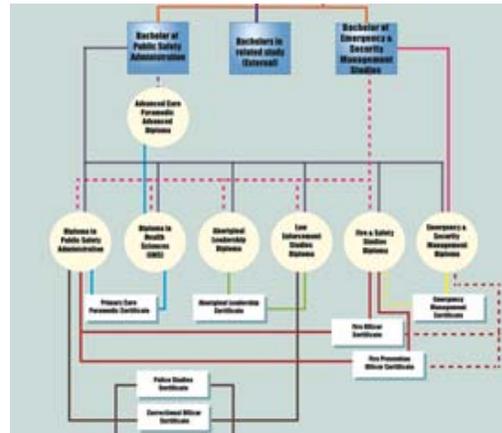




JIBC



Office of Applied Research & Graduate Studies: Year-In-Review - 2013

Table of Contents

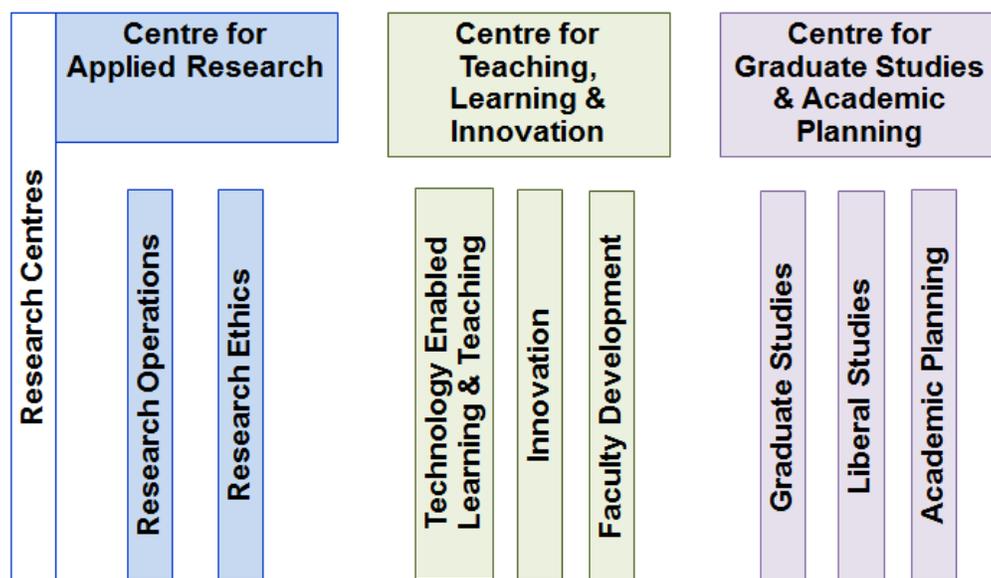
Dean’s Message	3
Centre for Applied Research	4
Who we are	
What we do	
Institutional alignment	
Success in 2013	
Measuring Success in 2013	
Opportunities	
Centre for Graduate Studies & Academic Planning	8
Who we are	
What we do	
Institutional alignment	
Success in 2013	
Measuring Success in 2013	
Opportunities	
Centre for Teaching, Learning & Innovation	12
Who we are	
What we do	
Institutional alignment	
Success in 2013	
Measuring Success in 2013	
Opportunities	

Dean's Message

In 2012, JIBC consolidated several academic support units into one office to enhance pan-institutional support and leadership in the areas of applied research, technology-enabled learning and teaching, academic planning, and graduate and liberal studies. The restructuring aligned these units into three Centres under a single Dean to enhance collaboration, efficiencies, and institution-wide decision making while building on their synergies to provide JIBC clients with exceptional pan-institutional service. This re-organization was part of the continued effort for JIBC to improve internal operations and its external profile with the goal of enhancing student success and educational excellence.

