

OPENING DOORS TO CAREER AND LIFE OPPORTUNITIES

OVERVIEW OF NORQUEST COLLEGE BUSINESS PLAN 2009 – 2013

VISION

NorQuest College is nationally recognized as an innovative, vibrant college with a uniquely inclusive and supportive environment that inspires:

- Passion for learning
- Education that empowers every learner
- Excellence and leadership in the work we do
- Commitment to strengthening communities

VALUES

NorQuest College values people, learning, and our role in the education system, and the quality of the processes we use in reaching our goals.

INTRODUCTION

Our over-riding goal at NorQuest College is to open doors for learners...doorways that lead to opportunities to achieve career dreams and life success. In doing so our programs must meet the education needs and priorities of our culturally diverse student population, including both gifted and challenged learners, employers and the communities we serve.

The Norquest College Business Plan 2009 – 2013 is the foundation for the College plans and budgets over the next four years. It will guide the implementation of the detailed actions required to deliver on the high promise we have made to our learners and our communities.

This overview provides the highlights of the 2009 – 2013 Business Plan. A copy of the full document is available on the NorQuest intranet website Questcity, or from your supervisor.

A COMMUNITY COLLEGE OF THE FUTURE

NorQuest has been designated as a community college within Campus Alberta. NorQuest will serve a variety of communities through programs and delivery methods that serve a diverse student population with a diverse range of career and learning needs and priorities.

We will build strong relationships and partnerships with those communities and collaborate with other post-secondary institutions to create a student-centered, seamless, post-secondary system enabling students to easily access educational opportunities and transfer between institutions.

Fulfilling our role as a community college will be characterized by:

- Accessibility to quality education opportunities
- Teaching excellence
- Supportive and respectful learning environments
- Access to quality student services and supports as needed
- Responsiveness to community priorities
- Active and engaged community partners

In our role as a community college we will focus on four dimensions:

- Career education
- Foundational education
- Regional stewardship
- Applied research

TRANSFORMATION

A portion of a mural created for NorQuest by artist Ian Mulder, inspired by student journeys of success, is on display on the third floor of the College's downtown campus main building.



STRATEGIC PRIORITIES

ENHANCED PRESENCE

NorQuest will build and nurture strategic partnerships with community organizations, businesses, educational institutions and governments to address community needs and increase access to quality education.

GROWTH

NorQuest will grow and shape the range of programs we offer and the range and number of learners we serve. We will build the breadth and sophistication of our systems, structures and processes to reflect our responsibilities as a leading community college.

DIVERSIFICATION

NorQuest will offer a wider range of programs in a wider range of sectors to a wider range of communities. We will maintain our strong foundational education offerings and build on our recognized health career curriculum and expertise in human services, business and industry.

ACADEMIC & ENABLING STRATEGIES

NorQuest will employ a number of integrated academic and enabling strategies to advance achievement of its 10-year strategic priorities.

ACADEMIC STRATEGIES	STRATEGIC PRIORITIES		
	ENHANCED PRESENCE	GROWTH	DIVERSIFICATION
ENROLMENT MANAGEMENT		Increase enrolment access and completion rates for a wider range of learners.	
PROGRAM DEVELOPMENT		Create and expand offerings that specifically respond to learner demand and community priorities.	
COLLABORATION	Increase learner access through collaborative initiatives with system partners.		
PROGRAM RENEWAL AND REALIGNMENT	Align current programming within the Alberta post-secondary system while maintaining responsiveness to changing local, regional and global environments.		
LEARNER SERVICES		Provide high-quality learner services appropriate to increasingly diverse learner groups, programs and methods of delivery.	
COMMUNITY RESPONSIVENESS	Lead the development of innovative solutions that strengthen and build the capacity of the communities NorQuest serves.		
INTERNATIONAL STUDIES	Proactively attract and retain international students.		
ENABLING STRATEGIES	<ul style="list-style-type: none"> ▪ FACILITIES ▪ FINANCIAL ▪ INFORMATION AND TECHNOLOGY ▪ PEOPLE ▪ STAKEHOLDER RELATIONS 		

HIGH-TECH, HIGH-TOUCH LEARNING
 Two practical nurse students practice their skills on STAN, a human patient simulator that sweats, breathes, talks and suffers a wide range of health symptoms. NorQuest's new Health Education Centre - 106 Street is in direct response to the government's mandate to increase health education seats in Alberta to address the province's current nursing shortage.



