Board	March 1994
Review and Update the JI Committee System	C12	Have Chairs of all committees meet to review terms of reference, structure and reporting relationships of all JI committees.	President	January 1994
	C13	Establish new committee system model	President	March 1994
	C14	Establish committee membership criteria for expertise and representation	Committee Chairs	June 1994
	C15	Adjust committee structure and membership	President; Executive	June 1994
	C16	Have chairs of appropriate committees involved with Board sub-committees	Chair of JI Board	September 1994
	C17	Plan succession for Cttee chairs	Committee Chairs	March 1994
Interim Management & Organizational Changes	C18	Identify functions within Fin. & Admin and Ed Serv which are part of Support Services (e.g. First Nations Advisor, printing functions)	President	March 1994
	C19	Create the following new positions: • Personnel Officer • MIS Officer • Facilities Manager • Information Officer	Bursar	April 1994
	C20	Establish scope and job description for new positions	Bursar	January 1994
	C21	Revise reporting structure within Finance & Administration to reflect new positions	Bursar	February 1994

C22	Arrange to have chairs of Program Directors' Cttee and Admin Services Cttee sit on Exec Cttee	President	January 1994
C23	Arrange to have Strategic Planning Committee meet quarterly to review progress	President	March 1994

STRATEGIC INITIATIVE "D"

INTERNAL & EXTERNAL COMMUNICATION

Goals

In order to foster positive participation by all staff in the operation of the JI and ensure that the JI is meeting the needs of clients and the public, the following goals have been proposed.

1. Regularly communicate progress on Strategic Plan implementation.

2. Improve vertical and horizontal communication.

3. Improve communications across committees.

4. Use more interactive communication.

5. Establish broad-based external communications plan.

6. Encourage cross-academy interaction at Academy/Division meetings

Actions

Several different types of communications initiatives have been identified to help achieve the communications goals. For implementation purposes they have been grouped according to the nature of the activity as follows: Documents, Displays, Meetings/Events, and Surveys.

	Actions	Primary Responsibility	Target Completion Date
Documents	D1 Develop standardized and manageable literature package on JI	Information Officer	September 1994
	D2 Prepare monthly summaries of key issues of JI Board and each committee and circulate to all staff and Board	President	September 1994
	D3 Issue quarterly bulletins with Strategic Plan updates to staff and clients	President	April 1994 & then quarterly
	D4 Produce an annual bulletin to communicate priorities for new services and staffing to all levels of staff, JI Board, Executive Cttee and PAC.	President; Bursar; Dean of Ed Serv	June 1994 & then annually
	D5 Send letter to each individual and committee listing actions which are their responsibility under Strategic Plan, and request quarterly progress reports.	President	January 1994
Displays	D6 Place an artists' rendering of new campus in all classrooms with notice which confirms JI commitment to maintain existing site until move and provides instructions for communication on problems with existing facility	Room Booking Cttee	January 1994
	D7 Develop a Strategic Plan wall chart for both buildings on the present site and enter quarterly progress updates	President	April 1994
	D8 Explore ideas around provision of student information boards in each building and submit proposal to Executive	Excellence Cttee	January 1994
	D9 Set up and maintain student information boards in both buildings	Information Officer	April 1994
	D10 Install an "ideas" bulletin board on the computer network in new facility	Information Systems Cttee	March 1995

Meetings & Events			
	D11 Prepare for and schedule one or two workshops per year for clerical and support staff to address JI operational issues	Admin Serv Cttee	February 1994
	D12 Prepare for and schedule one or two workshops per year for instructional staff to address JI operational issues	Program Directors Cttee	February 1994
	D13 Develop a schedule for annual Academy Open Houses	Social Cttee	January 1994
	D14 Establish practice of holding staff meetings at least once a month	Directors	January 1994

Surveys			
	D15 Revise program evaluations to include concerns related to current facility and provide feedback to Bursar for action	Program Directors	March 1994
	D16 Develop survey instruments for staff and student surveys relating to tasks D17 and D19.	Program Directors Cttee	June 1994
	D17 Conduct quarterly, on-site, survey of students regarding existing facility and support services and submit results to Executive	Chair, Program Dir Cttee	June 1994
	D18 Conduct an annual survey for clients and public to determine perceptions about JI.	President	January 1994 & annually
	D19 Conduct twice yearly survey of staff regarding existing facility and support services and submit results to Executive	Bursar	June & December

STRATEGIC INITIATIVE "E"

HUMAN RESOURCE DEVELOPMENT

Goals

In order to reinforce the JI commitment to staff, the following goals have been proposed.

1. Improve staff morale.

2. Institute a process to provide adequate levels of staffing.

3. Review and improve quality and quantity of staff development and programs.

Actions

A number of the proposed communications and management actions should help to achieve the goal of improving staff morale. In addition, some of the financial actions are aimed at helping to provide adequate levels of staffing. The following staff development actions are directed primarily at enhancing training and orientation opportunities.

