



The VCC Strategic Plan 2011-2014

Vancouver
Community
College



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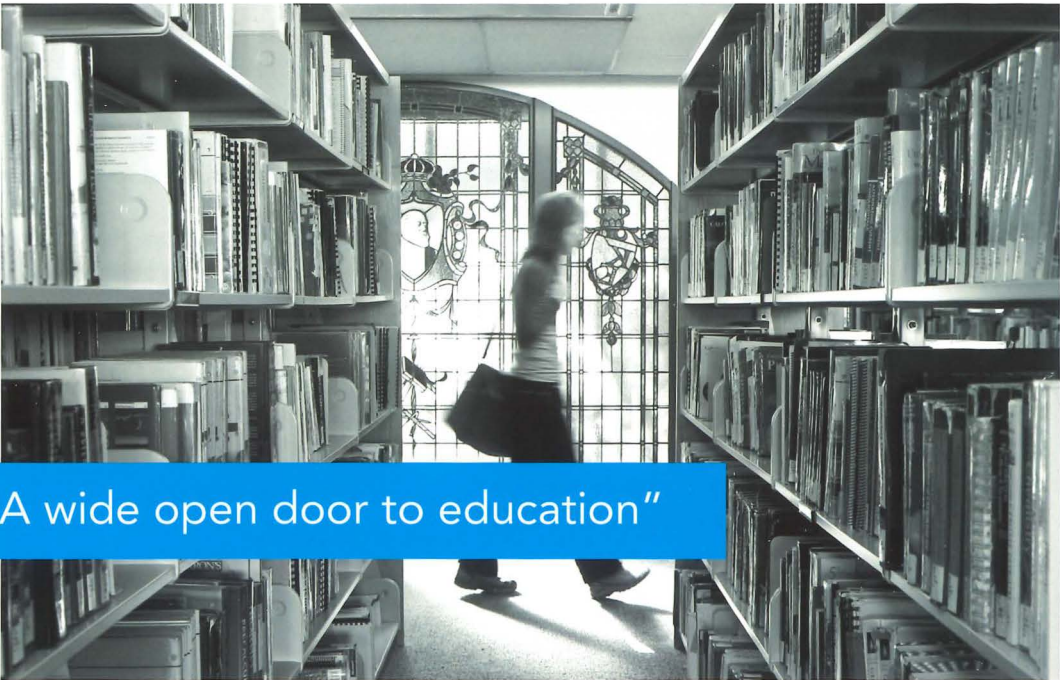
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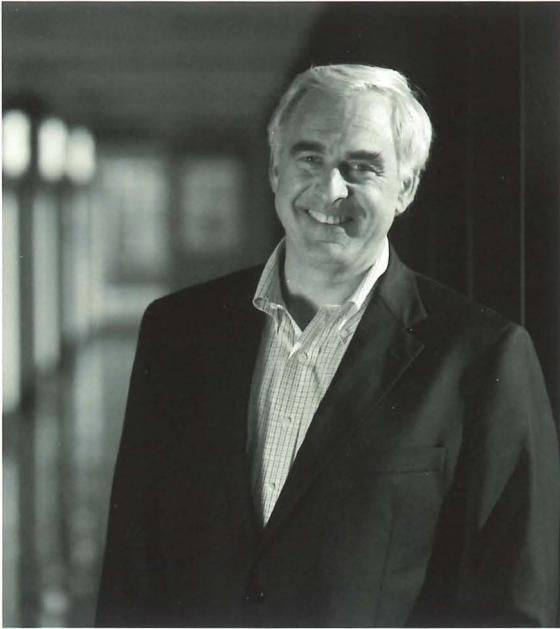
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“A wide open door to education”

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A message from the Chair



VCC HAS A LONG HISTORY of delivering educational experiences that meet a diverse range of developmental and applied learning needs. As demographics and the landscape of the education system shift with changing expectations of learners and increased competition among educational institutions, this 2011-2014 Strategic Plan charts a course for VCC to become a leader in job training and education, and more relevant in a rapidly evolving labour market.

Early in our strategic planning process, the VCC Board of Governors and Leadership Team began to engage with a wide range of VCC's internal and external stakeholders. As a consequence, the plan reflects this diversity and breadth of experience, and is anchored by the changing needs of the labour markets and BC's advanced education objectives.