The three Centres provide a mechanism through which Schools can engage and meet the strategic priorities of the institution. Our pan-institutional support areas take advantage of economies of scale and extend our reach beyond the walls of the institution provincially, nationally and internationally. Our intent is to build the capacity and expertise within each department through integrated project teams shifting the culture to an inclusive, shared services model. As the Dean, Office of Applied Research and Graduate Studies, I am committed to working with the three Associate Deans, JIBC faculty, staff and students to develop a vision and future direction for applied research, the integration of learning technologies into the classroom, distributed and mobile learning, development and commercialization of innovative products, academic planning, provision of breadth courses in Liberal Studies, and policy governance at JIBC that supports learning excellence, development of curriculum content, and ensuring the success of the practitioners we place into service to practice their professions in the real world.

This document captures the activities in each of the three Centres over the 2013 calendar year. The vision, purpose and alignment of each Centre with the JIBC Strategic and Academic Plans are outlined, as are the highlights from the year. Finally, our Key Performance Indicators, as linked to the Strategic Plan, are outlined for each Centre.



Centre for Applied Research

Who We Are

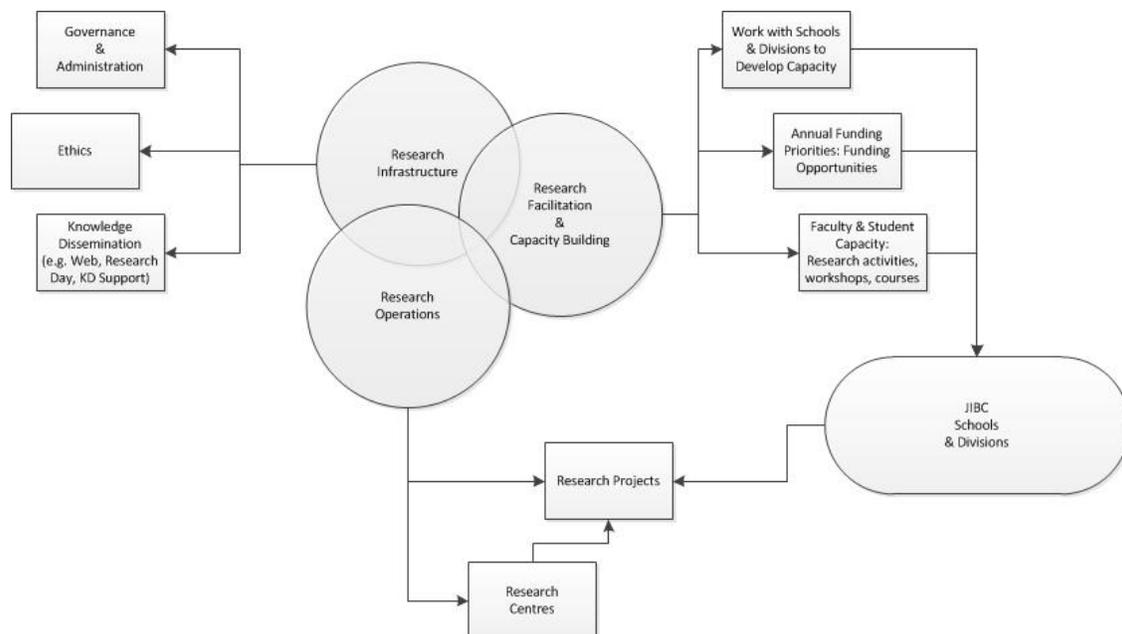
Applied research involves the systematic application of scientific principles to solve practical, real-world problems to improve the human condition or aid in the development and commercialization of products. Applied research uses the research community's accumulated knowledge, theories, methods of inquiry and research practices for client or partner driven purpose, and engages stakeholders in the process.

The Centre for Applied Research (CAR) has a vision of establishing the Justice Institute of British Columbia as the lead justice and public safety research institution in Canada, helping keep communities safe through an active applied research agenda engaging first responders, first receivers, practitioners, policy makers, stakeholders and services users.

