

i Explicit goals and objectives? Yes

Goal statements in Mission statement

Board goals arising from deliberations formed by consultation (reference Board Meetings)

Provincially established goals in *Charting a New Course*

Presidential/Senior Management goals established annually (reference documents provided to Board).

ii Goals explicit with the mission and values of the institution? Yes

Board goals and actions are linked to mission statement and *Charting a New Course*, as part of the Board process (reference Board minutes);

Presidential/Senior Management goals are linked to Board goals and *Charting a New Course* (reference report to Board).

iii Goals consistent with system goals? Yes

Board goals related to *Charting a New Course* through review and deliberation by Board: therefore Presidential/Senior Management goals are consistent (reference Board minutes relating to these discussions and review of *Charting a New Course* as linked to CNC planning).

iv Strategies with clear timelines with respect to goals and objectives? Yes

Board goals have timelines, where relevant (provide example references)

Reporting on *Charting a New Course* Achievements has specific timelines (reference Presidential report)

Presidential/Senior Management goals have timelines for completion and reporting (reference report to Board)

3d Were the current planning strategies of CNC developed/revised:

i In consultation with external and internal communities?

CNC Mission Statement: Yes: All internal constituents, Board members as community representatives (reference meeting minutes and Board motions - original and review)

Board Goals and Action Plan: Yes, through broad community consultation in 1997/98, including internal and external groups for the development of Education Sub-Committee Goals, and accountability to those goals (reference documentation of process and reporting to Board)

Presidential goals are a sub-set of the others, so yes. (Reference Presidential report to Board on achievements and process)

ii In the context of an environmental scan?

Not in terms of working from a single, defined document, which articulates and integrates specific economic, demographic, geographic, literacy, educational achievement, and education achievement realities within the College region and responding specifically to those. In a more general sense, through broad consultation and specific discussion and review by Board members and College staff, as well as Advisory Committees, environmental scan activity at CNC is quite extensive

(reference *Small Colleges Report*)

document indicating CNC's achievements measured against Institutional Critical Success Factors, Board Goals, *Charting a New Course*, Presidential Goals).

iii *Used as a basis for institutional development, decision-making and policy-making?*

Yes. While not currently culminating in a single document, the processes for developing presidential goals, Educational Administration Team (EAT), Operational Managers' Committee (OMC) and Education Council goals, as well as the development of new policy, such as the First Nations policy, and the decision to pursue international education, are based on the original planning documents. Input required from other committees, and reference to presidential goals, EAT, OMC and Education Council minutes.

iv *Used in the review of educational programs, services, management and governance, and human and physical resources management?* Input required from other committees.

3f *If the criteria for institutional strategic plan revisions were not met, were strategies developed to ensure they will be met in the future?* See the recommendations of this report.

3g *Were Institutional Critical Success Factors (ICSF) developed by the Board from the Institutional Strategic Plan?* Yes, though not under that name. The goals of the Board, particularly the Educational Goals, were developed through an extensive process that constitutes strategic planning in fact if not in the production of a specific, single document (reference those goals and ensure they're doing what we said).

3h *Are there plans for Institutional Critical Success Factors (ICSF) to be developed?*

Recommendation 2.3: That the Institutional Evaluation Steering Committee recommend that ICSF be developed for CNC, recognizing the uniqueness of CNC as a community college in the north, and including measurements that will assist CNC in lobbying for its self-determination within the provincial system and goals. ICSFs should support us in measuring the priorities as established by the Board in light of the Environmental Scan and their discussions, as well as in measuring system goals. CNC goals in the past have included qualities such as partnerships, transfer success, and the impact of the College on its communities (social, economic and political).