As a Board of Governors, we identified the following criteria for the strategic planning process:

- Effective consultation and a creative approach
- Evidence-based planning
- Directional, achievable and actionable strategies
- Integrated and dynamic planning framework
- Clarity through communication
- Accountability through measurement

The planning process helped identify our organizational priorities, which in turn evolved into Strategic Themes that represent the areas of organizational focus for VCC in the next three years. The Strategic Plan itself is a tool for affecting positive change by linking intentions, plans and actions – a way of ensuring that we do what we do better and differently.

On behalf of the VCC Board of Governors, thank you to those within our VCC community and the community at large who have contributed to the development of this Strategic Plan. I am confident that together we will create innovative and sought-after learning opportunities for students, an improved work environment for faculty and staff, and a college that meets and beats the expectations of the labour market and the provincial government.

Don Fairbairn
Chair, VCC Board of Governors

A message from the President



THROUGH WORKING GROUPS, social media, online surveys and invitational events, more than a thousand voices from the internal VCC family and our broader community provided thoughtful and specific input to the development of our 2011-2014 Strategic Plan. As diverse as those voices were, there were many key words and phrases, such as 'student-centred', 'reflective of our diversity' and 'respectful of the environment', that clearly resonated with everyone who weighed in.

Our responsibility is to heed those voices and ensure our future actions reflect their intent. We will consider every decision in light of its impact on our current and prospective students. We will meet our students' diverse needs, from adult basic education, to programs that assist new Canadians to utilize their skills within a new cultural and labour market context, or professional and trades training that equip our graduates to fully participate in today's competitive and evolving economy. We will become leaders in Aboriginal education and services. We will make environmentally-sound choices that reduce our carbon footprint through innovations such as the affordable and accessible U-Pass system, which was first launched at VCC and is now rolling out province-wide.

The wisdom of those voices will guide us toward an increasingly meaningful role in a changing post-secondary and labour environment. As we reach out through high schools, online and traditional media, and other points of contact, we will ensure prospective students know about VCC's unique approach to meeting their individual needs, no matter where they may be on their educational pathway when they come to us.

VCC is well-positioned to positively affect individuals, families and communities, as well as contribute to BC's overall economic prosperity. The successes of our students as they move into the workforce indicate that we are on the right path, yet we recognize that we have much work to do in order to position VCC for an even larger vision three years hence.

I welcome the opportunity to embark on this journey toward the future VCC we will all create together.

Kathy Kinloch
President, VCC

College Overview

FOUNDED IN 1965, Vancouver Community College (VCC) is one of the largest and oldest colleges in British Columbia. For many years, it has played a vital role in education, training and skills development for Vancouver and the Lower Mainland. In a history of the College's early days, when it was known as the Vancouver Vocational Institute (VVI), author and former VVI Principal, Hans W. Rerup, states: "From 1949 to 1989, the Vancouver Vocational Institute provided leadership and focus for the provision of trained people to business and industry. It was the example for many other such programs and institutions in the country." Today, VCC offers more than 140 certificates, diplomas and bachelors degrees to train and prepare students in a variety of career disciplines including tourism, arts, hospitality, health, transportation and education. Our programs are structured to meet the social and economic needs of a dynamic community through hands-on, industry-relevant education and training delivered in small classes with intensive experiential learning. We work in co-operation with other educational institutions, licensing and accrediting bodies, employers, community groups, and governments to offer flexible and responsive instruction.

"Unique and inclusive programs"



VCC serves a diverse urban community from two main campuses in the heart of the city. The Downtown campus on Victory Square plays an important role in the community through its programs, various local outreach activities, and student-run facilities such as JJ's Dining Room and the VCC Hair Design Salon. The Broadway campus was established in 1983, following a move from premises at 12th and Oak where the institution served students for many years. The Broadway campus has since undergone a dramatic transformation with the January 2009 opening of the campus expansion project, and is home to many of our programs including Health Sciences, Transportation Trades, English as a Second Language (ESL), Deaf and Hard of Hearing (DHH), and Music.

VCC is an innovator in Aboriginal education, partnering with the Aboriginal community and offering supportive services to Aboriginal students including Aboriginal tutors, advisors and Elders, as well as Aboriginal Gathering Spaces on both VCC campuses. Programs such as ACCESS, Aboriginal Culinary Arts and Aboriginal Health Care Assistant meet the needs of Aboriginal students with diverse educational backgrounds and interests. To expand our outreach to a younger age group, VCC works with the Coastal Corridor Consortium, which delivers Aboriginal youth summer camps and discovery programs.