What We Do

The Centre for Applied Research is dedicated to advancing justice and public safety through the scholarship of discovery, application, integration, teaching and service. We support scholarship and applied research at the JIBC through three core functions:

- **Infrastructure services:** by supporting JIBC Schools through capacity building, administration and infrastructure development
- **Research facilitation:** by bringing together JIBC Schools' strategic research interests and the research needs of their industry partners and community stakeholders to establish strategic priorities, identify appropriate funding, and develop research capacity
- **Research operations:** by establishing processes, structures and capacity to participate in applied research activity with JIBC Schools, their partners, and community stakeholders



Institutional Alignment

The Centre for Applied Research works in support of the strategic and academic plans, on behalf of all education and training at JIBC.

Strategic Plan Alignment	Academic Plan Alignment
<ul style="list-style-type: none">1. Enhance Stakeholder Relationships7. Increase Revenue8. Build Strategic Alliances & Partnerships9. Build applied research capacity in all schools11. Expand Technology Enhanced & Distance Learning13. Increase Faculty Development14. Build a Culture of Collaboration	<ul style="list-style-type: none">Support Diversity Amongst our Student Population<ul style="list-style-type: none">• Improve and sustain student and faculty engagement• Maximize core competencies to benefit student successEnhance Evidence-Informed Education and Training<ul style="list-style-type: none">• Advance high quality teaching and learning through scholarship and applied research• Enhance experiential learning• Respond to stakeholder and community needsMaximize our Contribution in a Rapidly Changing World<ul style="list-style-type: none">• Strengthen engagement with community and stakeholders

Centre for Applied Research Success in 2013

1. Increase Degree Path Graduates

Embed student/faculty led research activities in courses and programs

- Instituted a Student Research Skills Development Framework. We are working with JIBC faculty to articulate a set of expectations for student research skills and projects appropriate to certificate, diploma, bachelor's degree and graduate level programs.

2. Build Applied Research Capacity in all Schools

School/Divisional Applied Research Strategy through annual process to develop goals, priority setting, and LOP development & Annual Institutional and School/Division Funding strategy

- Engaged Schools and Divisions in developing priority research areas and applied research plans, and built on the success of the SIMTEC and RDRP projects.
- Initiated a pilot project in the Health Sciences Division which involved conducting a review of paramedic literature and performing interviews with local and national EMS stakeholders to identify strategic research goals, create opportunities for research projects and establish a bank of research activities to support classroom research activity. The results of this project are informing ongoing national discussions on the roles and boundaries of paramedicine.

Ongoing Policy and Procedure renewal, Research Governance and Ethics, Capacity Mapping

- Continued the evolution of the JIBC's research infrastructure through support of the Research Ethics Board, redevelopment of the JIBC's Ethics Approval application forms, and establishment of a governance process for research proposals

3. Build Strategic Alliances and Partnerships

Stakeholder engagement strategy

- CAR in consultation with JIBC Schools and Divisions worked with local, national, and international partners and stakeholders in developing over 20 research funding proposals totalling over C\$6.5 million. These projects covered diverse areas, ranging from emergency management, police, health sciences and mass gathering medicine to student resilience and the use of educational technologies.

4. Enhance Stakeholder Relationships

Participation in internal and external committees and initiatives (e.g. Curriculum Steering Committees)

- CAR is active in a number of local and national research networks including the BC Applied Research & Innovation Network, Association of Canadian Community Colleges Applied Research Network, the Canadian Safety & Security Program's Communities of Practice for Psychosocial, Police, and Paramedics, and the Canadian National Emergency Management Systems (EMS) and Paramedic Research Network.
- SIMTEC and RDRP projects both supported federally supported workshops that brought national and international stakeholders to JIBC.

5. Support Employee Engagement and Development

Faculty/Staff engagement and development plan

- Over 80 people attended this year's 4th Annual JIBC Discovering Applied Research Day on February 21st, 2014. In addition to JIBC faculty, staff and students, we had participation by faculty and students from BCIT, SFU, Douglas College, and Langara College and stakeholders such as WorkSafeBC.

