



LOYALIST COLLEGE VISION, PROPOSED STRATEGIC MANDATE STATEMENT AND PRIORITY OBJECTIVES SUBMISSION

OCTOBER 2012



Part 1: Loyalist College – Proposed Strategic Mandate Statement

Loyalist College is passionately committed to a mandate of access to excellence; of community service, engagement and development; and to providing lifelong learning opportunities to help individuals from all walks of life and all learning backgrounds reach their personal and career goals.

Loyalist is the only public post-secondary institution in a significant area of East-Central Ontario. We are the portal pathway – virtual and actual – for many citizens in our region, and key to the social and economic health and prosperity of the area. Our region includes two small cities, and numerous ‘rurban’ communities throughout Hastings, Prince Edward, Lennox and Addington Counties, and the southeastern part of Northumberland. We serve our communities through a main campus on the border between Belleville and Quinte West, at our community campus in Bancroft; in partnership with many community entities, and through our digital footprint. Our unique programs and strong presence in customized training and technology-enabled learning (online and through virtual technology) also expand Loyalist’s service area across Ontario, Canada, and beyond.

With more than 3,000 full-time students, 357 FTEs of apprenticeship activity and more than 15,000 Continuing Education registrations each year, we are very proud that Loyalist’s positive impacts on our students, graduates, communities, and regional economy, create a very significant multiplier effect. Leveraging the remarkable capacity of our learners, faculty and staff, and with the support and engagement of our community partners in every sector, “the Loyalist Connection” makes a significant difference to the quality of life of our extended community every day, and we are strongly committed to continuing to build that impact. An increasing number of international students at the College are helping to broaden the education of our Canadian students by creating a more diverse, multicultural campus. With students from Barbados, China, India, Mexico, Nigeria, Philippines, Uganda, Ukraine and the United States, Loyalist College provides a global perspective in the classroom and throughout the learning process.

The College’s annual budget of \$60M has an estimated multiplier effect to \$240M, which has been identified as being responsible for more than 6,000 jobs in our area. Of Loyalist’s more than 32,000 graduates, at least half live in, and contribute directly to, our region. The College’s active involvement and value are consistently mentioned in regional economic development and business retention and expansion studies.

Loyalist’s Strategic Plan 2009-2014 resonates strongly with the principles and parameters articulated in *Strengthening Ontario’s Centres of Creativity, Innovation and Knowledge*. Our mission and mandate, as approved by the Board of Governors after extensive consultation with stakeholders: *Loyalist is committed to offering a comprehensive range of career-oriented education and training opportunities to support and enhance the economic and social development of individuals and our communities.*

Our proposed mandate builds on three priority objectives: Academic/Service and Systems Excellence; Access Leadership; and Sustainability and Capacity-Building.

Loyalist: My College, My Future

Going forward, Loyalist will continue to build on our culture of *putting students first*, as we continue to *meet them where they are*.

We will continue to meet the needs of the creative economy through providing workforce-responsive programming developed in consultation with business and community partners, leading to increased participation rates and outreach.

Loyalist's ability to meet the needs of the creative economy will depend on our focus on productivity, innovation and sustainability – sharpened through Strategic Enrolment Management designed to allow us to recruit and retain through smart growth to the capacity of our resources, Academic programming development and renewal, innovative application of teaching and learning strategies including appropriate use of technology, and through existing and future partnerships with businesses, our communities and other post-secondary institutions.



Part 2: Loyalist College – Vision

Loyalist's actions and allocation of resources to priorities are driven and framed by our Strategic Plan 2009-2014, developed with direct input from more than 500 stakeholders. As reflected in our Plan, Loyalist College aspires to be Ontario's premier community college for applied learning, innovation, and entrepreneurship, demonstrating excellence, sustainability and responsiveness.

Our key strategic priorities and objectives as defined in our current Strategic Plan are: Academic Excellence, Service and Systems Excellence, and Sustainability and Capacity-Building.

