



Vancouver Community College
EDUCATION COUNCIL

MEETING AGENDA – Special Meeting
April 2, 2019, 2:30 p.m.–3:00 p.m., Room 5025 BWY-A

Item	Topic	Time	Speaker	Pre-reading materials	Action	Pages
1.	Call to Order	1 min	Elle Ting			
2.	Acknowledgement	1 min	Elle Ting			
3.	Adopt Agenda	1 min	Elle Ting	April 2, 2019 Agenda	Approval	1
4.	Business Arising					
	a) Academic Plan	15 min	Kathryn McNaughton	Academic Plan	Decision	2–45
	b) Enrolment Plan	15 min	Brian Beacham	Enrolment Plan	Decision	46–59
5.	Next Meeting: April 9, 2019 3:30-5:30 p.m., room 240 DTN	1 min	Elle Ting		Information	
6.	Adjournment	1 min	Elle Ting			

Introduction

The 2019-20 academic plan reflects all aspects of VCC whose work involves the teaching and learning mission: each of the schools; Continuing Studies; Indigenous Education and Community Engagement; Institutional Research; International Education; Library, Teaching and Learning Services; the Registrar's Office, Student Development and the office of the Vice-President Academic, Students and Research.

Through the planning process, four major drivers were identified which mesh well with the existing key performance indicators which are the categories within which the academic plan is articulated. These drivers are:

- Diversity
 - Responding to a more complex environment characterized by internationalization, Indigenization, and intercultural communication needs
- Changing delivery models
 - With the development of an online learning strategy, there will be more focus on blended learning and using digital resources
 - Universal Design for Learning principles are the focus of a working group which has been tasked to explore how these can inform curriculum development and program delivery
- Partnership development
 - Broadened and accelerated with a greater variety of partners
 - All schools and divisions are involved
- Streamlined processes
 - A recognition that processes for a number of academically oriented outcomes (quality assurance, governance) can be made more accessible and allow for greater flexibility

Internal and External Factors

From May 2017 to November 2018, a process of consultation involving more than 700 members of the VCC community occurred around the development of institutional learning outcomes. The result of this process was the identification of the following statements:

- Communicate effectively
- Identify a sense of direction
- Be socially responsible
- Demonstrate professionalism
- Think critically and creatively
- Develop inter/intracultural awareness

A website provides more information about the intent of these statements, with examples of how they might be reflected in classroom practice. In addition, ongoing conversations are being facilitated through the Centre for Teaching, Learning & Research (CTLR) members.

An important external factor, which influenced the academic plan, was the provincially-mandated Quality Assurance Process Audit (QAPA). In this activity, an institutional self-study was undertaken, with all schools and divisions involved. This in-depth process culminated in a two-day site visit, followed by an opportunity for VCC to respond to the panel's recommendations.

Both of these processes have an impact on ensuring that VCC continues to create high quality learning opportunities that prepare graduates to participate effectively in a rapidly changing environment. They will also continue to inform the academic planning process.

The academic plan that follows recognizes the insights of Graham Lowe and Frank Graves (2017), who point out that critical role that post-secondary institutions can play in responding to three key challenges:

- The social and economic implications of an aging population
- The need for a culture of learning and development in order to meet the challenge of a fast-paced global knowledge economy
- The need for innovative programs which meet the varied and complex labour market

Lowe, G. & Graves, F. (2017). *Redesigning Work*. Toronto, ON: University of Toronto Pres, p. 203.

