

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.

VCC Schools and Centres are responsive to learner and employer needs, and foster instructional excellence. Graduates of all educational programs at Vancouver Community College demonstrate the skills, knowledge and attitudes necessary to excel in their specific work environment or further education. VCC graduates will be employees of choice for employers.

## A Vision for the Future

### Strategic Plan Update 2005-2008

#### Our vision

As B.C.'s No. 1 college, the graduates of our Schools and Centres will be candidates of choice for job entry, career advancement or further education.

#### 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.

#### Our Strengths

- Award-winning faculty
- Service-oriented and committed staff
- Engaged, dedicated Board
- Award-winning programs
- No.1 in graduate outcomes
- Solid reputation with employers
- Network of partnerships
- Spectrum of educational activities: ladder from literacy to degrees

#### Our Challenges

- Softened enrolments, as a result of a strong employment market, shrinking 18-24 demographic, and intensifying competition
- Aging and overused facilities, and lack of space
- Limited funding for capital and technology-intensive programs, building and technology infrastructure, and institutional development
- Diversified learner profile and increased complexity of service demands
- Aging employee base and increasing competition for new employee recruitment

#### Our Opportunities

- Expanding populations of potential VCC learners (examples include working adults and foreign-educated workers)
- Looming skills shortage
- Large urban aboriginal population underserved
- Strengthening economy
- Expanding tourism industry
- The 2010 Olympics
- International education market

**Vancouver  
Community  
College** 

**[www.VCC.ca](http://www.VCC.ca)**



# Planning for the future

Vancouver Community College Strategic Plan Update 2005-2008

## Goals

## Objectives

## Strategies

## Examples of Initiatives

### Improve learner experience and success

- Provide focused high-quality education and services
- Improve graduate employment and satisfaction outcomes
- Maintain and improve retention and completion rates
- Ensure opportunities for students with financial need
- Undertake King Edward campus expansion

### Improve learning opportunities

- Maintain and optimize quality and continued relevance of existing programs
- Increase number of new programs
- Increase part-time student enrolments
- Increase distributed learning opportunities
- Increase international enrolment throughout the college
- Increase international skills for domestic students, faculty and staff
- Increase the number of aboriginal learners
- Improve student recruitment

- *Improve strategic enrolment management*
- *Strengthen pan-college coordination*
- *Implement campus development plan*

- *Position Schools/Centres as Centres of Excellence*
- *Launch new offerings aligned with the visions of our Schools and Centres*
- *Increase programs/services for working learners*
- *Enhance support to distributed/mixed-mode delivery*
- *Develop and implement an internationalization strategy*

- Improve student recruitment
- Improve the prospective student experience
- Make explicit the essential employability skills which form the base of all VCC programs
- Implement strategies to improve the learning experience
- Ensure sufficient resources are in place to provide effective learning support
- Build KEC Phase 1 expansion and relocate programs
- Explore opportunities to create a physical presence for each School/Centre
- Undertake post-KEC Phase 1 renovation projects at King Edward campus and City Centre campus
- Explore partnership opportunities for facilities development

- Build the capacity to support educational excellence, innovation and new education development
- Further implement the School/Centre model to foster excellence, as well as realize synergies and efficiencies in new program development, delivery and marketing
- Pursue the following degree programs: dental science, nursing, adult education, music and collaborative performing arts
- Encourage program areas to identify new training opportunities
- Apply national language standards to our career and ESL programs
- Develop cross-college plan for accelerating growth in training opportunities for working learners
- Develop cross-college plan and infrastructure to accelerate growth in distributed and mixed-mode delivery
- Implement program review policy
- Deliver current and new VCC programs offshore, utilizing partner institutions and/or distance learning
- Internationalize VCC by creating international opportunities for VCC faculty, staff and students

## *Maintain financial viability and improve organizational effectiveness*

- Meet annual seat utilization targets
- Maintain an accumulated operating surplus
- Maintain our highly skilled and dedicated workforce
- Increase efficiency, effectiveness and accountability
- Achieve an appropriate balance of public, private and learner sharing of education and training costs

## *Build alliances in key sectors*

- Increase employer satisfaction with program graduates
- Advance agency, community and industry support for our programs
- Maintain/build alliances at institutional and School/Centre level
- Foster system-wide alliances in cooperation with other agencies, such as the B.C. Centre for Leadership and Innovation in Hospitality
- Improve awareness and reputation among key target groups
- Meet capital campaign targets

- *Improve organizational processes*
- *Improve information systems*
- *Maintain our role as a socially responsible organization*

- *Address funding and facilities challenges*
- *Increase visibility and support with stakeholders*
- *Undertake capital campaign*

- Implement strategies to improve employee recruitment, retention and development
- Undertake initiatives to foster an inspired and dynamic work environment
- Address unmet current technology needs
- Develop and implement technology infrastructure and systems to enable effective execution of our strategic plan. Examples include data/voice, business intelligence, and enrolment management
- Ensure that the environment is a key consideration in our business practices
- Undertake initiatives to ensure positive relationships with our neighbourhoods and communities

- Plan for future phases of facilities development
- Continue advocacy initiatives
- Review alliance-building strategies
- Develop an action plan to become a key partner in hosting the 2010 Winter Olympics
- Strengthen partnerships with other educational institutions, industry associations, aboriginal organizations, community groups, immigrant organizations and professional and accrediting associations, and others
- Grow marketing/communications activity
- Improve public perceptions and brand of VCC
- Enhance targeted marketing strategy for VCC's applied degrees
- Maintain and improve quality of VCC recruitment materials to maintain competitive position
- Implement internal and external campaigns to raise \$15 million

## VCC's Schools and Centres

### School of Arts & Sciences

Preparing learners for further education and training, employment, and civic responsibility by maintaining a balance between developmental programs, specialized upgrading, and university transfer courses.

### School of Health Sciences

Delivering excellent education in a multiplicity of health-care professions in our communities, the province and other countries by offering specialized programming and ladder degrees.

### School of Hospitality & Business

Providing business and hospitality graduates who are job-ready and in demand by industry for immediate entry and long-term success.

### Centre for Continuing Studies

Excelling in providing career entry, career advancement, and career change opportunities for life-long learners.

### Centre for Design

Leading in applied art and design by responding to the changing nature of the design field with innovative programming and services that meet the needs of employers and students.

### VCC International

Working with our Schools and Centres to foster VCC's reputation internationally and strengthen the international experience and capability of our faculty, staff and students.

### School of Instructor Education

Consolidating our role as the premier educator of post-secondary instructors in the province, and to play a key role in institutional development.

### School of Language Studies

Positioning learners for future education and training, employment, and civic responsibility by maintaining a balance between general language and content-specific programming.

### School of Music

Supporting excellence in the arts through ladder programming, collaborative degrees and successful transition to the world of performance inspired by a diverse range of musical styles and strong community presence.

### Centre for Technology

Examining and re-focusing programs to meet the challenges of new technologies, a competitive marketplace, and student expectations.

### Centre for Transportation Trades

Building on our tradition of excellence in programming for the transportation sector by shaping the future of trades education.



*From literacy to degrees,  
a place to learn for  
the rest of your life.*

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