



2023 - 2028

# Strategic Plan

## Territorial Acknowledgement

Camosun College is one of the largest colleges in British Columbia, serving communities on southern Vancouver Island, the southern Gulf Islands and beyond. With deep respect and gratitude, the college acknowledges that these are the traditional territories of the ləkʷəŋən (Esquimalt and Songhees), Malahat, Pacheedaht, Scia'new, T'Sou-ke and W̱SÁNEĆ peoples. Learners, faculty, staff and leadership are all enriched by the friendship and gracious welcome extended by the hosts of the land and by the beauty of the land on which we live, work and learn.

# Contents

2	Territorial Acknowledgment
5	Message from the Board of Governors
6	Message from the President
7	Our Vision, Mission and Values
9	q'əmāseŋ: The Story Behind the Art
10	The Artist, Dylan Thomas
11	q'əmāseŋ
12	The Paddles
14	Guiding Principles and Development Process:
15	Guiding Principles
16	Process of Development
16	Measuring Progress
16	Indigenizing the Strategic Plan
17	Camosun's Strategic Priorities:
18	Strengthening the Camosun Advantage
19	ÍYĆĀNEUEL OL: Doing Good Work Together
20	Responding to Community Needs
21	Rising to the Challenges of Climate Change
22	Honouring Indigenous Resurgence
23	Advancing Social Justice, Equity, Diversity and Inclusion
24	Acknowledgements





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CAMOSUN  
1

CAMOSUN  
13

## Message from the Board of Governors

Innovative organizations know how to put together a Strategic Plan that has a combination of ambitious and worthy goals. Only when Strategic Plans are developed through consultation and are implemented in partnership with the community can they succeed.

The 2023-2028 Strategic Plan for Camosun College acknowledges the work of previous plans, focuses on the challenges and opportunities of the present, while looking ahead to ensure the college is future ready.

The plan is the product of months of continuous engagement, focus groups, open houses, and surveys with the broader community. Thank you to everyone for being generous with your time to provide input and feedback.

Over the next five years, we hope to see the Strategic Plan contribute to healthier communities, support stronger student outcomes, result in greater Indigenization and ensure students continue to be valued by employers. The plan will have an impact on every aspect of the college community.

Bringing the new Strategic Plan to life is a collective responsibility that the Board of Governors supports and one that I am personally excited to see roll out.



**Dr. Monty Bryant,**  
Chair of the Board of Governors  
Camosun College



## Message from the President

A Strategic Plan is intended to define who we are as a community college, where we want to be in five years time and how we get there. The plan reflects the hopes, ambitions and aspirations of students, employees, alumni, employers and partners locally and globally.

Our common focus is on students. We want to break down barriers so everyone has the opportunity to pursue a post-secondary education, whether you are the first person in your family to graduate high school or a learner returning to the classroom with a new career goal. Providing robust supports as part of a student learning experience will ensure students succeed and thrive.

The 2023-2028 Strategic Plan contains six priority areas that build on a strong foundation laid down in previous plans. As a community college, we also have a responsibility to greater Indigenization, supporting marginalized communities, tackling climate change and ensuring everyone feels welcomed and included.

I truly hope you can see yourself reflected in the plan following a year-long engagement process. As President, I look forward to paddling forward together.



**Dr. Lane Trotter, President**  
Camosun College



## Our Vision

### Inspiring life-changing learning.

Camosun College's vision defines an optimal future for the college. It gives guidance and inspiration about what we will focus on achieving. It builds on our hope of what we can become. Ours is simple. It encompasses the community college's role in transformative education and highlights the mutual partnership of the learner and facilitator, while speaking to a process in which learning in all its forms challenges the status quo, both institutionally and personally.

## Our Mission

### We build a better future for our community with relevant, innovative and applied education.

Our mission statement defines our purpose and outlines what we do, who we do it for and how we accomplish this.