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Goal 1.1 – Deliver a superior student educational experience						
1.1.1 Conduct needs assessment and determine viability and potential of NEW programs that meet community need, provide pathways, take into consideration the labour market skills gap, and are relevant	Health Sciences	<ul style="list-style-type: none"> Explore Post-Degree Diploma options in Health 	<ul style="list-style-type: none"> Begin to develop one Post-Degree Diploma 			
	Hospitality, Food Services & Applied Business	<p>Culinary Arts:</p> <ul style="list-style-type: none"> Apprenticeship upgrade Offer Molecular Gastronomy course to industry professionals Offer CCC certification Investigate summer camps and continuing studies offerings <p>Hospitality Management:</p> <ul style="list-style-type: none"> Investigate tourism diploma <p>Asian Culinary Arts:</p> <ul style="list-style-type: none"> Expand Curriculum <p>Post Degree Diplomas:</p> <ul style="list-style-type: none"> Determine focus on next post-degree diploma <p>Applied Business:</p> <ul style="list-style-type: none"> Finalize development new Administrative Assistant program and begin development of Legal Administrative Assistant programs 	<ul style="list-style-type: none"> Investigate a 12 month culinary arts foundational program Monitoring programming upgrades and curriculum outcomes from renewals 			
	Trades, Technology & Design	<p>Auto Collision Refinishing:</p> <ul style="list-style-type: none"> Create Journeyperson upgrading courses <p>Heavy Mechanical Trades:</p>	<p>Auto Collision Refinishing:</p> <ul style="list-style-type: none"> Develop Industry/Manufacturer courses. <p>Heavy Mechanical Trades:</p>	<p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Run 2 international diploma cohort (HMT) <p>CAD/BIM:</p>	Continue to explore and develop new programs	Continue to explore and develop new programs

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		<ul style="list-style-type: none"> ■ Run one international diploma cohort Hair Design & Skin & Body Therapy: ■ Launch Hairstylist Level 1 apprenticeship course Computer Systems Technology: ■ Launch new program 	<ul style="list-style-type: none"> ■ Run CVIP courses Hair Design & Skin & Body Therapy: ■ Develop Red Seal Program for Skin & Body Therapy Computer Systems Technology: ■ Run two cohorts. Auto Services ■ Complete NATEF Accreditation CAD/BIM: ■ Develop new curriculum for Mechanical CAD/BIM certificate program Visual Communications Design: ■ Design new pathways or modules for new diploma program Electronic Technician ■ Develop new diploma program 	<ul style="list-style-type: none"> ■ Run Mechanical CAD/BIM certificate program ■ Civil Structural Technician Certificate revision Electronic Technician ■ Run first cohort of the new diploma 	<ul style="list-style-type: none"> ■ Run second cohort of the new diploma 	
	Arts & Sciences	<p>Music:</p> <ul style="list-style-type: none"> ■ Develop Associate of Arts pathway for Music to ladder into other PSE <p>CF:</p>	<p>Music:</p> <ul style="list-style-type: none"> ■ Offer enhanced Music Degree flowing from Program Renewal recommendations 	<p>Music:</p> <ul style="list-style-type: none"> ■ Implement post-baccalaureate program ■ Explore development of another post- 		

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		<ul style="list-style-type: none"> ■ Take Associate of Science and Associate of Arts through DQAB ■ Develop Associate of Science – Computer Science EAL: <ul style="list-style-type: none"> ■ Revised TESOL Certificate/Diploma based on Renewal recommendations ASL/Deaf Studies: <ul style="list-style-type: none"> ■ Explore potential of ASL/Deaf studies certificate as part of an Interpreting Degree CACE <ul style="list-style-type: none"> ■ Develop Indigenous CAP Program 		baccalaureate program/ module		
	School of Instructor Education	<ul style="list-style-type: none"> ■ Complete development of Trades Instructor Short Certificate ■ Continue development of Educational Leadership Certificate 				
	Continuing Studies	<ul style="list-style-type: none"> ■ Update renewal matrix, based on market needs and changing priorities ■ CS formally reviews programs as follows: Year 1, Launch Program Renewal; Year 2, Ongoing 	<ul style="list-style-type: none"> ■ Update renewal matrix, based on market needs and changing priorities ■ <u>Specific Program Activities:</u> 	<ul style="list-style-type: none"> ■ Update renewal matrix, based on market needs and changing priorities ■ <u>Specific Program Activities:</u> 	<ul style="list-style-type: none"> ■ Update renewal matrix, based on market needs and changing priorities ■ <u>Specific Program Activities:</u> 	<ul style="list-style-type: none"> ■ Update renewal matrix, based on market needs and changing priorities ■ <u>Specific Program Activities:</u>