Opportunities

Programs of Research at School level

1. Strategic Priorities (things we will SEEK money for)
2. Opportunistic Priorities (Projects we will do if we can FIND funding for)
3. Scholarly Activities (Projects and tasks for student/faculty led research activities)

High Impact Funding Opportunities:

1. Canadian Safety & Security Program – increasing participation in Communities of Practice
2. Industrial Research Chairs for Colleges – requires ties to industry and private sector
3. Natural Sciences and Engineering Research Council(NSERC) Applied Research Development Grant – Cloud-based Mobile Patient Data Capture; future MGM Registry

Profession Building

1. Communities of Practice (Federal funding through Department of National Defence (DND), Canadian Safety and Security Program (CSSP)
2. Redevelopment of National Occupational Competency Profile for Paramedics in Canada (with spin-off research projects)

Scholarly Activity

1. Seed funding for Faculty level research projects Social Sciences and Humanities Research Council - Aid to Small Universities (SSHRC ASU proposal).
2. Student Research , engage with stakeholders.

Measuring Success in 2013

	KPI Measure	KPI Target	Comments
	KPI 9.1 Total value of research proposal submissions	Annual C\$3.0 million	To Dec. 2013: C\$6,629,996
	KPI 9.2 Number of ethical reviews approved	Annual 8	Current: 3
	3.1 Students graduating with an academic credential: <ul style="list-style-type: none"> • Embed student/faculty led research activities 	Baseline	Created Student Research Skills Development model
	Increase Revenue: % of targeted funding proposals submitted	9 submissions	Submitted 20 proposals to date in partnership with 7 JIBC Divisions
	Build strategic alliances and partnerships: Stakeholder engagement strategy	Baseline year:	Network connections: <ul style="list-style-type: none"> • ACCC, BCARIN, CSSP Community of Practice (3), Canadian National EMS Research Network; WHO Collaborative on Mass Gathering and High Impact Events Funding connections: <ul style="list-style-type: none"> • CSSP, SSHRC, NSERC
	Build applied research capacity: % of targeted P&P reviewed and refreshed	Annual: 2 policy, 12 procedures	Process deferred for remainder of 2013/14 pending overall review of JIBC policies
	# Schools with research strategy in place	3 schools	In progress
	# Active research projects	Baseline year: No target	Over 20 projects currently in progress, including: <ul style="list-style-type: none"> • SIMTEC (3 projects) • WorkSafeBC Road Safety • Health Sciences Division (5 projects) • Critical Infrastructure • Resilient Communities Workshop • Mass Gathering Medicine (3 projects) • RDRP: 2 publications

Centre for Graduate Studies & Academic Planning

Who We Are

The Centre for Graduate Studies and Academic Planning (CGSAP) facilitates career-laddering opportunities through linkages and pathways between interdisciplinary academic and training programs, enhance justice and public safety curriculum, leverages learning technologies and methodologies, and increases public awareness.

CGSAP creates opportunity for lifelong career and institutional growth through collaborative educational planning, quality assurance and program maintenance.

What We Do

CGSAP fulfils its *mandate* under three broad areas of opportunity:

1. Builds capacity in academic quality assurance, including policy governance
2. Advances the development and quality assurance of appropriate and leading edge programs
3. Leads in the development and administration of graduate level programming and research

Institutional Alignment

The Centre works in support of the strategic and academic plans on behalf of all education and training at JIBC.

Strategic Plan Alignment	Academic Plan Alignment
1. Enhance Stakeholder Relationships	Support Diversity Amongst our Student Population <ul style="list-style-type: none">• Support mobility of learning
3. Increase Degree Path Graduates	Enhance Evidence-Informed Education and Training <ul style="list-style-type: none">• Respond to stakeholder and community needs
4. Expand Regional Delivery	Maximize our Contribution in a Rapidly Changing World <ul style="list-style-type: none">• Strengthen engagement with community and stakeholders
7. Increase Revenue	<ul style="list-style-type: none">• Expand transferability of courses and programs
8. Build Strategic Alliances and Partnerships	