## Our Values

- **Lifelong learning**
- **Positive and supportive student experiences**
- **An inclusive community**
- **An environment of respect and safety for all**
- **Our relationships with one another**
- **Indigenization**
- **Environmental stewardship (new)**

College values reflect a common understanding and a guideline for how we interact and work with each other and how we relate to students. They are a positive reflection of what is at our core and are seen in our practices and in how we do things.



| q'əməseŋ: The Story Behind the Art

# The Artist

## Dylan Thomas

Born in Victoria in 1986, Qwul'thilum (Dylan Thomas) is a Coast Salish artist from the Lyackson First Nation. Dylan was exposed to art at a young age because his family continues to participate in their culture and tradition. He has trained in jewelry design with jewelry artist Seletze, who is also known as Delmar Johnnie. Dylan has apprenticed under renowned Kwakwaka'wakw artist Rande Cook in all mediums of art. Rande Cook has also been a major influence in the development of Dylan's designs. Dylan's other artistic influences have been Susan Point, Robert Davidson, and the late Art Thompson. Dylan is very focused on his career as an artist, and plans to make art his life's work.



# q'əmāseŋ

## The Story Behind the Art

q'əmāseŋ is the Lekwungen word for Camossung. The image of q'əmāseŋ represents the concept of transformation as told through the Songhees legend of q'əmāseŋ — where two waters meet and are transformed. In the legend, Halyas, who is said to be a transformer being, turned a young girl, known as q'əmāseŋ, into stone and cast her into the narrows, near where the Tillicum bridge is located today. After her transformation, the spirit of q'əmāseŋ was believed to be a protector of those traveling by canoe through the Gorge to the Portage Inlet and was able to grant powers to those who swam in the narrows.

In the image, q'əmāseŋ is shown gesturing the 'raising of hands' to honour and acknowledge the ancestors and to give thanks for the ancestral lands. Above her head, she is holding six individual paddles each with a traditional symbol to represent the six priorities of the college's Strategic Plan. The paddles in the Strategic Plan image are another reference to the legend of q'əmāseŋ and are also intended to represent the notion of the college community 'paddling or pulling together.'

Created by local artist and alumni Dylan Thomas, the image is a modern example of traditional Coast Salish art, iconography and semiotics.



q'əmāseŋ

Original artwork by Dylan Thomas



### **Strengthening the Camosun Advantage | Thunderbird**

The thunderbird is known for its strength in Salish culture. In one Cowichan legend, the thunderbird is the only being strong enough to defeat the supernatural Orca that was eating all the salmon and causing a famine.



### **ÍY,ÇANEUEL OL: Doing Good Work Together | Hands**

Two human hands coming together to complete a single design. This symbolizes the teamwork that is necessary to keep any community healthy.



### **Responding to Community Needs | Eagle**

The eagle is known as mediator between the earthly and spiritual realms, bringing the prayers of people to the ancestors.



### **Rising to the Challenges of Climate Change | Salmon**

The salmon is a symbol of the prosperity that a healthy environment can provide for its inhabitants.