Planning Process

IN THE FALL OF 2010, we began the process of building a plan that would belong to, and resonate with, our internal VCC family and external community. A Strategic Planning Support Team, led by the President and supported by a project team, focused on internal and external consultation and communications. Faculty, staff, students, union leaders, and representatives of the VCC Leadership Team and Education Council served together as a Strategic Planning Advisory Committee, providing vital and critical guidance throughout the process.



"An extensive consultation"

VCC faculty, staff and administrative staff who volunteered to be facilitators in the internal consultation process carried out an effective and comprehensive consultation using a matrix interview approach. This approach was one of the more powerful methods to encourage group engagement through dialogue from all participants. It promoted lively group dynamics, simplified consensus-building and focused problem-solving, all of which helped shape important issues and trends in thinking. The process generated a significant quantity of rich data within a short time frame. Recognizing the importance of being transparent and evidence-based, all information generated through the consultation process was posted to an internal VCC website, with summary findings posted to the external website. The information from these sessions provided the foundation for the emerging Strategic Themes. Once these themes were identified, they were refined and ratified through external consultation with representatives from industry, the community and government.

The VCC community recognized the consultation process as an important step toward building positive momentum within the College. The matrix interview approach was supported by constructive dialogue on a large scale within VCC, and at the same time, built capacity that will be a key resource in future consultation efforts.

Planning Context

SITUATED IN THE HEART of the thriving cosmopolitan city of Vancouver, VCC plays a vital role in post-secondary education, training and skills development for communities in Metro Vancouver.



“Adapting to a changing environment”

With increased competition for learners and changing needs within the wider community, it is essential that VCC builds on its strengths and continues to provide access to a diverse range of learning opportunities and delivery mechanisms. VCC is one of the largest providers of ESL programs in the BC post-secondary system and accounts for a significant percentage of all developmental students at public BC institutions. As immigration increases and international students continue to express interest in learning in the province, VCC is well-positioned to build on our long history of international and intercultural education. VCC is also a recognized leader in supporting learners with disabilities through course and program planning, orientation to the College, and ongoing learning assistance.

With a significant number of VCC students who are newcomers to Canada, VCC excels in supporting the integration of immigrants into employment and education. VCC also addresses the unique needs of Aboriginal students by facilitating access for under-represented groups and providing culturally-responsive programs tailored to meet the specific needs of an evolving community. Creating and increasing the awareness of VCC in the community is vital to the College’s continued success.

BC is emerging as a knowledge-based society and economy. Most job openings between 2011 and 2019 will require post-secondary credentials and job-ready skills. VCC’s graduates possess the ability to be immediately and effectively integrated into the workplace. By aligning and strengthening industry and government partnerships, we will ensure that all programs continue to provide students with job-ready skills and credentials, and that we offer programming that prepares students to succeed in an increasingly competitive global marketplace.

Vision and Values

VCC VISION

Vancouver Community College (VCC) is an accessible urban college that engages with the many diverse communities within the Vancouver area to provide learning opportunities that change lives.

By 2014, VCC will

- Build on it's strengths in student access and success
- Respond to the changing needs of learners, changing demographics and an evolving economy
- Function and operate more effectively and transparently as an organization
- Be acknowledged for its areas of excellence

VCC VALUES

VCC is a college with a heart, where instructors demonstrate their enthusiasm for teaching and where students are treated with respect. VCC respects the environment and seeks to reduce its environmental impact. VCC actively supports downtown, East Vancouver and Metro Vancouver communities through a variety of programs and events.

The VCC community identifies the following values as present in the daily life of the College:

- **Student success:** Combine effective design of instruction with outstanding learning experiences in the classroom, industry and community.
- **Access:** Welcome students with a wide range of learning needs; enable them to improve their lives.
- **Integrity:** Do what it takes to do it right. Fulfill the promise to provide quality educational experiences and job-ready graduates. Take the right way, not the easy way, in supporting students.
- **Respect:** Respect individuals and do things in a thoughtful, transparent, inclusive, sustainable and respectful way. Respect the environment, and educate students, staff and faculty about environmental stewardship. Be a good neighbour through meaningful actions in downtown and East Vancouver communities.

Strategic Themes

The VCC Strategic Plan 2011-2014 commits to advancing four Strategic Themes, identified during the strategic planning process, as our focus in the next three years:

- **Student Access and Success**
- **Operational Excellence**
- **Partnerships and Collaboration**
- **Building Our Brand**

Student Access and Success

VCC HAS A LONG HISTORY of providing access to post-secondary education and helping students to be successful. We will continue to provide access for diverse learners with a wide range of learning needs, support students in accessing quality advice on program and funding options, ensure an efficient registration process, and provide effective access to opportunities for meaningful experiences within the College, in industry and in the community.

