

Strategic Plan

Vancouver Community College

Planning for the Future: An overview



Our opportunity for renewal is now. We must embrace new initiatives, boost development and awareness and move ahead with organizational change.

Five Strategic Goals for Five Critical Years:

- ☐ Balance and revitalize VCC's education portfolio
- ☐ Provide focused high-quality education and services
- ☐ Maintain financial viability
- ☐ Build alliances in key sectors
- ☐ Increase visibility in the communities we serve

A New Vision of Vancouver Community College

Our mission:

Vancouver Community College serves a diverse urban community by providing excellent programs and services that prepare learners for ongoing education, direct entry into employment, career advancement and greater participation in the community.

We will develop focused Schools for learners to access a continuum of high-quality learning opportunities, from entry-level to diplomas and/or degrees through to ongoing life-long professional development.

Our Schools and Centres:

- ☐ School of Health Sciences
- ☐ School of Hospitality & Business
- ☐ School of Arts, Sciences & Language Studies
- ☐ School of Music
- ☐ School of Instructor Education
- ☐ Centre for Transportation Trades
- ☐ Centre for Professional & Continuing Studies

For each of these Schools and Centres we will:

-Position it as an integral part of the training and education system in British Columbia; establish a physical presence to support an expanded number and breadth of programs.

- Increase learner and graduate opportunities, industry training, applied research, and fundraising.
- Provide student access through distributed learning, part-time programs, prior learning assessment and recognition, flexible delivery and continuing education opportunities; enhance continuing education to foster opportunities for continuing and professional development.
- Increase participation in international activities and recruit increased numbers of international students.
- Partner with stakeholders in the Lower Mainland and actively pursue contract opportunities.

Career, Design, Trades & Technology Programs

Vancouver Community College is known for programs that serve specific aspects of business, industry and the community. Some of these programs will form an essential part of VCC's future; however, the College can no longer sustain the level of comprehensive education it now delivers. We will adjust these programs through initiatives to:

- Redevelop programs with excellent future potential to become full Schools.
- Develop a centre for trades training based on the ministry's New Era priorities and industry needs.
- Move programs from full grant support to partial or full cost-recovery.
- Redesign programs to meet the needs of government's new industry training initiatives and better serve industry and the community.
- Work with other colleges to offer programs in different formats and/or with a provincial focus.

Education Services

Vancouver Community College's vision of learner support is seamless, coordinated and efficient delivery of excellent student-centred services throughout the College, with a commitment to continuous improvement. This will be achieved through strategies to re-align education services to support academic and personal development of students:

- Provide current, accurate and timely advice to applicants and students; provide transition services for students as they move into employment.
- Provide on-demand service alternatives, including online information portals, to improve student access to information and routine transactions
- Use more generalist staff and refer learners to specialized services; create student-centred physical and electronic environments to maximize student services; expand Assessment Centre capabilities to include PLAR and other services to students and College programs.
- Enhance Learning Centre activities and refocus Library Services to provide and facilitate access to information resources relevant to the Schools and specialty programs; ensure that the Library partners with education programs to develop information-literate and self-sufficient learners.
- Continuously improve service.



VANCOUVER COMMUNITY COLLEGE
3 YEAR STRATEGIC PLAN – Presented to the
College Board December 5, 2002