### **Honouring Indigenous Resurgence | Ancestors**

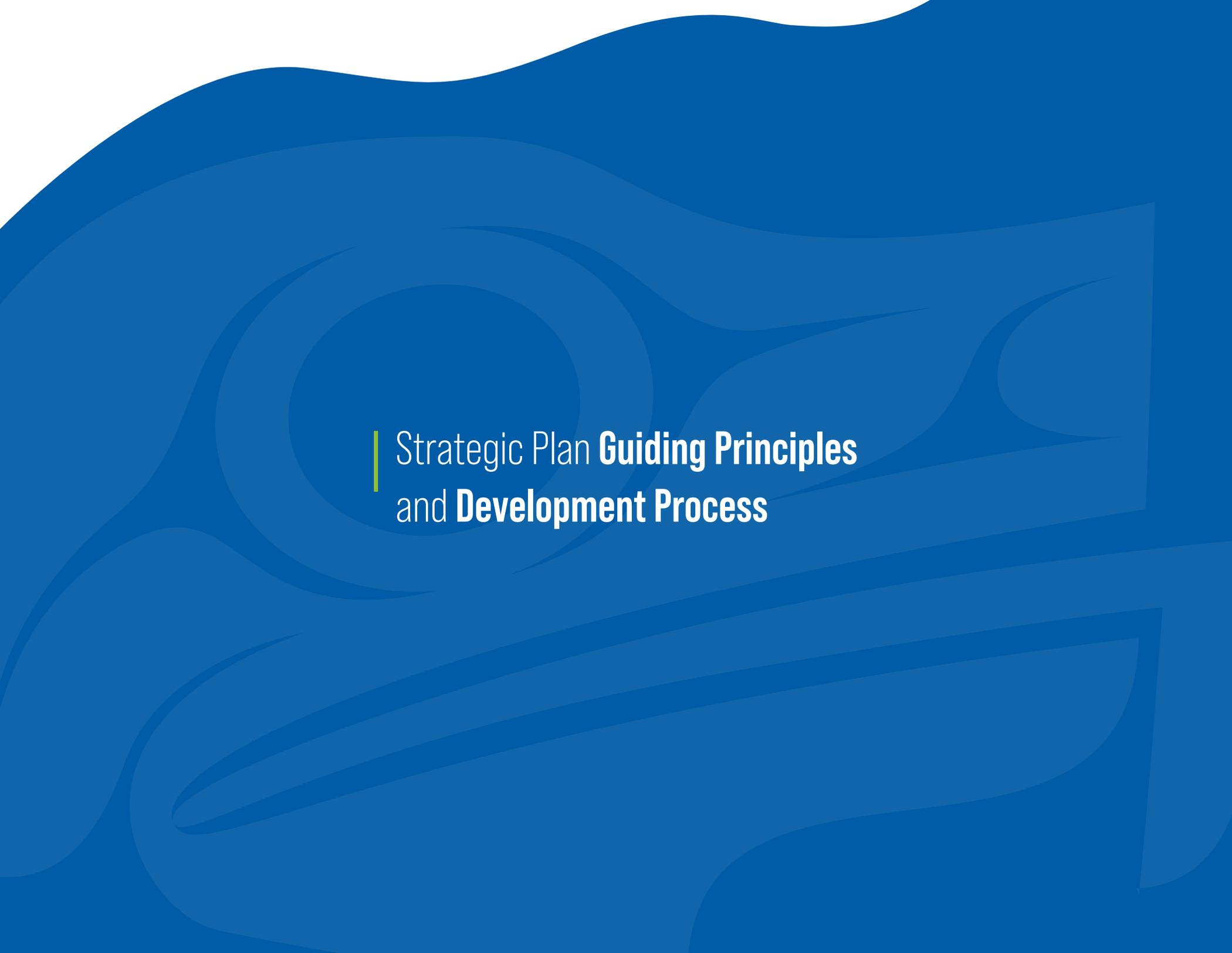
The ancestor represents the traditions and knowledge that the current generation of Indigenous Peoples is fighting to revive.



### **Advancing Social Justice, Equity, Diversity, and Inclusion | Mink**

The supernatural mink has the ability to shapeshift and represents the diversity of human beings that share this planet.



The background is a solid blue color with several large, overlapping, organic shapes in a lighter shade of blue. These shapes resemble stylized waves or flowing forms, creating a sense of movement and depth. The overall aesthetic is modern and professional.

Strategic Plan **Guiding Principles**  
and **Development Process**



## Guiding Principles

The Strategic Plan development process was guided by principles that prioritised meaningful engagements, a transparent practice, and continuous communications and updates with college community members, including the Board of Governors, Education Council, students, employees, local Indigenous communities, community and industry partners, and alumni. The new Strategic Plan builds on the foundation of the past plan and includes a strengthened commitment to important college priorities such as Indigenization, equity, diversity, and inclusion, and responding to the climate emergency.