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		<ul style="list-style-type: none"> renewal/ Redesign; Year 3, Launch of New Program ■ CS to initiate a “curriculum review and revision” for minor program changes and non-credit courses, as needed ■ <u>Specific Program Activities:</u> ■ Ongoing renewal/redesign of Business Leadership suite of programs ■ Ongoing renewal/ redesign of Network Technology (NETT) program ■ Launch Program Renewal of Building Manager Certificate program ■ Needs Assessment and Review for (suspended) Interior Design program ■ Review and refresh of Office Administration curriculum 	<ul style="list-style-type: none"> ■ Launch Program Renewal of Fashion Merchandising Certificate ■ Ongoing Renewal/Redesign of Building Manager Certificate ■ Launch Program Renewal of Business and Technical Writing Certificate ■ Launch of Program Renewal in Make Up Artistry ■ Design and develop Counselling Diploma 	<ul style="list-style-type: none"> ■ Ongoing renewal/redesign of Fashion Merchandising Certificate ■ Ongoing renewal/redesign of Makeup Artistry certificate ■ Ongoing renewal/ redesign of Business and Technical Writing Certificate ■ Launch of renewal of Office Administration certificates 	<ul style="list-style-type: none"> ■ Ongoing renewal/redesign of Office Administration certificates ■ Launch Program Renewal of Paralegal programs 	<ul style="list-style-type: none"> ■ Launch Program Renewal of MDRT ■ Launch Program Renewal of Fashion Design and Production Diploma ■ Ongoing renewal / redesign of Paralegal programs
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Conduct needs assessment with local Indigenous communities and organizations to identify 	<ul style="list-style-type: none"> ■ Develop and implement training opportunities and student support services 	<ul style="list-style-type: none"> ■ Review and assess programs and services delivered as a result of needs assessment 	<ul style="list-style-type: none"> ■ Conduct needs assessment with local Indigenous communities and 	<ul style="list-style-type: none"> Develop and implement training opportunities and student support

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		needs of urban Indigenous peoples	arising from needs assessment		organizations to identify needs of urban Indigenous peoples	services arising from needs assessment
1.1.2 Renew programs that have not gone through renewal in the past 5 years	Hospitality, Food Services & Applied Business	<ul style="list-style-type: none"> ■ Develop revised curriculum arising from program renewals in Baking & Pastry Arts and Applied Business ■ Review Canadian Business Program based on student / industry / faculty feedback 	<ul style="list-style-type: none"> ■ Implement revised curriculum arising from program renewals in Baking & Pastry Arts and Applied Business ■ Begin Program renewal in Hospitality Management and Legal Admin Assistant 	<ul style="list-style-type: none"> ■ Develop curriculum arising from program renewal recommendations ■ Review Business & Project Management based on student / industry / faculty feedback 	<ul style="list-style-type: none"> ■ Implement new curriculum arising from program renewal 	
	Health Sciences	Program Renewals: <ul style="list-style-type: none"> ■ Health Unit Coordinator ■ Dental Reception Coordinator Accreditation: <ul style="list-style-type: none"> ■ Pharmacy Technician program ■ Health Care Assistant ■ Occupational and Physical Therapist Assistant ■ Bachelor of Science in Nursing (BScN) interim report to Canadian Association of Schools of Nursing (CASN) ■ BScN preparation for BC College of Nursing 	Program Renewals: <ul style="list-style-type: none"> ■ Medical Laboratory Assistant Accreditation: <ul style="list-style-type: none"> ■ Certified Dental Assisting ■ Dental Hygiene report preparation ■ Bachelor of Science in Nursing (BCCNP site visit) ■ Practical Nursing (CASN site visit) 	Accreditation: <ul style="list-style-type: none"> ■ Dental Technology Sciences ■ Dental Hygiene (site visit) 		

