

DRAFT CORPORATE OBJECTIVES

The president invites comment . . .

The following objectives, drawn up by a group of Institute representatives at an all-day strategic planning session on November 19, represent realistic short-and long-term goals for the Institute consistent with the Mission Statement.

Your responses to this draft set of objectives are now invited. Please forward any submissions in writing to either President Murray or one of the vice presidents before January 15. Once the objectives are finalized they will be presented to the Board of Governors for approval at their January meeting. Comments may also be made at that time.

Following approval by the Board, each area within BCIT will be asked to draw up an action plan which will assist in achieving the Institute's objectives.

MARKETING OBJECTIVES

"the definition of the firm in its environment. The specification of the customer segment to be (or being) served; the position within that segment to be captured"

- 1 To develop and implement an overall proactive marketing strategy to achieve the mission of the organization, by September 1987.
- 2 To implement at least 5 applied research projects through the DAC, by July 1987.
- 3 To contact the top 200 BC organizations and ensure that 80% are familiar with BCIT's DAC and training opportunities, by July 1988.
- 4 To have 80% of program graduates obtain relevant employment within 12 months of program completion and to immediately establish an employment reporting analysis system.
- 5 To review our fee structure and contract pricing, by September 1987.
- 6 To ensure that 80% of graduates from the BC school system are familiar with career training opportunities offered by BCIT.

ORGANIZATIONAL FUNCTIONING OBJECTIVES

"the definition of how people work together. The specific climate behavior and processes needed for the organization to be effective.

- 1 To complete the organizational structure for the educational area, by December 31, 1986.
- 2 To get a general understanding and acceptance of the mission statement, by December 15, 1987.
- 3 To complete the Strategic Renewal Process (Schools and Departments), by June 30, 1987.
- 4 To provide a fully integrated comprehensive on-line MIS to allow managers to effectively manage, by December 31, 1987.
- 5 To provide accurate, relevant, timely financial reports/information to accountable budget managers.
- 6 To make annual measured progress towards a work environment where:
 - people know the mission of BCIT and their part in it;
 - people are involved in an explicit decision-making process in those decisions which impact on them or to which they can contribute;
 - people talk freely and directly about issues that affect them;

- people are rewarded for achievements, and contributions to the institution and its mission;
- mistakes are seen as an opportunity to learn;
- people have the autonomy to pursue the organization's goals;
- people accept responsibility for creating a positive climate;
- decision-making is consistent with accountability;
- people take responsibility for staying informed and keeping others informed about decisions that affect them;
- people accept responsibility for identifying and responding to Professional Development needs;
- people accept the responsibility for and are proactive in achieving the goals and objectives of their operational unit;
- innovation and risk-taking are encouraged and supported;
- people collaborate towards the accomplishment of the organization's mission (e.g. inter-department cooperation);
- there is an atmosphere of trust in the Institute.

FINANCIAL OBJECTIVES

"the definition of economic health. The rate of return on capital; the rate of growth in earnings and the rate of profit/cash flow to be accomplished so as to warrant continued allocation of capital"

- 1 To achieve a balanced operating and capital budget, by 1988/1989 fiscal year with current level of advertised services and the capacity to grow congruent with our mission.
- 2 To identify and achieve a level of funding which enables BCIT to accomplish its mission.
- 3 To implement a systematic annual procedure for allocating resources based on approved Institute objectives and specific plans.

INNOVATION OBJECTIVES

"The definition of essential changes. The specific changes in products, systems, skills and services essential to the accomplishment of corporate objectives"

- 1 To put in place, by April 1, 1987, a comprehensive government relations strategy aimed at establishing open and trusting communication between BCIT and relevant departments of governments.
- 2 To develop a comprehensive plan for maintaining and continually enhancing a vital, current faculty and staff and access to equipment and facilities appropriate to BCIT's mission.
- 3 To develop Institute-wide customer-oriented, flexible instructional delivery systems to meet the changing career-training needs, by January 1988.

SOCIAL RESPONSIVENESS OBJECTIVES

"the definition of the non-commercial, non-marketing link with the world served. The conditions to create on the premise that organizational health is not separate from the health of the larger community"

- 1 To equip students, during their training program, with positive attitudes which will enable them to contribute to business and industry through the development of a series of strategies, by September 1, 1987.
- 2 In response to identified short- and long-term labour market and economic needs, to identify and propose a program profile that:
 - develops and maintains the whole spectrum of trades and technology programs (critical mass);
 - includes specific upgrading, retraining, courses and programs;
 - is responsive to the changing needs of industry.

OTHER OBJECTIVES

"the definition of existing activities which must stop. Those specific activities, products, services which must cease so that resources are available for use in achieving new objectives"

- 1 To annually review 20% of the Institute's programs to ensure that each contributes to accomplishing the Institute's mission.