Enhancing Training & Orientation

	Actions	Primary Responsibility	Target Completion Date
E1	Develop and establish a program to provide problem solving, delegation, & change management training to all managers	President; Human Res Mgr	January 1995
E2	Develop and establish a program to provide customer service training and communications procedures for JI reception and registration staff	Bursar; Dean of Ed Services	June 1994
E3	Develop and establish a program to provide training for all levels of JI staff on providing quality client service	Bursar; Dean of Ed Services	December 1994
E4	Develop and establish a program to provide budget development and administration training for Directors, Program Directors, & others	Roy Uyeno	September 1994
E5	Develop and implement a Workplace Harassment Policy	Board	January 1994
E6	Review & update integrated Faculty Development Program	Program Directors	January 1994
E7	Review and improve PPR system and establish timely & regular monitoring	Bursar; Human Res Mgr	June 1994
E8	Identify criteria for, and expand recognition of, contributed services/significant achievements on a more frequent basis	Excellence Cttee	January 1994
E9	Review & update orientation program for new staff	Bursar	January 1994

STRATEGIC INITIATIVE "F"

INFORMATION SYSTEM DEVELOPMENT

Goals

An effective and accessible information system is critical to the smooth operation of the JI. The following goals have been proposed for improving the JI Information System.

1. Ensure that relevant and appropriate management information is collected and distributed in an efficient manner.

2. Facilitate timely sharing of information throughout the organization.

3. Maintain up-to-date training and reference information to support program development and delivery.

Actions

An effective information system is critical to the successful implementation of management system improvements and achievement of communication goals. Before making significant changes to the information system or purchasing new equipment and computer software, it is important to have a clear picture of the way that the system should work to serve the needs of the JI. The following actions reflect this approach.

Improving Information and Records Management

	Actions	Primary Responsibility	Target Completion Date
F1	Conduct information needs analysis to determine internal communication needs, problems, and issues and prepare an Information Management Plan consistent with the overall management model and communications goals.	President	December 1994
F2	Develop a centralized JI information clearinghouse.	Information Officer	June 1995
F3	Review and update format of monthly management reports in accordance with Information Management Plan	President	January 1995
F4	Prepare a Records Management Plan including JI archival guidelines.	President	January 1994
F5	Initiate process of aggressive cleaning up, weeding out and archiving of old files and storage areas in accordance with the Records Management Plan	Admin Services Cttee	March 1994

STRATEGIC INITIATIVE "G"

FACILITIES & EQUIPMENT DEVELOPMENT

Goals

With the design of the new JI campus in New Westminster well underway, facility related concerns tended to focus on the provision of appropriate accommodation during the period up to the planned move in 1995. Accordingly, the following goals have been proposed.

1. Maintain a high standard of buildings and grounds maintenance prior to move to new JI.

2. Support the new facility planning process now underway.

Actions

Given that the new campus will be available for occupancy in 1995, facility and equipment decisions need to be made with this event in mind. It is also considered important that the existing facilities be maintained in an appropriate manner during the period up to the move. The following actions are proposed to achieve these goals.

Maintaining Existing Site & Facilities

	Actions	Primary Responsibility	Target Completion Date
G1	Develop a checklist and conduct quarterly inspections of all classrooms and public areas using checklist format and forward to Bursar/Media Centre for action	P.Ross, P. Crosby-Jones; I. Devries	January 1994 & quarterly
G2	Gather information about existing use of cafeteria and develop action plan for food service delivery assuming closure of cafeteria	Bursar	January 1994
G3	Review MacDonald Hall reception area and suggest strategies to improve reception function for students	Excellence Cttee	January 1994
G4	Make changes to facilities as required to accommodate interim needs.	Bursar	February 1994

Coordinating Furniture & Equipment Purchases

	Actions	Primary Responsibility	Target Completion Date
G5	Establish standards for office, classroom, and computer equipment to ensure that purchases are consistent with standards for new facility.	Bursar	January 1994
G6	Purchase asset management software and hardware	Bursar	January 1994
G7	Develop and implement a furniture & equipment inventory management system using new software	Bursar	June 1994

STRATEGIC INITIATIVE "H"

FINANCIAL DEVELOPMENT

Goals

In order to obtain sufficient financial resources to fund initiatives which will accomplish the JI Mission and to use the funds in the most efficient manner possible, the following goals have been proposed.

1. Obtain sufficient funds to support a high quality of educational, financial, and administrative support for JI academies and divisions.

2. Obtain appropriate instructional funding from MSTL for fee-for-service programs not covered by major client contracts.

3. Expand the financial resource base of the JI.

Actions

A target date of January 1994 has been set for establishing appropriate funding arrangements with MSTL, as noted in the Leadership & Governance Initiative "A". This is one of the key factors which will help ensure that there are adequate financial resources available to operate with sufficient staff, provide appropriate support services to clients and students, and deliver effective and high quality programs and services. Other actions required to achieve the stated financial goals include effective cost estimating for client contracts and active pursuit of additional revenue from a variety of sources.

		Actions	Primary Responsibility	Target Completion Date
Negotiating Funding with MSTL	H1	Review current allocation of the general support grant and develop a projection of expenses and revenue based on proposed delivery concept and management model.	President; Bursar; Dean of Ed Serv	January 1994
	H2	Submit funding proposal to MSTL based on the amounts defined in the projected estimates	JI Board	January 1994
	H3	Negotiate a mutually agreeable funding arrangement with MSTL which will enable the JI to fulfill its mandate in a cost effective and flexible manner.	JI Board	January 1994
Launching a JI Foundation	H4	Prepare constitution and policies and formally establish a JI Foundation.	Board; Bursar	January 1994
	H5	Prepare a fund raising strategy to raise $1 million prior to opening of the new facility in New Westminster	Foundation	March 1994
	H6	Identify corporate and other sponsors and initiate the fund raising campaign	Foundation	March 1994
Pursuing Other Funding Sources	H7	Investigate funding sources and criteria for developing new instructional technologies and distribute report to all academies and divisions.	Foundation and Chair of Info. Systems Cttee	March 1994
	H8	Submit proposals for funding to develop new technologies for instruction	Academies; Executive	April 1994