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		Professionals (BCCNP) accreditation <ul style="list-style-type: none"> ■ Prepare for CASN accreditation for Practical Nursing (PN) ■ Work with the Program Review and Renewal Committee to develop a gap analysis process to ensure all aspects of program renewal are carried out in the accreditation process. 				
	Trades, Technology & Design	<ul style="list-style-type: none"> ■ Implement new technology, create new 3D software program 	<ul style="list-style-type: none"> ■ Renew the Jewellery Program ■ Update curriculum for Jewelry diploma program based upon renewal 	<ul style="list-style-type: none"> ■ Program renew for the foundation HMT program ■ Review the CST program after the graduation of 1st cohort 	<ul style="list-style-type: none"> ■ Work with ITA to update level exams to align with industry needs 	Identify the programs that need to be renewed.
	Arts & Sciences	<ul style="list-style-type: none"> ■ Implement revised curriculum arising from program renewal of TESOL program ■ Implement revised curriculum arising from DHH Renewal ■ Implement revised curriculum arising from Music Degree Renewal 	<ul style="list-style-type: none"> ■ Implement revised curriculum arising from DHH Renewal ■ Implement revised curriculum arising from CACE Retail and Hospitality Careers program renewal ■ Program renewal of Visually Impaired Program 	<ul style="list-style-type: none"> ■ Implement revised curriculum arising from DHH Renewal 	<ul style="list-style-type: none"> ■ Implement revised curriculum arising from DHH Renewal 	

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		<ul style="list-style-type: none"> ■ Program renewal of CACE Retail & Hospitality Careers ■ Conclusion of DHH Program Renewal 				
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Prepare for Library's Educational Services Renewal for 2020 ■ CTLR: Review and revise program renewal templates and other resources/processes used for renewals in partnership with IR etc. 				

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	Continuing Studies	<ul style="list-style-type: none"> ■ Update renewal matrix depending on market needs and changing priorities ■ Launch of Business Leadership Suite of programs ■ Launch of Network Technology (NETT) Certificate ■ Launch Renewal of: <ul style="list-style-type: none"> ➢ Wedding and Event Management Certificate ➢ Paralegal programs ➢ Interior Design Certificate 	<ul style="list-style-type: none"> ■ Launch of Makeup Artistry Certificate ■ Launch of Office Administration suite of programs ■ Launch renewal of: <ul style="list-style-type: none"> ➢ Fashion Merchandising Associate Certificate ➢ Building Manager Certificate 	<ul style="list-style-type: none"> ■ Launch of Wedding and Event Management Certificate ■ Launch of Paralegal programs 		
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Develop and implement processes to support service review 	<ul style="list-style-type: none"> ■ Complete IECE service review 	<ul style="list-style-type: none"> ■ Implement recommendations received through service review 		
	Student Development	<ul style="list-style-type: none"> ■ Service renewal for Interpreting Services - Submitted to VP-ASR ■ Service renewal for Counselling Services - Self 	<ul style="list-style-type: none"> ■ Service renewal for Disability Services 	<ul style="list-style-type: none"> ■ Service renewal for Academic Advising & Assessment Services 	<ul style="list-style-type: none"> ■ Service renewal for Student Service Centre (formerly Reception Services) 	<ul style="list-style-type: none"> ■ Service renewal for Arbiter of Student Issues ■ Service renewal for Office of Student

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		study complete, External Review in progress				Conduct & Judicial Affairs
1.1.3 Implement programs that have gone through program renewal and/or have had minor or major changes	Health Sciences	<ul style="list-style-type: none"> ■ Bachelor of Allied Science in Dental Hygiene degree – achieve DQAB and Board approval ■ Denturist Sciences Program – achieve Ministry and Board approval ■ Pre-Health Sciences – implement/revise program 	<ul style="list-style-type: none"> ■ Implement new Bachelor Allied Science in Dental Hygiene degree Year 1 ■ Implement revised Denturist Sciences Program Year 1 ■ Implement changes from Health Unit Coordinator and Dental Reception Coordinator program renewals ■ Implement Pre-Health Sciences 	<ul style="list-style-type: none"> ■ Bachelor Allied Science in Dental Hygiene degree Year 2 ■ Denturist Sciences Program Year 2 		
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ SIE: Launch renewed PIDP program in April 2020 ■ CTRL: implement Action Plan from renewal 				
	Student Development	<ul style="list-style-type: none"> ■ Reception restructure to Student Service Centre ■ Continued modernization of Assessment Services ■ Business case for assessment only credentials with PDO 	<ul style="list-style-type: none"> ■ Disability Services and Interpreting Services reorganization to Disability Services and Accessibility Services 			