At the heart of Camosun's integrated Strategic Plan are the four Rs of Indigenous Education: Relevance, Respect, Reciprocity, and Responsibility. These speak to our individual responsibility and collective accountability in achieving our shared aspirations as a community college.

## Process of Development

The process ensured abundant time and space for college community members to gather and share their thoughts, ideas, and aspirations for a desired future at Camosun College. The Strategic Planning team invited the Board of Governors, Education Council, students, employees, the local Indigenous communities, community and industry partners and alumni to take part and share their voices in the process, both online and in-person, through a variety of engagement opportunities. The resulting priorities and goals were generated from the information collected during college engagements, educational trends across the post-secondary education sector, provincial labour market outlooks and government priorities.

Camosun plays an active and important role in achieving community, regional, and provincial aspirations. The college is part of a larger ecosystem working to strengthen a thriving community, and the results of these interconnections and relationships are represented throughout the Strategic Plan.

With Camosun's new integrated Strategic Plan, the college is engaging in a culture of planning that enables the college to be adaptive and responsive to changing local and global realities and meet the needs of current and future students.

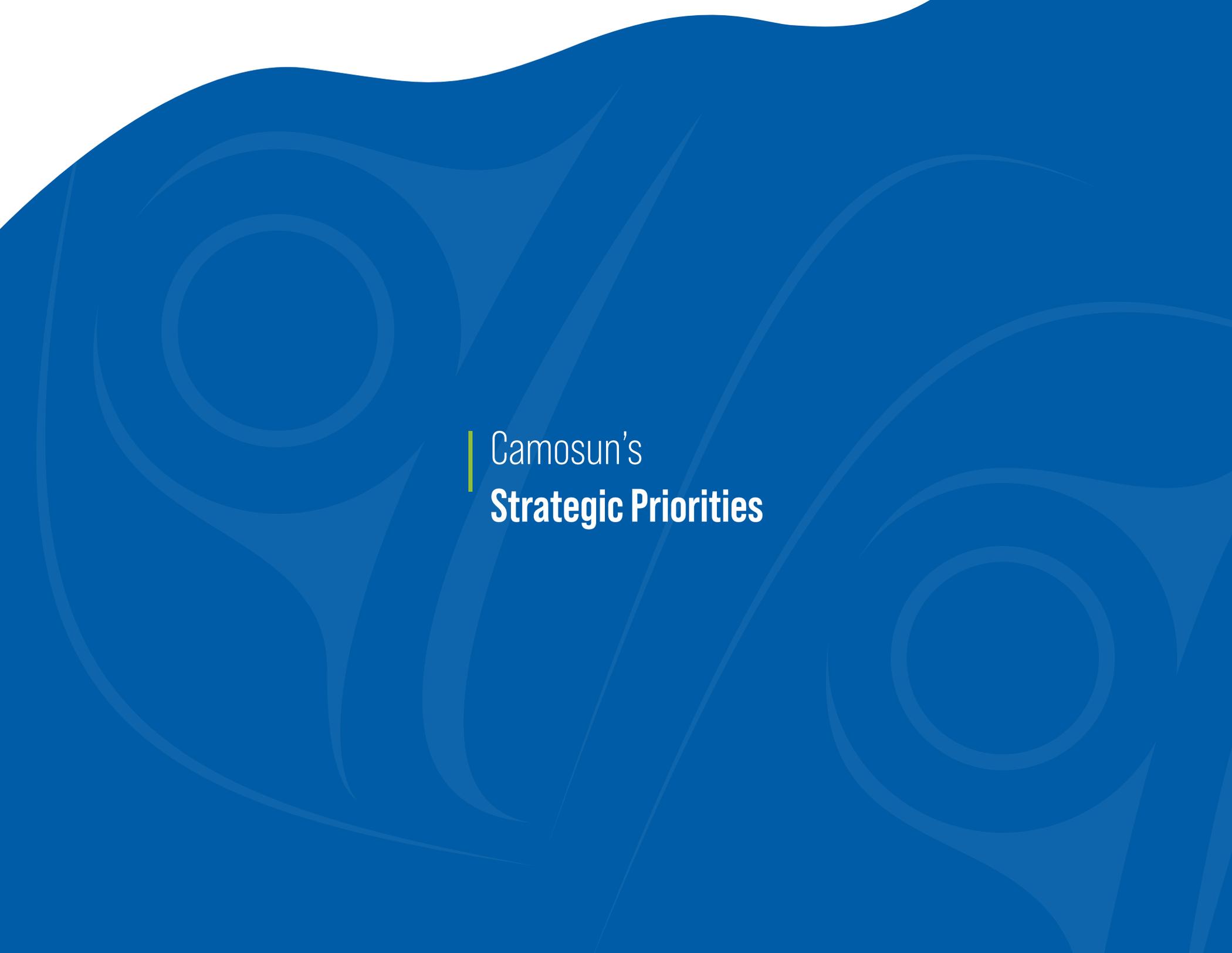
## Measuring Progress

To gauge progress, the plan utilizes a results-based methodology that measures not only the performance of the college but also looks at Camosun's contribution to student populations and the community as a whole. The measures are intended to improve cross-college communication and collaboration, using data, information and learned experiences.

## Indigenizing the Strategic Plan

Local Indigenous ways of being, doing and relating were foundational to the development of Camosun's new Strategic Plan. Camosun is a committed partner in Indigenous resurgence and the principles of Truth and Reconciliation.