Success in 2013

1. Enhance Stakeholder Relationships

Quality Assurance Activities:

- Attended Degree Quality Assessment Board (DQAB) Quality Assurance Green Paper consultation meeting with JIBC President, Dr Michel Tarko
- Created green paper containing gap analysis, framework discussion and three recommendations subsequently accepted by Vice President Academic Council (VPAC) as a member of JIBC Quality Assurance Working Group
- Supported a Quality Assurance working group
- Supported and reported out on two program reviews – Sherriff Recruit Training Program and Primary Care Paramedic (PCP) program redesign

Stakeholder Activities:

- Planned the Graduate Certificate in Public Safety Leadership Program Advisory meeting held in July at JIBC
- Planned and hosted the DQAB review process for the Bachelor of Law Enforcement Studies for three external reviewers - an all-day event encompassing activity and support across JIBC

Policy Work:

- Developed a central policy governance structure under the Vice President Academic
- Developed and promoted *Policy Development Handbook*, including a new flow chart for new, revised or rescinded policies
- Developed a term by term policy priority list for review
- Coordinated the review and/or development of 15-20 academic policies and procedures, including: Copyright and Compliance; Accommodation; Appeals; Intellectual Property; Program Development and Approval; Policy Development; Bursaries and others

Academic Plan:

- Collaborated in the drafting a new Academic Plan for 2013-2015
- Helped complete, after broad consultation, the revised Academic Plan

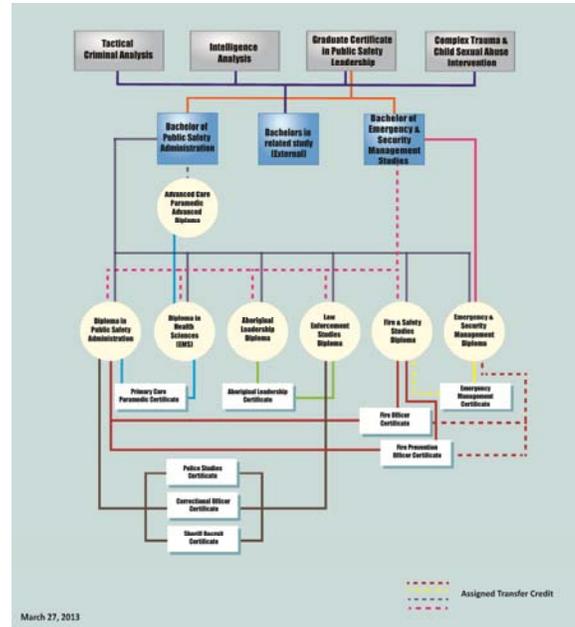
2. Increase Degree Path Graduates

Increase and Promote JIBC Program Pathways

- Presented a student pathways credential map for review at VPAC
- Consulted on Letter of Articulations with Mercyhurst University (USA); Canadian Police College, and others are ongoing – Charles Stuart University (Australia), Canterbury Christchurch University (UK), Bow Valley, BCIT, Langara, Assiniboine, Algonquin, NVIT, NEC, Lambton, Fleming and UVIC (this work is ongoing).
- Ongoing development of an academic planning update document for periodic review.
- Consults with BC Council of Admissions and Transfer (BCCAT) to promote a higher number of programs on EduPlanner.
- Became a member of English Articulation Committee – meeting held in Kelowna.

Develop Capacity to promote Pathways

- Supported the development of the Community Care Licensing Officer (CCLO) concept proposal and full program proposal including submission to Post Secondary Institution Proposal System (PSIPS)
- Involved in Strategic Enrolment Management planning meetings held with consultant
- Became a member of the Full-time Equivalent (FTE) working group – recommendations developed for VPAC
- Became a member of the Prior Learning Assessment (PLA) working team.
- Established block credits for experience concept developed and presented to VPAC – under development



3. Increase Revenue

- Supported increased enrolment in academic programs through delivery of Liberal Studies courses – revenues increased by 25%
- Supported and administered the Intelligence Analysis and Tactical Criminal Analysis Graduate Certificates – enrolment increased from 24 to 41 from Fiscal 13 to Fiscal 14

4. Build Strategic Alliances

- Collaborated in development and versions of a Memorandum of Understanding (MOU) and Letter of Agreement (LOA) with Mercyhurst University.
- Collaborated in development of a Memorandum of Understanding (MOU) and Letter of Agreement (LOA) with Canadian Police College.