VCC's success will be guided by the application of quantitative and qualitative evidence to analyze demand trends and labour market changes, and to develop appropriate programs and delivery options in a dynamic environment. VCC will engage in an ongoing dialogue with the Vancouver community, government stakeholders and relevant industries.

We will track student preferences to provide innovative, market-savvy learning and career options, and ensure that VCC students have the skills and experience they need to succeed. Students will learn through effective and powerful experiences such as mentorships, co-operative programs, internships and community service projects, which will enable students to develop essential skill sets needed to perform well on the job. We will hone targeted skills that may be industry-specific, or may focus on broader workplace competencies that include critical thinking, communication, team work, time management and adaptability. When a learning experience works well for one program, we will share the concepts with other compatible VCC programs.



"A college that helps students be successful"

Emmanuel Moreno

Opportunity
graduates
friendly environment
Partnership
DISTINCTIVE
resilient amidst change
opportunities for
COME HERE FROM
central, accessible
Affordable, accessible
balance
successful
affordable
online
people
core
learning
life
freedom
learning
people
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ENVIRONMENT
Ladder
progr
Acc
Supports
Affordable
Department
Dynamic
Quality

Maximizing student success involves improving the full student experience and strengthening each learner's connection to VCC. We will achieve this by fostering student success in learning, enhancing student services such as learning centres, advising, instructional/learning technology, and increasing participation in College-wide events and extracurricular activities.

The redesign of enrolment services has the overall intention of creating and providing an inviting experience for students through a one-stop service that provides high quality, consistent and professional support. This service will be delivered through highly-trained and well-resourced staff committed to ensuring that inquiries, advising and registration are simple and easy for students and staff. Business processes will be refined, facility improvements and physical infrastructure changes will be made to reinforce and enhance a welcoming, service-oriented, positive student experience.

Initiative #1: Provide exceptional service to all prospective and current students through the implementation of an enrolment services redesign

- Create an open and welcoming enrolment and student services area at the Broadway and Downtown campuses.
- Improve service processes for all current and prospective students.
- Establish resources required to support the services, including staff development.

An innovative and renewed Education Plan will guide VCC toward the development of a College-wide strategic enrolment management system. The Education Plan will provide direction on educational objectives, capture trends and encourage an innovative learning environment aligned with the current VCC Strategic Plan.

Initiative #2: Develop an innovative and renewed Education Plan

- Ensure it aligns with the three-year VCC Strategic Plan.
- Consolidate an educational philosophy, adopt principles and establish clear strategies.
- Instill and encourage a spirit of innovation and renewal in all teaching and learning areas.
- Deliver measurable steps that address the needs of special student populations such as Aboriginals, newcomers to Canada, international students, students with disabilities, etc.
- Utilize student demographics, government and industry demand, and market trends to support forecasting and planning.
- Articulate the learning outcomes and quality standards that we expect all students to achieve.



Operational Excellence

ORGANIZATIONAL RENEWAL is a continuous process. We will develop an effective, ongoing internal process for improvement; demonstrate measurable progress; and celebrate our successes. We will also strengthen our processes, technologies and people; build a culture of evidence; and foster leadership and accountability throughout VCC.

We will prioritize areas for improvement, identify a logical sequence for enhancing each area and develop a consistent process for improvement. The consultation process suggested possible improvement priorities including information technology, marketing, registration, student counselling, institutional research, sustainability, facilities, communications and budget management. We will identify the processes, technologies and people required to operate effectively, and implement a transition plan to achieve the improved state. We will learn as we go and apply lessons learned to future improvement areas.

We will make a concerted effort to support career and professional development so that faculty, staff and administrators have the skills they need to be successful, and to continue developing their knowledge and skills. We will maximize opportunities to retain our exceptional talent base and to recruit the best talent for the College as vacancies and staffing opportunities occur. We will recognize that increasingly, potential employees consider how an organization is run, including environmental stewardship and sound financial management, when making career decisions.