Much like paddling together, the Strategic Plan is interconnected, integrated and structured to demonstrate relevance, respect, reciprocity and responsibility. Moreover, local Indigenous semiotics, iconography, artwork and language are also incorporated into the Strategic Plan to acknowledge and honour the local Indigenous lands and territories on which Camosun is situated.



Camosun's  
**Strategic Priorities**

# Strengthening the Camosun Advantage

At Camosun College, we prepare students to thrive in a rapidly changing world.

## GOALS AND PROGRESS MEASURES

Empower students to stand out by providing educational experiences that equip them for their future.

 Take steps that will support the implementation of a comprehensive student record

 % of courses that includes one or more of the different types of applied learning (i.e., capstone, service learning, work integrated learning, etc.)

 % of employment or university transfer rates post-Camosun

 % of participation rates in accredited programs that lead to jobs

 % of students who meet their professional requirements according to employer survey

Deliver outstanding flexible learning opportunities to support students' evolving educational needs.

 % of courses with flexible delivery options

 % of student completion rates in courses with flexible delivery options

 % of courses using open textbook for teaching

 # of new microcredential offerings

 # of enrolments in microcredential offerings

LEGEND:

 Data-based measure     Specific action or project

Cultivate relationships with students to support their educational journey within and beyond Camosun.

 Develop and implement improved strategic enrolment management practices

 Establish capacity to support prospective students

 Student satisfaction rate

 % of students who indicate they can access services in a timely manner

 % of student retention ratio between semesters one and two

 # of alumni who donate to the college



# ÍY,ĆANEUEL OL: Doing Good Work Together

Camosun College is committed to cultivating a work environment that values people, life-long learning, individual and organizational well-being, and service. We work together to advance the vision, mission and values of the college.