Our *mandate* articulates Loyalist's commitment to integrate key values into all our operations, creating a caring culture focused on the success of our learners, staff and community. To support, sustain and fulfill our mission, we act with respect; integrity; transparency; commitment to excellence; innovation; responsibility/accountability; sustainable stewardship of economic, human and environmental resources; and responsiveness and flexibility.

Stakeholders identified *strategic enablers* which differentiate Loyalist and empower us in achieving our goals:

Our outstanding staff: Their skills, knowledge, creativity and commitment.

Our deeply-felt commitment to each student reaching his/her potential motivates our actions. Every eligible student deserves access to success in post-secondary education.

Our comprehensive base of high-quality applied programs serves our communities' range of needs for a strong workforce.

Our location and size: We offer the best of both worlds as a small college providing exceptional opportunities in a personalized, caring environment.

Our partners in our communities and beyond: They support and appreciate us because they recognize the value Loyalist and our students, staff and graduates contribute to community life and prosperity.

Our proposed mandate builds on our approved vision and mission, and is completely aligned with the government's vision for post-secondary education in Ontario, including attainment of a post-secondary credential by 70 per cent of Ontario citizens.



Part 3: Loyalist College – Priority Objectives

1. ACADEMIC/SERVICE AND SYSTEMS EXCELLENCE

Loyalist program delivery has grown by more than 20 per cent over the past five years. We are committed to increasing apprenticeship and skills-based training, as well as post-secondary activity, in support of the government's objectives. Our contribution to the success of the Second Career initiative has been significant, generating close to five per cent of the provincial activity, compared to our two per cent of overall market activity. We look forward to achieving similar success in future workforce development initiatives.

Program Mix

Loyalist plans to continue developing workforce responsive certificate, post-graduate, diploma, and advanced diploma programming in response to regional workforce and societal needs. Recent additions include a second year for both Construction/Renovation and Welding, to meet industry demand, and new programs in Graphic Design and Broadcast Engineering Technology. In addition, the first 40 students in a joint Journalism degree program offered in partnership with Trent University, are now enrolled at Trent, and will begin study at Loyalist in May 2013. This is a first step in establishing the *Eastern Ontario Centre of Media Excellence*, and is also reflected in our Journalism Online, Print and Broadcast (JOPB) convergent Media program, and a current major capital project to create a multi-modal integrated newsroom on campus. Other initiatives include a unique post-graduate 3-D Video Production program, developed with a private sector partner, in support of the creative economy initiative in Prince Edward County.

Recognizing Ontario's strong commitment to expanding participation in apprenticeship training, Loyalist took a leadership role working with the Apprenticeship Branch to develop and deliver online Early Childhood Education, Developmental Services Worker and Level 2 of the Food Process Operator apprenticeship curriculum – the latter program originally developed by Loyalist staff to meet the needs of Kellogg's Canada. In 2011/12 Loyalist recorded more 1,900 (ECE), 800 (DSW) and 110 (FPO) registrations by apprentices province-wide. By developing and delivering these and other programs online, Loyalist is enabling students to increase their knowledge and skills while continuing their careers. Another instance of our innovative alternative delivery models is the College's Paramedic Diploma program, offered part-time through our Bancroft Campus. Many learners—working in the field or a related field while studying – have participated from across Southern Ontario.

After years of advocacy by area manufacturers and economic development partners, Loyalist is the Skills Training Centre of choice for Southeastern Ontario. The 121,800 square-foot *Sustainable Skills, Technology and Life Sciences Centre* was built in 2010-11 with a \$16.6 Million investment from the provincial and federal governments. As a result, Loyalist's enrolment and number of programs offered have increased and continue to grow. Community and business partners have provided important support for a community campaign, with contributions of \$4 Million to date toward an overall goal of \$6 Million to complete and equip the Skills Centre, and to provide financial assistance for Loyalist students. The College will continue to invest in quality training to help meet the demand for skilled workers in Ontario.

Loyalist offers several outstanding advanced diploma programs, which would be strong candidates for three-year degree programs, if the province introduces them at colleges. Three-year degree programs would help maximize the province's investment in our infrastructure for example, in our Media programs and our Biosciences programs, allowing learners to access a valuable degree qualification close to home. Loyalist would welcome a move by the province to create three-year degrees in colleges.