Goal 1: Balance and revitalize VCC's education portfolio

Objective	Activities	Sponsor
<i>Balance and revitalize College programs, based on long-term strategic directions</i>	<p>Develop a dynamic and future-focused educational plan that reflects VCC's strategic direction</p> <p>Implement educational plan to re-profile and reallocate, to reflect both strategic positioning and fiscal viability</p> <p>Create an on-going process to review VCC's educational plan for relevance, financial viability, student focus, and other appropriate fit</p> <p>Review and refocus educational plan on an annual basis</p>	<p>VP Education VP Access & Education Services</p>
<i>Support innovation</i>	<p>Establish an Innovation Fund</p> <p>Develop a best practices/pilot model approach to new initiatives to balance investment and risk</p>	VPs and CFO
<i>Develop increased opportunities for students</i>	<p>Revitalize existing programming and develop new programming</p> <p>Eliminate transfer barriers and increase student mobility by increasing collaboration between departments and Schools to coordinate curriculum, entry requirements, outcomes, and standards</p> <p>Review effectiveness of placement/assessment to ensure student success and appropriate fit</p> <p>Develop new course schedules and structures to meet student demand – more flexible timing of offerings; more focused, shorter, options for students</p>	<p>Deans</p> <p>Deans, Registrar</p>

Objective	Activities	Sponsor
Goal 1 – continued.	<p>Develop strategies to provide learning opportunities for “late arrivals” and those on wait lists</p> <p>Implement tools to support faculty and staff to monitor the effectiveness of transitions and the destinations of students</p> <p>Increase use of PLAR in all Schools to support immigrant settlement and integration into the workforce</p>	
<i>Establish degrees</i>	<p>Examine potential for converting career technical diplomas to Associate Degrees</p> <p>Develop 5 key degrees for first phase of implementation by Fall 2005</p>	VP Education
<i>Increase use of technology to enhance instruction and learning</i>	<p>Develop college strategy to deploy more computing capabilities to faculty and classrooms</p> <p>Create tools to manage learning resources more efficiently and cost-effectively</p> <p>Develop methods/tools for instructor-mediated student e-conferencing</p> <p>Co-develop departmental web sites and library electronic resources to include learning resources, such as course outlines, student learning guides, course reference materials and handouts, library electronic resources, and links of interest</p>	<p>Director, ICS</p> <p>Director, Library and Learning Resources</p> <p>Director, ICS and Deans</p> <p>Director, Library and Learning Resources</p>
<i>Develop targets, priorities, and a model for launching, delivering and supporting on-line learning in every school</i>	<p>Develop a core team for coaching and supporting on-line development</p> <p>Leverage use of external project-based funding to meet school goals for both credit and non-credit on-line learning opportunities</p>	<p>VP Education</p> <p>Director, ICS and Deans</p>
<i>Develop a model to facilitate and support delivery of increased part-time opportunities for students</i>		VP Education

Objective	Activities	Sponsor
Goal 1: continued. <i>Refocus departmental efforts to strategic plan implementation</i>	<p>Develop improved administrative systems, including: new training plan development process; electronic student, space and instructor timetabling processes; systems for sharing and storing instructor-prepared learning materials between faculty; curriculum bank./test bank; electronic record keeping and submission of grades.</p> <p>Find more environmentally friendly, student-focused and cost-effective solutions for instructional materials, including sales of course packs and “value audits” of current textbooks</p>	<p>Deans</p> <p>Deans, CFO</p>

Goal 2: Provide focused high-quality education & services

Objective	Activities	Sponsor
<i>Develop a strategic enrolment management program</i>	<p>Create a task force to conduct planning and guide implementation of program</p> <p>Develop college-wide customer service plan, including marketing, information and referral services, and registration strategies, including significantly more self-help options and tools</p> <p>Develop new model for school-based provision of academic advising, and educational planning</p> <p>Implement retention and early intervention strategies for education departments, student services, and the Registrar’s Office, including development of improved withdrawal procedures</p> <p>Develop recruitment targets for each program, including new plans for managing student waitlists, early drops, and backfilling seats prior to stable enrolment dates</p>	<p>VP Advancement & College Services VP Access & Education Services</p>