5. Increase Faculty Development

- Coordinated all related faculty development transitioning to CTLI will occur over fiscal 2014.

Measuring Success in 2013

	KPI Measure	KPI Target	Comments
	Are process documents to improve quality assurance practices completed?	Yes/No	QA recommendations approved by VPAC; Core Competencies awareness increasing
	Program review scheduled	Schedule Created	Schedule created but under revision review
	# of program reviews completed	3	3 completed: Sherriff Recruit Training; BFSS; Fire Pre-Employment
	Maintain one external group meeting for each academic program	All academic program PACs have met	Activity is occurring but JIBC-wide activity needs to improve
	# of internal pathways between programs	Baseline	Under way
	Increase articulation agreements and within BCAAT	>10%	Increased activity continues
	Annual increase of tuition revenues from liberal studies courses and graduate programs	>4% annual growth	Budgeted growth 2012 vs 2013 is 25%
	# of program advisory and industry meetings facilitated	3	3 meetings were held – including BLES DQAB degree review, Graduate Certificate in Public Safety Administration; and, Fire Pre-Employment
	Activities and growth in faculty development	Yes or No	Ongoing support work with CTLI

Opportunities

1. Further promotion and development of all institutional policies, including improving institutional literacy and practices
2. Increased activity and institutional support for program reviews
3. Promote the expectation and practices for increased Program Advisory Committee meetings
4. Increase the exposure and formalized agreements for internal and external program laddering and educational pathways
5. Ensure that JIBC operational and administrative systems for reporting, linkages and data capturing are developed and improved

Centre for Teaching, Learning, & Innovation (CTLI)

Who We Are

The Centre for Teaching, Learning & Innovation’s (CTLI) mandate is to provide strategic support and direction in partnership with JIBC Schools and Divisions in developing and delivering quality teaching and learning that meets the JIBC’s overarching goals of educational excellence and student success.

What We Do

The purpose of CTLI is to share expertise and resources, support development and delivery of JIBC online and blended programs, and innovate in technology-enabled teaching and learning at the JIBC. CTLI adopts a team-based approach to the design, development, and delivery of online and applied learning. This team of four provides expertise in the areas of instructional design, project management, the design of online learning environments, simulations, and faculty and student development.

Institutional Alignment

The Centre works in support of the strategic and academic plans, on behalf of all education and training at JIBC.

Strategic Plan Alignment	Academic Plan Alignment
<ol style="list-style-type: none">1. Expand Academic Program Graduates2. Expand Regional Delivery3. Grow International Education4. Build Strategic Alliances and Partnerships	<p>Enhance Evidence-Informed Education and Training</p> <ul style="list-style-type: none">• Accelerate use of innovative technologies and open resources• Enhance experiential learning• Advance high quality teaching and learning through SOTL <p>Maximize our Contribution In a Rapidly Changing World</p> <ul style="list-style-type: none">• Integrate student-focused educational technology

CLTI Success in 2013

1. Enhance Stakeholder Relationships

Enhance provincial and national education groups

- Participated in the Educational Technology Users Group (ETUG) steering committee
- Participated in the Canadian Network for Innovation in Education (CNIE)
- Attended BCcampus events
- Hosted UCIPD 2 day workshop for 25 attendees from 16 different institutions
- Hosted BCcampus Open Textbooks session

2. Build Strategic Alliances and Partnerships

Cultivate partnerships related to innovation projects and educational technology research