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	Continuing Studies	<ul style="list-style-type: none"> ■ Launch Gladue Report Writing Program in classroom format at VCC and via contract training offsite ■ Implement and launch Counselling Skills Foundations Certificate ■ Launch of revised Fashion Merchandising Associate Certificate program ■ Launch of revised Make Up Artistry certificate program 	<ul style="list-style-type: none"> ■ Implement and Launch NETT program ■ Implement and launch of Counselling Skills Advanced Certificate in Addictions ■ Launch daytime ECCE program ■ Implement and launch Business Leadership suite of programs ■ Open ECCE Post-Basic Diploma to International students 	<ul style="list-style-type: none"> ■ Implement and launch Counselling Diploma ■ Implement and launch Building Manager certificate 	<ul style="list-style-type: none"> ■ Implement and launch Fashion Merchandising certificate ■ Implement and launch Business and Technical Writing Certificate 	<ul style="list-style-type: none"> ■ Ongoing/redesign of Paralegal programs ■ Implement and launch of renewed Office Administration certificates
	Hospitality, Food Services & Applied Business		<ul style="list-style-type: none"> ■ Implement changes in Baking and Admin Assistant 		<ul style="list-style-type: none"> ■ Implement changes in Hospitality Management 	
1.1.4 Identify, promote, support articulation and transferability of courses/programs	Registrar's Office	<ul style="list-style-type: none"> ■ Codify and catalogue all previous transfer credit rulings that have been made and start to build these into Banner. ■ Assess VCC articulation information in BCCAT. Focus on areas of need which should be addressed and commence articulating courses from other 				

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		institutions to position VCC as a receiving institution. <ul style="list-style-type: none"> Roll out of transfer articulation portion of Banner by building out information from the five most popular receiving institutions. 				
	School of Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> Develop articulation with international partners to promote students exchange 	<ul style="list-style-type: none"> Develop articulation with international partners to promote students exchange Launch or partner with other institutes for Field School opportunities 			
	Arts & Sciences	<ul style="list-style-type: none"> Secure articulation agreements for ASL/Deaf Studies Certificate with Nova Scotia Community College, Lakeland College, George Brown College and University of Manitoba Develop additional Transfer Certificates with SFU in relation to Environmental Science 				
1.1.5 Seek accreditation and/or external program approval status and implement strategies to	Health Sciences	<ul style="list-style-type: none"> Make recommended curriculum revisions to address national/ provincial standards and findings from accreditation reports 				

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fulfill accreditation requirements		<ul style="list-style-type: none"> Achieve highest levels of accreditation/ program approval possible 				
	Trades, Technology & Design	<ul style="list-style-type: none"> ASE certification started 	Auto Collision Repair: <ul style="list-style-type: none"> Instructor ASE certification Certified Collision Care certification Heavy Mechanical Trades: <ul style="list-style-type: none"> Instructor ASE certification 	Auto Collision Repair: <ul style="list-style-type: none"> NATEF Accreditation Heavy Mechanical Trades: <ul style="list-style-type: none"> Instructor ASE certification 	<ul style="list-style-type: none"> CST program accreditation CST pathway with universities across Canada 	Explore transfer and laddering opportunities
	Arts & Sciences	<ul style="list-style-type: none"> Develop Communications for Accounting course in collaboration with CPA body 				
	School of Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> Investigate certifications that could be used to build our brand 	Project Management: <ul style="list-style-type: none"> Explore CAPM certification 			
1.1.6 Develop a Scholarship and Research Initiatives Plan	Library, Teaching & Learning Services/ Vice President Academic	<ul style="list-style-type: none"> Creation of Office for Applied Research Development Continue to develop partnerships with other post-secondary institutions 	<ul style="list-style-type: none"> Review policies related to Applied Research 	<ul style="list-style-type: none"> Review of Library resources to ensure support for faculty and student research needs 		
	Health Sciences	<ul style="list-style-type: none"> Review and establish processes and principles for allocation of faculty scholarship release in the 	<ul style="list-style-type: none"> Explore research opportunities across Health programs and 			