Objective	Activities	Sponsor
Goal 2: continued	Develop feedback process from public enquiries to educational areas regarding changing demands and trends	
<i>Evaluate services to students to support new programming and delivery</i>	Commission a report on VCC student experience to establish priorities for new services Examine ways to provide transition services for students as they move into employment, including business services centre (copy centre, etc)	VP Access & Education Services
<i>Develop and implement Learning Commons strategy</i>	Support the scholarly use of information resources with space, technology and expertise Provide a focal point to all learning support services by leveraging technology to improve service and promoting linkages among all members of VCC community Extend the boundaries of individual services by providing student focused, integrated support services to assist individuals in accessing a wide variety of information resources required to promote academic success Facilitate the creation, distribution and access to information resources and technologies, and integrate the use of information technologies into learning environments	VP Access & Education Services Director, Library and Learning Resources
<i>Develop a human resources strategic plan to support learning and change</i>	Develop strategies to support effective recruitment and orientation of new faculty, including mentoring and coaching program Improve instructor development program: technological and pedagogical development for instructors, development of a teaching resource centre Support the development of School-based job aids for new instructors, including guidelines and best practices for student evaluation, etc. Conduct a training needs assessment of the College and evaluate the strategic employee development needs over the next 5 years	Director Human Resources and Deans
<i>Improved management of space</i>	Actively manage current on-campus space through implementing new timetabling and room scheduling processes	VP Advancement & College Services

Objective	Activities	Sponsor
Goal 2: continued. <i>Improved management of space</i>	Relocate programs and administrative support services to same area to form physical Schools Revitalize current space Long term plan for new facilities	

Goal 3: Maintain financial viability

Objective	Activities	Sponsor
<i>Find an appropriate balance of programming for the College</i>	Ensure College's overall portfolio is balanced and not overexposed to risk, such as changes in the market or public policy	Executive
<i>Find an appropriate balance of public, private and student sharing of education and training costs</i>	Develop a new tuition strategy for the College Convert some base-budget to cost-recoverable and cost-recoverable plus Develop new cost-recoverable plus programming Increase number of international students in programs Implement and review user fees to offset inflationary and budget pressures, such as materials fees	CFO Deans Deans Director, IE CFO
<i>Rebranding strategy</i>	Rebrand and launch Schools and select programs Change names of campuses to foster greater awareness of College as a whole	Director, Marketing and Communications

Objective	Activities	Sponsor
Goal 3: continued	VCC Retail Products @ the Bookstore: improved branding and retailing of VCC products including learning materials	CFO
<i>Export of VCC expertise</i>	Develop new markets for VCC expertise and products including: instructional materials, texts, and publications to international markets; educational services and expertise of faculty Develop international market for on-line courses and training Develop contract opportunities domestically	Director, IE Director, IE Director, CE

Goal 4: Build alliances in key sectors

Objective	Activities	Sponsor
<i>Build stronger ties with employer community</i>	Develop more internships, co-operative learning, and practicum opportunities for students to obtain more work experience Develop strategy to support student placements Further advance business and industry support for our programs through networking and participation with sectoral initiatives Employer recognition program for sponsoring work placements Revitalize and re-implement Program Advisory Committees, and develop new mechanisms for PAC member recruitment and appreciation	Deans VPs, Deans VP Advancement & College Services Deans
	Increased or new participation in provincial articulation and BCCAT processes	Registrar

Objective	Activities	Sponsor
Goal 4: continued <i>Develop more partnerships within the public post-secondary system</i>	Develop more partnerships with universities to support more direct transfers Broaden Assessment Centre's client base and testing capabilities Leverage VCC's position as testing experts in key subject areas	VP Education Deans Deans, School of Academic & Prep. Studies

Goal 5: Increase visibility in the communities we serve

Objective	Activities	Sponsor
<i>Improve corporate citizenship profile in the community</i>	Establish VCC "Community Report" Host and profile visible events, such as the 30 year anniversary celebration	VP Advancement & College Services
<i>Be known as the trainers of choice in our specialties, provincially, nationally and internationally</i>	Visibility/Advocacy campaign Expanded information sessions Strategic marketing campaign to launch schools, new degrees and program offerings	Director, Marketing and Communications

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