Implementation would allow us to contribute to the achievement of all of our objectives; Academic/Service and Systems Excellence, Access, and Sustainability and Capacity-building. The College will continue to focus on enrolment growth to support access and opportunity for students in our region and well beyond through our presence in online learning. In the past, Loyalist has offered a high-quality four-year degree in Human Services Management, which would be an excellent candidate for online delivery.

Loyalist has developed an aggressive and proactive academic retention program, and has identified additional opportunities to grow enrolment within current human and capital resource capacities. Our focus is on optimizing both productivity and access through 'smart growth' in workplace-linked programming. The College is committed to increasing enrolment by two per cent each year and increasing retention a minimum of one per cent each year until capacity enrolment is achieved.

Experiential Learning

With a strong focus on experiential learning, our program mix will continue to reflect strengths and specializations in Health Sciences and Community Studies, Justice Studies, Media and Design (about 25 per cent of our full-time enrolment) Skills, Life Sciences and Technology, and Business programs.

Our Business students work extensively with regional businesses. The College's Students in Free Enterprise (SIFE) club, in operation for just two full academic years, placed fifth in Canada in its first year of competition and third in Canada last year. Just as important, the work these students do, often 'social entrepreneurialism' in nature, has made significant contributions to our communities.

Also in support of enhanced/experiential/deep learning, Loyalist has been successful in developing several unique differentiated applied research projects, including attracting funding from the Ontario Innovation Network and FedDev funding. Loyalist established a Research Services Office a year ago, has recently been awarded membership through the Colleges Ontario Network for Innovation, and is pursuing NSERC certification.

Areas in which Loyalist has demonstrated significant applied research leadership include:

- The integration of Simulation Lab technology into our Health Sciences curriculum on campus. We have also provided simulation professional development in partnership with our local regional hospital, Quinte Healthcare Corporation. Staff members are sought after to present this exciting teaching and learning innovation at Canadian and international conferences.
- Loyalist has an active partnership with international pharmaceutical company Bioniche Life Sciences (Belleville HQ), and the University of Ottawa to develop a Supercritical Carbon Dioxide Extractor on campus. This equipment allows extraction of bio-active elements of plant and animal substances through an environmentally friendly process.
- The skills and experience of our lead researcher and industry partners have enriched our student experience as students gain skills in this unique lab, while allowing us to undertake commercialization exploration projects with clients including the Ginseng Growers of Ontario, Bioniche Life Sciences, and Turtle Island Recycling of Toronto. Scientific workshops have attracted participants from around the globe.

In terms of the balance between teaching and research, given the CAAT funding model, which appropriately focuses on teaching, we have to make individual arrangements with faculty and try to resource replacing them in the classroom in order to support applied research. This is often very challenging as research funds will support capital, but often will not support this kind of replacement cost.

Technology-Enabled Learning

Loyalist is a leader in online learning, having offered the first online college course in Ontario in 1994. The College played a major leadership role in the formation of the OntarioLearn consortium – recognized provincially, nationally and internationally as a world-class model of collaboration, cooperation and rationalization in the development and delivery of online learning.

Loyalist is also on the forefront of Virtual Learning in Ontario, given our faculty's industry expertise, technological resources and experience. With appropriate support, Loyalist will become the *Ontario Centre for Virtual Learning Technology*, thereby increasing its enrolment, customizing learning technologies to better meet learner needs, and providing an ideal platform for virtual in-depth applied education.

Loyalist was the first Canadian post-secondary institution to establish a campus in Second Life, the multi-user online virtual environment, in 2006. The next year, the College used Second Life to provide the first blended learning experience for our Journalism students. Educators and journalists from around the world participated with the class, and the project was featured on *CBC's The National*. It was also used to create a Canadian border simulation experience for Loyalist students in the Customs Border Services program, which was so successful that student grades increased by 28 per cent, and the case study was published in the *Journal of Virtual World Research*.