We will strengthen VCC as an organization that operates with a culture of evidence, ensuring an organizational norm where the regular and open exchange of accurate information supports the College in operating more effectively. In this context, evidence may range from operational data such as financial, enrolment, utilization information, market awareness, or student outcomes; to environmental data such as trends in learner populations, funding, or market share; to best practice information from other institutions, or literature on improving teaching effectiveness and innovative program design. Agreement on how information is to be sourced, summarized, interpreted and applied will give all VCC stakeholders a common understanding when discussing issues and making important decisions. We will develop key performance indicators (KPIs) that accurately represent the performance of the College, and we will offer significant opportunities to celebrate good performance and highlight areas that require additional support.

VCC will use accurate and valid information not only to support decision-making and build leadership and accountability, but also to ensure each individual within VCC will have clarity on what is important to the College. Individuals will have the opportunity to develop themselves as leaders by demonstrating that their actions contribute to maintaining and improving VCC's performance.

Leadership will be encouraged at all levels throughout the College as VCC will recognize individuals who are proactive and get things done, lead by example, focus on achieved outcomes rather than efforts, hold themselves accountable, and promote transparency and open communication.

Accountability will be fostered at the individual, program, department and organizational levels. The development of KPIs and evidence to effectively support decisions, both in operations and in planning, will enable the monitoring of progress against defined expectations, and transparent reporting to our internal and external stakeholders.



Charmaine Waters

Initiative #3: Develop leadership capacity and become an employer of choice

- Develop and implement a comprehensive Human Resources Plan to see that current and future staffing needs are addressed.
- Identify the level of employee engagement, set a target level and develop a plan to close the gap through effective and ongoing communication programs and other initiatives to address our findings.
- Develop and implement programs and services that support employees' career aspirations within the College and build leadership competencies.
- Determine a succession planning process that identifies the current capacities of the College and accounts for future capability needs.

Initiative #4: Build and implement a College-wide Environmental Sustainability Plan

- Bring sustainability principles into the thinking, actions, culture and everyday operations of VCC.
- Demonstrate our respect for the environment as we educate students, staff and faculty about environmental stewardship.
- Seek innovations and improved practices that reduce our carbon footprint.

Initiative #5: Improve policy, procurement and governance practices

- Develop and implement an internal accountability framework.
- Review, and where necessary, strengthen all College policies and procedures.
- Implement effective training and monitoring processes to ensure compliance with procurement policies and procedures.
- Maximize the use of College resources.

VCC IS KNOWN for having developed and nurtured partnerships with industry, government and the local Vancouver community. To ensure that VCC is involved in appropriate and active partnerships, we will clarify VCC's goals for partnerships and collaboration, and renew VCC's Program Advisory Committees (PACs).

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reach out to
potential
win-win
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by business
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We will strengthen our PACs and maximize the potential of these specialized types of partnerships. While PACs are currently in place in VCC, effectiveness of each committee varies across the spectrum. To that end, a goal-setting process needs to be put in place to establish objectives for PACs and ensure that those objectives are being measured over time. We will establish and support PACs that effectively maintain an active dialogue with our industry, community partners, federal and provincial governments, and other key stakeholders. This dialogue will continually advance the quality of learning experiences for VCC students.

Partnerships and Collaboration

- Establish clear expectations and strategic goals for partnerships and collaborations.
- Develop a responsive framework to realign partnerships, and seek new partnerships and collaboration opportunities.
- Develop an effective Program Advisory Committee structure to ensure VCC is aligned with industry and community trends.

A word cloud of terms related to community engagement and partnerships. The words are arranged in a circular pattern, with some words appearing multiple times. The words include: community, partnerships, engagement, recognition, potential, contributions, value, win-win, visible, industry, form, more, engaged, outreach, open, vision, listen, explore, suggestions, act on, no fear, build, people, labor, 10-10-10, engage, prime, stranger, relationships, and others.

form more Outreach. We need a potent recognition of the contributions of our community. Engage people in a win-win for all involved.



Seabird Island/VCC graduates

Building Our Brand

THERE ARE MANY VCC STUDENT SUCCESS STORIES; however, the College needs to do a more effective job of sharing that information. We must tell the VCC story in a way that will resonate with our target audiences. To build our brand, we will clarify VCC's brand identity, determine VCC's target markets, and increase awareness in those target markets and among key stakeholders.



"VCC is known for what it does well"

Tyson Gee

We will build VCC's brand by communicating accurately and compellingly what VCC is about, rather than inventing a new identity. Given the complexity of VCC, a highly-inclusive method must be adopted for developing the brand. VCC has strong program-by-program identities; it is essential that a voice is heard from these groups and reflected within a strong institutional identity.