ÍY,ĆANEUEL OL is pronounced EYE. CHEY-NOW-EL UL

## GOALS AND PROGRESS MEASURES

### Nurture a positive, collaborative and rewarding work culture.

-  Engage with employees about their work experience using different tools and strategies
-  Review and enhance formal and informal employee recognition opportunities
-  % of allocated funds used for personal and professional development
-  % of employees who say the information they have about the college helps them to be successful in their job
-  % of employees who regularly participate in the various communities of practice across the college

### Ensure financial sustainability for continued investment in student success.

-  Ensure the college is in a financially sustainable position
-  % of sustainable financial contribution from non-base sources (e.g. ProSIT, Contract Training, Ancillary Services)
-  % of continued investment in student success (e.g. new, responsive, and relevant programming and curriculum, market assessment, capital, services, IT tools and applications)

### Promote a culture of data-informed decision-making and process improvement.

-  Further develop and implement data development and access strategies
-  Develop and implement an integrated institutional planning cycle
-  Develop a methodology to measure the efficiency and success of programs and services

LEGEND:

-  Data-based measure
-  Specific action or project



# Responding to Community Needs

Camosun College is dedicated to serving students and partners within the local and global community. We will continue to be responsive to evolving community needs and ensure graduates are equipped with the education and skills essential to employers.

## GOALS AND PROGRESS MEASURES

Enhance student life on campus, prioritizing student housing and creating spaces that contribute to collaboration and community.

-  Seek funding and opportunities for student housing
-  % of usage rates of bookable student collaboration space
-  # of college-led and/or CCSS-registered extracurricular opportunities available
-  % of student satisfaction with the number and types of extracurricular opportunities available

Excel in building lasting and reciprocal relationships and partnerships, locally, nationally, and globally to better serve students and the community.

-  # of employers and community partners engaged in Camosun Innovates, college-led applied learning and research projects
-  Donor contribution to Camosun College Foundation each year
-  # of exchange partnerships with other domestic and international institutions (students, faculty, projects)
-  # of course registrations from South Island Partnership

Break down systemic barriers to improve access to post-secondary education.

-  Establish a Centre of Prior Learning Assessment and Recognition
-  Establish a baseline for students entering Camosun from diverse backgrounds
-  # of programs/courses delivered locally and in remote Indigenous communities
-  # of students served through programming designed to support refugees and newcomers

LEGEND:

-  Data-based measure
-  Specific action or project

# Rising to the Challenges of Climate Change

Camosun College is committed to addressing the climate emergency and our impact on the environment through policy, practice and education.

## GOALS AND PROGRESS MEASURES

Invest in necessary resources to build momentum and capacity for addressing the climate emergency.

 Develop and implement a Climate Action Plan

 Invest in climate action and environmental sustainability resources to further enhance the capacity to respond to the climate emergency

 Complete a baseline and progress assessment for the advancement of sustainability at Camosun

 Align college sustainability priorities with the [CICAN ImpACT Climate Project](#)

Support existing programs and increase climate education across the college.

 # of workshops and/or scheduled development opportunities offered to employees on climate action

 # of in-house announcements of climate events, projects, and other initiatives

 % of courses that contain an environmental sustainability/climate change component

Lower climate-changing emissions to meet or exceed B.C.'s legislated targets while adapting to the impacts of climate change.

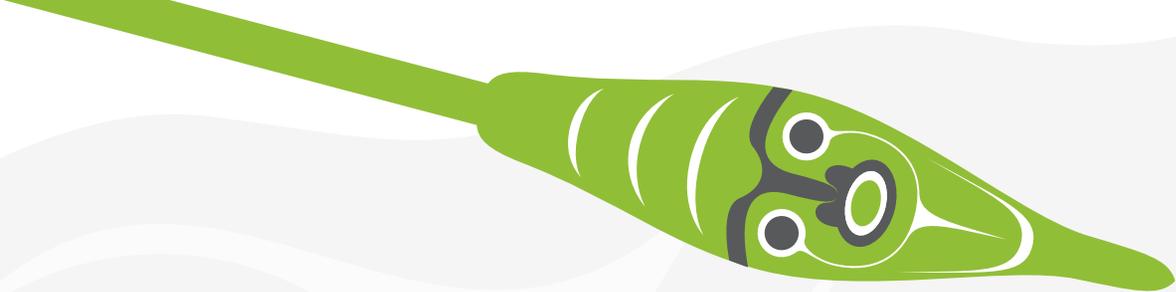
 % decrease in greenhouse gas emissions (buildings, fleet, paper emissions)