ACADEMIC STRATEGIES

ENROLMENT MANAGEMENT

STRATEGIES

- Redesign the admission processes for improved learner access and the accompanying space to support the new process
- Increase bridging opportunities for immigrant students that support their transition to career opportunities
- Implement a new student information system and related processes.
- Develop and implement retention strategies to increase completion rates

MEASURES OF SUCCESS

- Achievement of enrollment targets
- Increased student retention

PROGRAM DEVELOPMENT

STRATEGIES

- Implement a new credit program approval process
- Using best practices, develop process for assessing College-wide resources for non-credit offerings
- Move established programs to online format where feasible

MEASURES OF SUCCESS

- Number of new programs approved and funded by Alberta Advanced Education and Technology
- Number of program expansions approved and funded by Alberta Advanced Education and Technology

SYSTEM COLLABORATION

STRATEGIES

- Develop new transfer and articulation agreements within the system
- Enhance eCampus Alberta program offerings
- Increase collaborative program offerings

MEASURES OF SUCCESS

- Increased learner pathways

PROGRAM RENEWAL AND REALIGNMENT

STRATEGIES

- Establish curriculum quality standards and implement a curriculum quality assurance process
- Align programs with the standard post-secondary credential framework
- Evolve the delivery of optimal technologies to enhance online teaching and learning
- Develop an integrated and comprehensive program evaluation process to ensure programs remain relevant and viable

MEASURES OF SUCCESS

- Increased student satisfaction
- Increased student success

LEARNER SERVICES

STRATEGIES

- Develop and implement student life model to enhance student satisfaction
- Incorporate the principles of universal design in the development of learner-centered processes
- Implement a new student information system and related business processes for improved learner services
- Redesign the Office of the Registrar and Student Services space to support new processes

MEASURES OF SUCCESS

- Increased student satisfaction
- Increased retention

COMMUNITY RESPONSIVENESS

STRATEGIES

- Strengthen processes to support applied research and conduct relevant research that will meet community and learner needs
- Develop learning opportunities for communities within NorQuest's stewardship region and across Campus Alberta in partnership with other stewarding colleges
- Increase entrepreneurial opportunities through third-party contracts with business partners
- Enhance existing relationships with immigrant & Aboriginal serving agencies
- Design and implement a regional stewardship process for the Edmonton region

MEASURES OF SUCCESS

- Increased faculty engagement in applied research
- Increased third party contract activity
- Establishment as the region steward for the Edmonton region

INTERNATIONAL STUDENTS

STRATEGIES

- Increase targeted marketing and recruitment efforts to raise international awareness of NorQuest College programs
- Increase recognition of prior learning
- Explore and assess opportunities for partnerships with other post-secondary institutions around the world

MEASURES OF SUCCESS

- Increased international enrollment

ENABLING STRATEGIES

FACILITIES

STRATEGIES

- Implement changes (e.g. improve space utilization through retrofits and upgrades) to relieve current space crunch while promoting social responsibility
- Secure space for long-term enrolment growth projections.
- Ensure space is available for student co-curricular and extracurricular activities
- Implement initiatives that promote and enhance NorQuest's environmental sustainability

MEASURES OF SUCCESS

- Employee & student satisfaction with physical and social environments
- Availability of adequate and sustainable space to achieve growth projections

FINANCIAL

STRATEGIES

- Diversify sources of revenue
- Ensure that growth is achieved through full funding
- Improve College efficiency through a focus on expense reduction
- Develop relevant financial models and business analysis expertise for decision making purposes
- Ensure financial, capital and innovative program development achieve required returns

MEASURES OF SUCCESS

- Ratio of funding received from operating grant compared to other sources
- Efficiencies implemented

INFORMATION AND TECHNOLOGY

STRATEGIES

- Support program delivery by implementing technology that supports instructor-student collaboration and the capacity to deploy world-class educational technology
- Establish a consistent, accessible and single-source for College information
- Implement an enterprise-wide internet strategy
- Collaborate and leverage shared IT services and outsourcing
- Be responsive to technological advancements
- Increase accuracy and analysis of College information (e.g. accountability reports)

MEASURES OF SUCCESS

- Employee & student satisfaction with information and technology services
- Increased efficiencies gained through the implementation of technology
- Achievement of stability, security and capacity

PEOPLE

STRATEGIES

- Improve ability to attract and retain the requisite people
- Develop and improve capacity, competencies and structure to effectively support the NorQuest strategy and business model
- Build leadership capacity
- Demonstrate commitment to a diversified array of skill sets for programs of the future by equipping faculty and staff with the requisite knowledge, skill and engagement
- Eliminate duplication by streamlining and standardizing processes

MEASURES OF SUCCESS

- Employee engagement
- Employee turnover (new and overall)
- Actual to target leadership competencies

STAKEHOLDER RELATIONS

STRATEGIES

- Increase visibility and build alliances in key sectors and communities
- Increase community and business partnerships in support of program development and learner needs
- Conduct research to identify emerging employer labour challenges
- Provide blended recruitment and education solutions for employers
- Develop a College-wide integrated approach and framework to managing and developing external relationships
- Increase resources from non-government sources to assist NorQuest in meeting learners' needs
- Increase alumni's understanding of NorQuest directions, priorities and accomplishments and secure active support for the College

MEASURES OF SUCCESS

- Number and scale of partnerships and formal support from individuals, businesses and community organizations
- Brand survey indicators (e.g., reputation with employers)

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