The components of developing and enhancing brand identity may include a redesign of the VCC logo, the development of a VCC tagline and value proposition statement, and telling the VCC story in a compelling and concise manner. We will focus on making VCC unique in the eyes of learners, industry, the Vancouver community and all levels of government.

Our target markets include those interested in programs that VCC currently offers and in areas where VCC seeks to grow. Identifying and understanding our target markets will include understanding the demographic and geographical attributes of potential learners in each program. This increased clarity will enable us to develop a comprehensive and forward-looking profile of VCC's target markets and focus future marketing on the right audiences.

A baseline reading of the awareness of each target market will support the development of a frame of reference to measure marketing results. By learning which marketing approaches work best, we will significantly increase awareness in the VCC target markets, and the efficiency and effectiveness of our marketing efforts. Since VCC has a diverse range of learners, awareness campaigns will be tailored to reflect the most effective ways of engaging each group.

We will focus our efforts on telling the VCC story to various stakeholder groups to help them better understand what VCC can do for them. We will increase awareness of VCC within the Vancouver community, in our relevant industries and within all levels of government. VCC can demonstrate success in supporting families, helping build stronger communities and contributing to BC's overall economic prosperity by providing students with job-ready skills. This success will resonate in the community as well as with industry and government. Capturing and effectively telling these success stories will be an important component of building the VCC brand.

Initiative #7: Develop and implement an enhanced marketing strategy

- Clarify VCC's unique brand identity, more specifically, how to tell the VCC story.
- Identify VCC's target markets for each program of study.
- Define and implement targeted and effective marketing efforts.
- Ensure alignment with the Strategic Plan, Capital Plan and Education Plan.



From Vision to Action:

Implementing the VCC Strategic Plan 2011-2014

The ultimate goal of a strategic plan is to align the organization to share a common vision and subsequently make measurable progress toward achieving that vision. We have made a commitment to those in the internal VCC family and our broader community, who provided thoughtful and specific input to this Strategic Plan; and to the students, who are looking to VCC to support them in achieving their career goals: we will deliver on the promise of the 2011-2014 Strategic Plan.



"We change students' lives every day"

As we developed the implementation framework that accompanies the VCC Strategic Plan 2011-2014, we stayed true to the key guiding principle that we must view each of our actions through the student lens, asking at every turn whether this is the best decision for our students. The resulting implementation framework, all viewed through that student lens, consists of the following elements: clear leadership and operational accountability using a results-driven approach, alignment of initiatives within the context of the four Strategic Themes, quarterly reporting of progress to key stakeholders, and correlation between the implementation plan and annual operational planning.

The key to any successful strategic plan is execution and it will take strong commitment on all our parts to make this plan a reality. Driven by that commitment and guided by our implementation framework, over the next three years, we will make meaningful progress toward goals that are important to all of us and are in our students' best interests.

The stories behind the images



Page 10: Enmanuel Moreno is an international student who is gaining great value from his time at VCC. For Enmanuel, VCC's Music Program has been much more than an excellent place to develop his talent. VCC has helped him make connections leading to a key role with a successful band, and to something even more exciting: the band is sponsoring Enmanuel to become a Canadian citizen. Enmanuel's roots and his family are in Venezuela, but increasingly, Canada is home.



Page 13: As a third-year VCC Health Sciences student and mother to a busy family, Charmaine Waters appreciates the automated U-Pass system, which was first developed and launched at VCC, and is now rolling out province-wide. "The U-Pass is so affordable and convenient that it has helped my family turn over a new 'green leaf'," says Charmaine. "We are now a car-free household!"



Page 14: "A partnership between the Seabird Island Band and VCC empowered First Nations students to improve their knowledge and skills, therefore improving the lives of their families, their communities and themselves," says program coordinator Laureen Duerksen, RN. Students in the innovative program did most of their theory and lab courses at VCC's satellite campus in Agassiz, travelling to VCC's Broadway campus to use the College's labs and to complete integration tests. Pictured here are nine of the ten graduates, who come from several different First Nations communities. Many have already started working in the health care industry.



Page 17: "Every chance I get, I tell people what I heard over and over myself: if you want to be a chef, VCC's the best place to learn," says Tyson Gee of VCC's Junior Culinary Team Canada. "Our team has already placed second in the world against chefs twice our age, and made national headlines when we cooked for Will and Kate in Ottawa. To top it off, we get to see the world and make a name for VCC abroad by participating in the Junior Culinary Olympics in Erfurt, Germany, in 2012."