 Combined total greenhouse gas emissions reduction, in tonnes, from savings in projects/initiatives

 Complete climate risk assessments on both campuses, with an emphasis on climate adaptation needs

LEGEND:

 Data-based measure  Specific action or project



# Honouring Indigenous Resurgence

Camosun College supports and upholds the United Nations Declaration on the Rights of Indigenous Peoples and in particular Article 15.1 that “Indigenous Peoples have the right to dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.” The college will advance work to honour Indigenization, decolonization, the Truth and Reconciliation Commission of Canada’s Calls to Action, the UN Declaration and B.C.’s Declaration Act.

## GOALS AND PROGRESS MEASURES

Engage with reciprocity, understanding and in good ways to cultivate healthy and supportive community relationships.



# of programs/courses delivered locally and in remote Indigenous communities



# of Indigenous events that have both Camosun and local Indigenous community participation

Further incorporate the four Rs of Indigenous Education to ensure the college is an accessible, inclusive, and safe place where all students can thrive.



Develop an Indigenous Education Plan



# of Indigenous students



# of students who have completed IST 120 and HLTH 111 year over year



# of college community members who have completed TELFIN TFE WILNEW, Understanding Indigenous Peoples



% of university transfer of Camosun students who self-identify as Indigenous

Infuse Indigenous ways of being and doing into practices and spaces at the college.



Develop an Indigenization Plan



Complete 23 actions in response to TRC Calls to Action Phase 2



Increase Indigenous cultural visibility on campuses (spaces, signage, art, traditional naming, land naturalization)

LEGEND:



Data-based measure



Specific action or project



# Advancing Social Justice, Equity, Diversity and Inclusion

Camosun College is committed to upholding the values of Social Justice, Equity, Diversity and Inclusion to foster a barrier-free and respectful learning and working environment for students and employees.