- Demonstrated Praxis to 33 companies and 13 associations; letters of support from Teck Coal, BC Oil & Gas Commission, New Gold, Enform, Ministry of Advanced Education; Letters of funding commitment from Enbridge, Cenovus
- In the final stages of the application process for Western Economic Funding for Praxis
- Participated in interprofessional health simulation discussions with UBC Faculty of Medicine; proposed a joint conference presentation for International Conference on Interprofessional Practice and Education (Pittsburgh)
- Invited presentation to Health and Safety for Mining Forum (Toronto) on Praxis software to enhance responders' efficiency and decision-making effectiveness during crisis
- Received 3 Horizon awards for Rural Disaster Resilience Project (RDRP) site
- Profiled in 3 BCcampus articles
- Presented at DevLearn.
- Presented at iCORD.
- Presented at ETUG in a TELL session
- Accepted a Canadian Network for Innovation in Education (CNIE) research presentation.

3. Improve Student Support Services

Retention through good student support and innovation activities for students

- Submitted a report by the student helpdesk committee, which included a student survey completed by 350 students. A temporary after hours helpdesk is being staffed from October 2013-March 2014
- Oversaw a student-instructor innovation project (QR codes and demo videos)
- Created eight new help posts were made to the Blackboard blog: <http://blackboard9jibc.wordpress.com/>
- Delivered three student bootcamp sessions – LESD in New West, LESD and PCP in Victoria and EMD
- Redesigned 2 courses in order to reduce helpdesk issues

4. Expand Technology-Enhanced and Distributed Learning

Advance the adoption of online learning models that increase access to our programs

- Held the JIBC showcase of educational technology, which included 16 presenters and over 80 attendees at the New Westminster campus
- Created 16 new Praxis scenarios for 3 JIBC Schools; delivered 20 times
- Completed 7 mobile learning initiatives (or underway/ongoing)

5. Increase Faculty Development

Provide a range of faculty development opportunities that are accessible to instructors across our campuses

- Provided training and support for:
 - 6 Adobe Connect live sessions with Motivational Interviewing course
 - LESD Victoria and New West cohorts joined via videoconferencing
 - LESD implementation of iPads in diversity course
 - PCP iPad pilot in Chilliwack
 - Teaching with Blackboard
- Equipment purchases for instructor loaning:
 - 2 class sets of iPads;
 - Swivl, GoPro, webcams
 - large room USB microphone

Measuring Success in 2013

KPI Measure	KPI Target	Comments
Host UCIPD event	1	November 2013, 25 attendees from 16 BC institutions
Membership on ETUG steering committee	Y	
Membership with CNIE	Y	
Attend BCcampus events	3	Hosted BCcampus Open Textbook event
Conference presentations	2	CNIE, ETUG, ICord, DevLearn, IPE
Formal partnership conversations	3	Informal: UBC, VCC; Formal: Enbridge, Cenovus
Letters of support for Praxis	3	5 letters of support
Praxis demos	15	46 demos
Mobile learning initiatives completed	4	PTEC (1); SOHS (3)
Number of internal and external Praxis scenarios run	10	20 scenarios run
Implement mobile learning initiatives	Y	Tablet program, tablets for assessment, tablets for sims
Propose new delivery models	Y	Multi-access learning, open courses, microlearning
Completion of pilot of helpdesk subcommittee recommendations	Y	Helpdesk support extended to March 31 st , 2014
Number of student TELT initiatives	1	SOHS QR code demo pilot
Number of faculty who have attended or been supported by CTLI in their faculty development	30	Emphasis on targeted support of key innovators working directly with CTLI (5), in addition to training workshops

Opportunities

1. Expansion of Praxis to private sector as new revenue stream.
2. iPad/Tablet delivered programs via JIBC mobile learning initiative to stay competitive and gain efficiencies; responsive to student learning needs which require a high degree of mobility.
3. Collaboration with other Teaching and Learning Centres to deliver Instructional Skills training to faculty.
4. Open Textbook initiative to increase access and savings for our students.



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