Through 2008, Loyalist developed new applications for learners as well as securing national and international clients including other post-secondary institutions, the military, and the K-12 sector. To capitalize on its commercial requests, Loyalist established infiniteSpaces Virtual World Design Centre, which received the Colleges Ontario Innovation Award and ORION Learning Award of Merit for work in virtual worlds. In 2009, the Canada Border Services Agency piloted Loyalist's border simulation and realized 39 per cent gains in performance of trainees' performance. In 2010,

Loyalist placed second in the Federal Virtual World Challenge competition sponsored by the U.S. Army. As a result, infiniteSpaces established new partners including Indiana University, Government of Canada, Government of Ontario, and the U.S. Naval Postgraduate School. In 2011, Loyalist started leading a migration from public virtual worlds like Second Life to its proprietary Virtual Learning Environment (VLE), which launched in 2012. This next generation environment is better able to support the learning needs of large communities of learners in the private sector, government and learning institutions across North America.

If additional opportunities were provided, Loyalist would create a mobile version of its VLE. We would research and evaluate the integration of end-user movement controls as well as new initiatives to re-enforce immersive experiential learning as a powerful teaching and learning tool. To drive new business, we would develop enhanced virtual learning modules ideal to create a new economic cluster in our region.

2. ACCESS LEADERSHIP

Loyalist has developed tremendous access expertise and leadership throughout our history. As the only public post-secondary institution in our region, providing access to a comprehensive range of linked opportunities – from adult basic education through apprenticeship credentials, post-secondary (including post-graduate) certificates, diplomas, a collaborative degree nursing program with Brock University and access to a wide range of degree articulations – is our specialization. Our second priority objective is to continue to build and expand these strategies to optimize access for under-represented identified groups and also under-served citizens of our region and beyond. Some examples:

Prior Learning, Assessment and Recognition (PLAR)

Loyalist was an early adopter of this methodology and our staff have worked with aboriginal institutions (locally and internationally), employers and adult learners to infuse this work across the College and beyond. The College's significant success in Second Career is reflective of this and we will continue to expand this to more adult learners in support of the government's goals of increasing the post-secondary credential attainment rate and optimizing employment.

Loyalist's goal going forward is to increase the development and implementation of PLAR across the College by testing and refining a portfolio-based assessment process constructed around program and course learning outcomes using an evidence-based self-evaluation framework. This process will also serve to enhance the College's objective of becoming a premier Adult Learner Friendly Institute (ALFI). The College will continue to facilitate the sharing of both PLAR and ALFI practices through its annual PLAR Conference that attracts participants and experts from across Ontario and around the world. First Nations Technical Institute has been a long-time co-sponsor of this conference and partner in various initiatives.

A renewed provincial policy framework and extensive/intensive staff training initiative across the College system would support the successful implementation and broader adoption of PLAR. Like the Bologna model of stacking credentials and credit recognition, adult-friendly institutions and consistent use of PLAR to recognize previous learning is a PSE productivity element, significantly improving adult access to post-secondary credentials in a wide range of circumstances.

Students with Disabilities/Student Success Models

Loyalist College continues to see significant year-over-year growth in the number of students with a diagnosed disability seeking support services. During 2011-12, approximately 16% of students used college student services to address barriers associated with a disability – one of the highest levels of any Ontario college. A multi-disciplinary team of practitioners works together to provide coordinated and highly effective services to this at-risk population. Loyalist College has one of the highest rates of overall student satisfaction with the support services provided through disability services as evidenced by the 2011-12 KPI research findings. Our staff's expertise with Student Success strategies and models for all students who need support facilitates student persistence and has contributed to the College continuing to improve our overall graduation rate as reflected through KPI statistics. Loyalist's work in Student Success is recognized as a best practice model in Ontario.

Geographic Access

From being the first Ontario College to offer an online course in 1994, to its current role as one of the top five colleges providing access and courses for students through OntarioLearn, Loyalist continues to leverage technology-enabled learning to provide access for learners wherever they may be. Ministry investment in the OntarioLearn proposal would allow us to continue to optimize these opportunities.