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		Bachelor of Science in Nursing Program	disseminate research findings			
	Arts & Sciences	<ul style="list-style-type: none"> Develop and source fund for research & evaluation related to province-wide ABE redesign initiatives (following along from recommendations out of ABE Literature Review) 	<ul style="list-style-type: none"> Pilot alternative ABE model and collect and review performance data alongside performance data from baseline programming 	<ul style="list-style-type: none"> Report (qualitative and quantitative) on effectiveness and efficiency of piloted ABE redesign initiatives 		
	School of Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> Work with Mission Food Hub to develop research partnerships 	<ul style="list-style-type: none"> Work with Mission Food Hub to develop research partnerships 	Apply for TAC accreditation for Food Studies		
	Vice President Academic	<ul style="list-style-type: none"> Host annual President's Research Symposium Grow President's Research Fund through external resources, and seek collaborations with other OSIs and industry Create Research Advisory Committee 	<ul style="list-style-type: none"> Continued support for the President's Research Fund 			
1.1.7 Develop new programs and build capacity in existing programs for international students	International Education	<ul style="list-style-type: none"> Launch Post Degree Diploma in Business and Project Management Launch Heavy Mechanical Technology Diploma Build capacity in UT courses Investigate Health Sciences international programming 	<ul style="list-style-type: none"> Build capacity in UT courses (Associate Degrees) Plan for new Post Degree Diploma Launch Health Sciences international programming 	<ul style="list-style-type: none"> Build capacity in UT courses (Associate Degrees) Engage with VP Enterprise and International Development and Deans to find opportunities for 	<ul style="list-style-type: none"> Engage with VP Enterprise and International Development and Deans to find opportunities for developing new programs and 	<ul style="list-style-type: none"> Engage with VP Enterprise and International Development and Deans to find opportunities for developing new programs and

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		<ul style="list-style-type: none"> Plan for ECCE international cohort Move to monthly intake for International Culinary Arts Diploma Launch additional Post Degree Diploma cohorts Engage with VP Enterprise and International Development and Deans to find opportunities for developing new programs and building capacity in existing programs 	<ul style="list-style-type: none"> Launch ECCE international cohort Engage with VP Enterprise and International Development and Deans to find opportunities for developing new programs and building capacity in existing programs 	developing new programs and building capacity in existing programs	building capacity in existing programs	building capacity in existing programs
	School of Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> Develop diploma in international culinary arts Investigate the delivery of a Tourism Management diploma 	<ul style="list-style-type: none"> Complete diploma in Business Administration Launch next post-degree diploma Continue to develop Tourism Management possibilities 	<ul style="list-style-type: none"> Complete diploma in Business Administration 		
	Arts & Sciences	<ul style="list-style-type: none"> Associate of Science (Computer Science) program to be developed Associate of Arts program to be developed 				

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	Continuing Studies	<ul style="list-style-type: none"> Implement changes to ECCE Post-Basic Diploma program to accommodate international students 	<ul style="list-style-type: none"> Implement and receive international students in full-time ECCE programs 			
	School of Instructor Education		<ul style="list-style-type: none"> Continue to explore PIDP for international. 			
1.1.8 Ensure programs have active program advisory committees and effective partnerships with industry/community	All Schools/ Vice President Academic	<ul style="list-style-type: none"> Host college wide Program Advisor Committee (PAC) event 	<ul style="list-style-type: none"> Host college wide Program Advisor Committee (PAC) event 	<ul style="list-style-type: none"> Host college wide Program Advisor Committee (PAC) event 	<ul style="list-style-type: none"> Host college wide Program Advisor Committee (PAC) event 	<ul style="list-style-type: none"> Host college wide Program Advisor Committee (PAC) event
	School of Instructor Education	<ul style="list-style-type: none"> Continue to engage with renewed PAC during rollout of new PIDP Continue to engage ITA with development of Trades Instructor Short Certificate 	<ul style="list-style-type: none"> Re-establish relationships with provincial institutions 			
	Arts & Science	<ul style="list-style-type: none"> Continue PAC structure for Music (initiated for Program Renewal Process) 				
1.1.9 Develop supportive partnerships within the academy and student service departments to ensure a positive	Health Sciences	<ul style="list-style-type: none"> Implement strategies to support Indigenous students 	<ul style="list-style-type: none"> Explore providing faculty Indigenous Cultural Competency Online Training Program through Provincial Health Services Authority 			