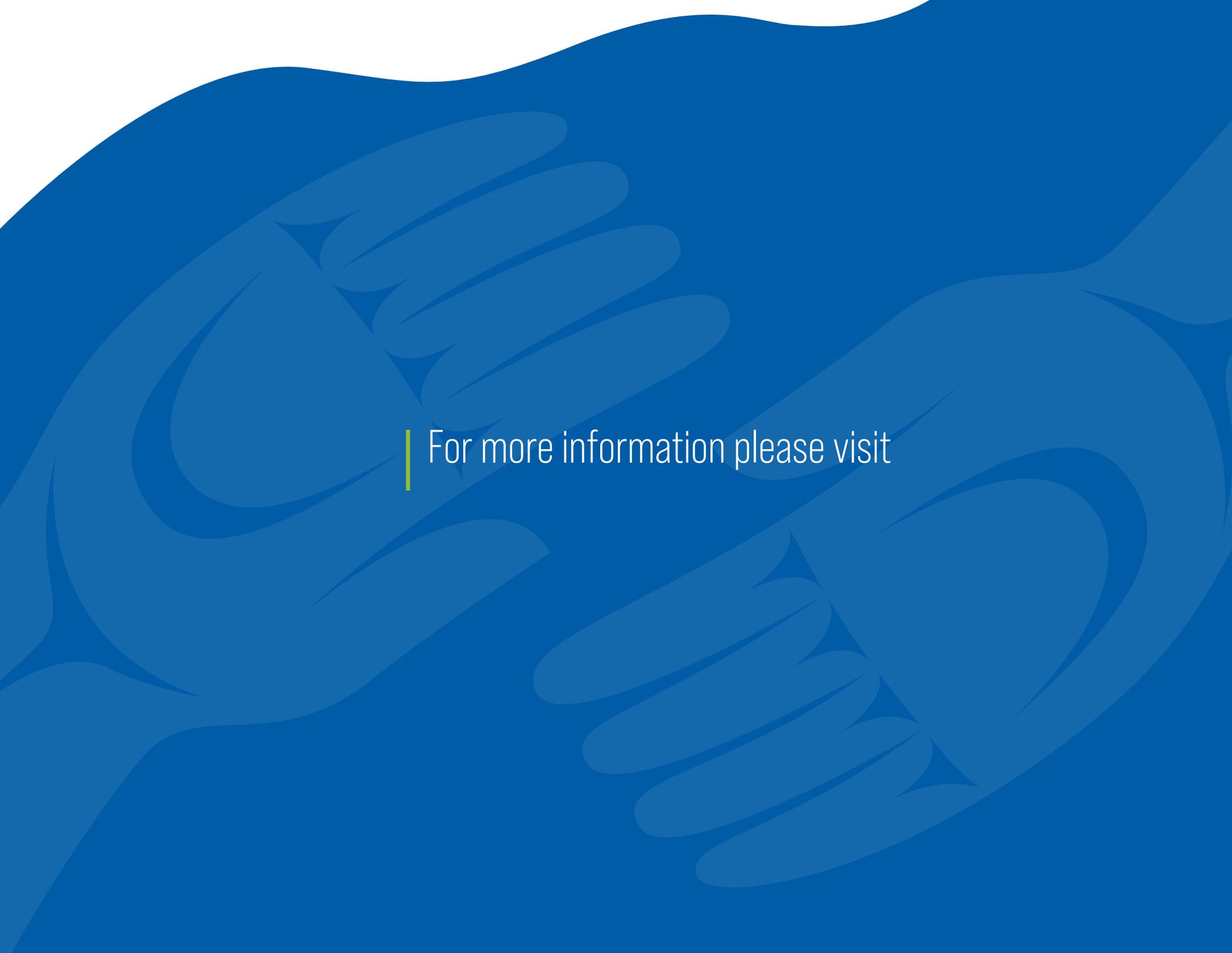
## GOALS AND PROGRESS MEASURES

Develop a centre for Equity, Diversity and Inclusion (EDI).	Embed the principles of Social Justice, Equity, Diversity and Inclusion as individual and collective responsibilities.	Celebrate and uphold the diversity of students and employees as a strength within Camosun's community.
<ul style="list-style-type: none"> <li> Establish a Centre for EDI with thoughtful engagement with the college community</li> </ul>	<ul style="list-style-type: none"> <li> Develop a data and reporting strategy to advance Social Justice, Equity, Diversity and Inclusion capacity</li> </ul>	<ul style="list-style-type: none"> <li> Develop express hiring opportunities with the means for cultural strengths to be identified as benefits in the selection hiring process</li> </ul>
<ul style="list-style-type: none"> <li> Develop an EDI plan and implement</li> </ul>	<ul style="list-style-type: none"> <li> Develop and implement strategies to strengthen inclusive hiring practices</li> </ul>	<ul style="list-style-type: none"> <li> # of events designed to celebrate, empower, recognize, and advocate for the diversity of the people within Camosun College</li> </ul>
<ul style="list-style-type: none"> <li> Establish a cross-college advisory committee</li> </ul>	<ul style="list-style-type: none"> <li> Prioritize space that provides physical recognition of diversity and people's cultures</li> </ul>	<ul style="list-style-type: none"> <li> # of public announcements and recognition of cultural and social justice events</li> </ul>
<p>LEGEND:</p> <ul style="list-style-type: none"> <li> Data-based measure</li> <li> Specific action or project</li> </ul>		



We are deeply grateful to all those who contributed their thoughts, ideas and aspirations to the development of the Strategic Plan. Your input has been invaluable and has played a crucial role in its success. We could not have done this without your support and dedication.

**Thank you for being a part of this journey.**



| For more information please visit