With more than 10,000 online registrations in 2011-12, Loyalist will continue to leverage its expertise in developing quality programs for distance learners. As an early leader in, and key ongoing partner in, OntarioLearn, Loyalist strongly supports the Colleges Ontario recommendation to invest in, and expand the scope of, this highly successful consortium.

Aboriginal Students

Loyalist has developed one of the highest proportions – over 10% – of our full-time student population who self-identify as Aboriginal. These students join the College from our significant regional community of the Mohawks of the Bay of Quinte and from across Ontario. The College is committed to increasing the number of aboriginal students we serve, and their success.

Increased Ministry support for both recruitment/outreach and in-program support for these access initiatives (including development of more sophisticated student support for technology-enabled learning models) is important. Much of the work with these learners is personnel- and expertise-intensive. Facilitating individuals from under-represented populations to achieve post-secondary credentials which empower them to leverage their social and economic participation in Ontario's economy is critical to the future prosperity of our region and our province. Our area of Eastern Ontario has many exceptional characteristics of place and people; it also faces many challenges including: average household income significantly lower than the provincial average, a number of negative indicators of health, and varying access to current information technology, and the Internet. The College sees its role as supporting citizens throughout our area in overcoming any barriers to post-secondary access and success.

3. SUSTAINABILITY AND CAPACITY-BUILDING

Organizational optimization is a key priority and objective for Loyalist. Our focus is on optimizing both productivity and access through ‘smart growth’ – recruiting/retaining students and creating new enrolment in workplace-linked programming to the capacity of our physical, curricular (including placement opportunities) and human resources.

We will continue to develop relevant new programs while applying rigorous quality measures to academic programs and service areas. Continuous improvement in all activities is key as the College looks for efficiency and effectiveness improvement, including enhanced space planning, facilitating year-round use, benchmarking, performance measurement, expenditure reduction and enhanced net revenue from entrepreneurial activities.

Loyalist is a Community College with a strong network of partnerships, and we will continue to develop outreach to support community building and social and economic development in our region. Such advocacy results in added capacity, as external revenue and support through fundraising, grants and partnerships results.

A recent development in the Prince Edward County Innovation Centre, in which Loyalist is a partner, exemplifies the potential for leveraging outstanding results. A California-based animation and video game production company relocated to Picton this summer, as part of the Innovation Centre. The Community Futures Development Corporation for Prince Edward and Lennox & Addington identifies that, “Access to skilled labour from Ontario’s colleges and universities, particularly Loyalist College’s Animation Department...,” had a major impact.

Increased support for students remains a key objective for the College, and the Loyalist College endowment for Student Financial Assistance reached an outstanding \$7.94 Million at the end of March 2012. This, in addition to the successful Skills Centre Campaign currently under way, is a strong indicator of community and partner support for Loyalist, our students, and our value to our region.

The Loyalist Research Services Office, as previously described, is already providing significant resource and knowledge benefits to the College.

Environmental sustainability is also an important priority for Loyalist. The College is a signatory to the ACCC Sustainability Protocol and has an active College-wide Sustainability Committee. Significant progress has been made to date; one priority objective is finalizing the LEED Silver certification for the Sustainable Skills, Technology and Life Sciences Centre. Loyalist is pleased to be providing further community leadership in this important area. We are also very pleased that the Centre was a very cost-effective capital project. As with every major capital project we undertake, and as part of our long-term capital and campus plans, the College built numerous elements of deferred maintenance into the Skills Centre project, to further leverage investment by government.

Each year as part our business planning process, we establish a significant productivity improvement target which comprises strategies to achieve both expenditure reduction and enhanced net revenues from entrepreneurial ventures, while maintaining effectiveness and quality. For the past several years we have met or exceeded our identified targets. This has been important to achieving our business plan goals and is a practice which is now integral to our business planning processes.

Loyalist College recognizes the importance of key provincial fiscal responsibility objectives and is committed to contributing to their achievement, while supporting access to excellence in post-secondary education.