

A Vision for the Future

Strategic Plan 2002-2007



Who we are

We are British Columbia's No. 1 college and we are at the very heart of building the communities we serve. Our role is as simple as it is powerful: we give students the skills to improve their lives, their job opportunities and their career prospects. Vancouver Community College helps students succeed.

We Face Challenging Times

Changing budgets, developing technology, shifting expectations and industry restructuring make it challenging for Vancouver Community College to maintain the historical breadth of program offerings at the highest level of quality. Scarce resources present challenges for services to students, teaching space, program renewal and the campus environment.

We know that we face a new market of "student consumers" – discriminating customers who know their options and are not afraid to seek out good value, high quality and excellent service. We know that we face a new, broader context of competition for those students.

In our pre-planning phase, the College community went through analysis and reflection, involving all facets of the organization through the Environmental Scan and the SWOT (Strengths, Weaknesses, Opportunities and Threats) processes.

That comprehensive look at the College identified areas for growth, development and improvement. SWOT feedback from divisions and individuals brought a host of pressing issues to the forefront. We learned that collectively we share common concerns about our infrastructure, our customer service, and our visibility and communication with the community.

That analysis process is, in essence, the foundation of this Strategic Plan, *A Vision for the Future*, which was guided by many of the issues and concerns that emerged.

We must achieve a strategic balance in the learning opportunities we provide to the community. At Vancouver Community College, we recognize the value of all of the programs and services we currently provide. We remain committed to offering learning

opportunities to members of our diverse communities; however, in our emerging educational environment, the traditional comprehensive community college is becoming increasingly less viable.

We must emphasize our strengths and bring a keener focus to the College, which will let us build better and stronger industry relationships, enhance visibility and concentrate on what we do best. We must reposition ourselves educationally to be a financially and strategically viable institution in the long-term.

We are Strong

Our strategic planning reinforced a core reality for the College: our strength is in our programs – our quality, our faculty and our workplace.

We are an undisputed leader in several key areas, with an excellent reputation for providing quality education with good value. Many programs are unique in the province, and the College is building a comprehensive path of credentials from certificate to diploma to degree to continuing professional development. This is at the core of what we do:

High-quality education

We have well-qualified faculty, superior curriculum, and excellent industry and community liaison. We will build on our strengths, expanding our core programs with new offerings and new opportunities to offer comprehensive training that best meets student and industry needs.

Assessment

We are the education sector's premier assessor of skill levels – primarily in ABE and ESL – serving the needs of our own training programs as well as other destination programs and agencies. Our strong experience and processes will serve us well in expansion into Prior Learning Assessment and Recognition (PLAR) and new initiatives.

Relationships

At Vancouver Community College we pride ourselves on our ability to forge and sustain meaningful relationships – with students, with other learning institutions and with business and industry partners, domestic and international.

We Seize Opportunity

Vancouver Community College's opportunity for organizational renewal is now. We must embrace:

New Initiatives: new and improved programs, attracting new markets – among them life-long learning, corporate and international – partnerships with other schools, online or distance education and expanding 21st century services for learners.

Development: enhancing resources for growth such as partnerships with the community and industry, fundraising, increasing marketing and brand image, improving the campus and recruiting corporate sponsorship.

Organizational development and change: creating a renewed, focused organization of programs and their support services to respond expediently to change, create enabling systems and develop more student and employee growth opportunities.

Planning for the Future: Five Strategic Goals for Five Critical Years

1. Balance and revitalize VCC's education portfolio

- Set direction and priorities in the areas of learning opportunities we provide to the community
- Focus educational efforts in specific sectors, within each of which we will grow and offer expanded, relevant, expedient, ladder and comprehensive programming for learners

2. Provide focused high-quality education and services

- Improve the quality of the overall learning experience for students, both domestic and international: program quality, services to learners, infrastructure and facilities, and a quality measurement program
- Improve the student experience and development in a shared academic and learning support community
- Develop a renewed vision of learning, and realign services to support new programming and delivery
- Improve the retention rate of our students
- Build and support the College community

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3. Maintain financial viability

- Embrace organizational change and improve our organizational processes and structures to serve students better and utilize our scarce resources to maximize efficiency
- Find an appropriate balance of public, private and student sharing of education and training costs
- Increase efficiency and effectiveness through improved systems
- Encourage entrepreneurship in developing and delivering programs and services
- Ensure opportunities for students with financial need
- Focus fundraising and development activities

4. Build alliances in key sectors

- Further advance business and industry support for our programs
- Develop greater employer satisfaction with, and stronger placement of, program graduates
- Develop strong educational pathways and options for students to pursue employment training, career advancement and further educational opportunities

5. Increase visibility in the communities we serve

- Ensure visibility and marketing
- Improve student recruitment functions
- Improve corporate citizenship profile in the community
- Be known as the trainers of choice in our specialties, provincially, nationally and internationally

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 re-align our education portfolio, building on College strengths. 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 professional development.

The first step, effective immediately, is to create Schools in the following specialty areas:

- *Health Sciences*
- *Hospitality and Business*
- *Academic and Preparatory Studies*
- *Music*
- *Adult Education and Instructor Training*

Over the next five years, within each of these Schools, we will:

- Position the Schools as an integral part of the training and education system in British Columbia, meeting the needs of students, employers and the community at large
- Establish a physical presence for the School to support an expanded number and breadth of programs
- Increase learner and graduate opportunities, industry training, international education, applied research opportunities, fundraising and donations
- Provide student access through distributed learning, part-time programs, Prior Learning Assessment and Recognition (PLAR), flexible delivery and continuing education opportunities
- Enhance continuing education to foster opportunities for continuing and professional development
- Increase participation in international activities
- Recruit increased numbers of international students
- Partner with stakeholders in the Lower Mainland
- Actively pursue contract opportunities

School of Health Sciences

To support excellence in serving the health care community, we will:

- Offer programs that expand student knowledge and training within their chosen area of health care or build on their acquired

knowledge and skills to move into alternative areas within health care

- Expand delivery of some health programs
- Offer applied degree programs within health programming
- Partner with other colleges to bring unique health care programs to their regions
- Provide continuing and professional studies in conjunction with Continuing Education

School of Hospitality and Business

To become the institution of choice serving the hospitality industry, we will:

- Partner with tourism service providers to increase learner opportunities, graduate placement, fundraising and donations, contract and industry training
- Establish a bachelor's degree, fully articulated with Vancouver Community College's hospitality-related diploma and certificate programs
- Maintain and enhance articulation arrangements with Canadian universities providing hotel and restaurant management concentration in business degrees
- Establish a full range of part-time programming, in conjunction with Continuing Education, around the School of Hospitality and Business to ensure VCC is the provider of choice for continuing studies in the hospitality industry
- Further develop international recognition of programs, increase the number of international students studying in these programs and develop exchange opportunities for faculty and students
- Develop PLAR in areas where it is not currently utilized (Culinary Arts and Baking, for instance) to allow multiple access and exit
- Enhance work placements to become the recognized leader of experiential education in the hospitality industry
- Refocus current offerings to align with sectoral needs: for instance, utilize expertise in business and administrative assistant programs to develop programs for these fields within the hospitality industry

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School of Academic and Preparatory Studies

To support excellence in preparing learners for further education, training and employment, we will:

- Focus preparatory education to provide timely and effective access to destination programs internal and external
- Provide articulated prerequisites, including English language competency
- Expand the College's reputation for preparatory education for academic and employment success
- Develop fully transferable university-level courses to support our diplomas and degrees in disciplines such as psychology, sociology, biology and chemistry
- Set the standard in B.C. for the assessment, including PLAR, of adults' previous learning or English language skills, through improved or expanded capabilities
- Develop or enhance strong relationships with destination programs, institutions and targeted employers
- Maintain our commitment to ASE (Adult Special Education), literacy, community-based learning and low-level ESL

School of Music

To support excellence in serving the arts, and the entertainment and tourism industries, we will:

- Establish an applied Bachelor of Fine Arts degree in music studies that meets the need for a new type of degree outside the scope of either conservatory or university music departments
- Provide effective and flexible opportunities for students who want advanced training for practical roles beyond those of traditional solo or orchestral performers, teachers and music academics
- Meet the demand for skilled musicians in emerging new music and music-related professions
- Provide efficient and effective training of professional musicians and high-level training in professional applied music activities to meet current employment demands

- Expand business and entrepreneurial training necessary for the self-employed musician: business administration, tourism and hospitality, law, technology and liberal and applied arts
- Develop PLAR in areas where it is not currently utilized to allow multiple access and exit
- Further advance the international reputation of the program and increase the number of international students studying at VCC
- Provide continuing and professional studies in conjunction with Continuing Education

School of Adult Education and Instructor Training

To support excellence in teacher education, we will:

- Expand opportunities for industry training and building partnerships in sectors other than education
- Meet industry needs for skilled trainers within their organizations
- Develop articulated and ladderized instructor training offerings
- Build on common elements of curriculum and the expertise of the Centre for Instructional Development (CID), teaching English as a Second Language, counsellor training and educational leadership
- Establish a new Bachelor of Adult Education degree
- Provide continuing and professional studies in conjunction with Continuing Education

Career, Design, Technology and Trades Programs

Vancouver Community College is known for its career, design, technology and trades 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, as stated earlier, Vancouver Community College can no longer sustain the level of comprehensive education it now delivers. Consequently, some of these programs will be adjusted through one or more initiatives to:

- Redevelop programs that have excellent future potential to become full Schools or Centres through amalgamation, new

initiatives, partnerships and industry support

- Create a centre for trades training based on the ministry's New Era priorities and industry needs for specialized training in specific sectors
- Move some 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 through the effective deployment of people, tools and technology, in appropriately designed facilities.

This vision will be achieved through strategies to:

- Realign education services to meet the new strategic direction of College programs
- Support students' academic and personal development
- 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 to support the new College education portfolio

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- Refocus Library Services to provide and facilitate access to information resources relevant to the Schools and other programming and to student success
- Ensure that the Library partners with education programs to develop information-literate and self-sufficient learners
- Continuously improve service, integrating people, processes and technology elements in the best interests of students and of educational priorities, as measured by ongoing evaluation and input from students, faculty and staff

Programming at Vancouver Community College

School of Health Sciences

- Access to Practical Nursing
- Acute Care Skills for Home Support/Resident Care Attendants
- Caring for Persons with Dementia
- Certified Dental Assisting
- Community Pharmacy Assistant
- Dental Assisting (distance delivery)
- Dental Hygiene (diploma program expanded to Bachelor of Applied Dental Hygiene)
- Dental Technology
- Dental Reception Coordinator
- Denturist
- Home Support/Resident Care Attendant
- Home Support to Resident Care Attendant (upgrade)
- Hospital Pharmacy Technician
- Hospital Unit Coordinator
- Housekeeping Attendant (formerly Institutional Aide)
- Medical Laboratory Assistant
- Medical Office Careers
- Pathology Attendant
- Pharmacy Technician
- Physiotherapy Assistant (to launch in late 2003)
- Practical Nursing
- Registered Nursing (future funding would be required for this program)
- Resident Care Attendant
- Resident Care Attendant ESL
- Resident Care Attendant Upgrade

School of Hospitality and Business

- Asian Culinary Arts
- Baking and Pastry Arts
- Baking and Pastry Arts Apprentice
- Baking and Pastry Arts ESL
- Cooking Apprentice
- Culinary Arts
- Culinary Arts ESL
- Hospitality Management (diploma expanded into Bachelor of Applied Hospitality Management)
- Accounting (diploma expanded to Bachelor of Applied Business Administration in accounting and information technology with SAIT)
- Accounting ESL
- Administrative Assistant
- Executive Assistant
- Financial Management
- Legal Administrative Assistant
- Transportation Logistics

School of Academic and Preparatory Studies

English as a Second Language

- College Preparatory English
- English Language Skills
- ESL – VCC International
- ESL Outreach
- Professional and Career English
- English Language Services for Adults

Adult Basic Education

- College Foundations: math, humanities, science
- College and Career Access: Adult Basic Education (ABE) Youth, Employment and Educational Access for Women (EEAW), General Educational Development (GED) Preparation, College and Career Access (CCA): math, science, English and computer studies
- Basic Education

Adult Special Education

- Community and Career Education
- Program for Deaf and Hard of Hearing Adults
- Program for Visually Impaired Adults

American Sign Language

- American Sign Language and Deaf Studies

University Transfer

- Math
- Science
- Humanities

School of Music

- Diploma in music (diploma expanded to Bachelor of Applied Fine Arts in Music)
- Maintaining the classical university transfer offerings

School of Adult Education and Instructor Training

- Adult Education Diploma
- Bachelor in Applied Adult and Higher Education
- Instructor Diploma Program
- In future, the TESOL program, leadership training and counselling skills (now within Continuing Education offerings)

Centre for Transportation Trades

- Automotive Collision Preparation Technician
- Automotive Collision Repair Technician
- Automotive Technician
- Diesel Technician
- Service Writer Estimator

Career, Design and Technology Programs

- Barber/Stylist
- Building Service Worker
- Digital Graphic Design
- Computer Aided Design Drafting
- Electronics
- Esthetics
- Hairstyling
- Hairstyling ESL
- Information Technology Specialist
- Jewelry Art and Design



Strategic Plan - Updated June 2003

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