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experience for Indigenous students	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> Develop and launch an Indigenization Strategy in consultation with VCC Indigenization Committee and IEAC 	<ul style="list-style-type: none"> Assess indigenization strategy through college-wide surveys, developed in collaboration with Institutional Research, that aim to address gaps, challenges or barriers 	<ul style="list-style-type: none"> Address and implement any changes identified through assessment to ensure ongoing college wide support of the Indigenization strategy 	<ul style="list-style-type: none"> Assess indigenization strategy through college-wide surveys, developed in collaboration with Institutional Research, that aim to address gaps, challenges or barriers 	<ul style="list-style-type: none"> Address and implement any changes identified through assessment to ensure ongoing college wide support of the Indigenization strategy
	Student Development	<ul style="list-style-type: none"> Regularize communication, strengthen working relationship and realize synergy in overlapping service scope Explore Indigenous counselling and advising services 				
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Work with Indigenous Education developing teaching and learning resources 				
	Arts & Science	<ul style="list-style-type: none"> Develop Joint Associate of Arts with NEC Native Education College Develop an Indigenous CAP intake for CACE 				
	School of Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> Monitor the pilot of Indigenous Professional Cook 1 program offered at Okanagan College 	<ul style="list-style-type: none"> Offer the Indigenous PC1 certificate 			

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
Goal 1.2 – Enhanced instruction, instructional strategy and educational technology						
1.2.1 Develop an online educational technology strategy	School of Hospitality, Food Studies and Applied Business	Hospitality Management: <ul style="list-style-type: none"> Develop consistent look and feel of Moodle Shells Entire School <ul style="list-style-type: none"> Work with CTRL to develop educational technology strategy 	<ul style="list-style-type: none"> Increase OER use 			
	Arts & Sciences	<ul style="list-style-type: none"> Convert continuous intake courses in CCA into a flipped blended/online format Expand blended learning options for LINC programming 				
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> CTRL: implement Online Learning Strategy: policies, training plan, departmental plans. CTRL: develop governance and training for Kaltura CTRL: integrate ZOOM with Moodle and Kaltura CTRL: Work with IT to find stable Moodle hosting & services Library: develop and implement OER strategy 	<ul style="list-style-type: none"> Implement online learning training plan Roll out OER strategy to all schools 			

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
	Health Sciences	<ul style="list-style-type: none"> Monitor and evaluate competency-based clinical assessment in Certified Dental Assisting Transition to blended delivery model for Dental Hygiene Pilot student and faculty course feedback in selected Health programs undergoing Program Renewal (Health Unit Coordinator, Dental Reception Coordinator) 	<ul style="list-style-type: none"> Pilot competency-based assessment in Certified Dental Assisting 			
	Continuing Studies	<ul style="list-style-type: none"> Develop online courses for Gladue Report Writing program 	<ul style="list-style-type: none"> Launch Gladue Report Writing Program in a hybrid format 			
	Trades, Technology & Design	<p>Automotive Service Technician:</p> <ul style="list-style-type: none"> Increase OER use by 10% <p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Develop Moodle courses apprenticeship level 3 	<p>Automotive Service Technician:</p> <ul style="list-style-type: none"> Increase OER use by 10% <p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Develop Moodle courses apprenticeship level 4 	<p>Automotive Service Technician:</p> <ul style="list-style-type: none"> Increase OER use by 10% <p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Develop Moodle courses international diploma 	The school of Trades, Technology and Design will continue to expand online/blended courses in all programs.	The school of Trades, Technology and Design will continue to expand online/blended courses in all programs
	VP Academic	<ul style="list-style-type: none"> Host annual Education Technology Showcase Promote Institutional Learning Outcomes (ILO) 	<ul style="list-style-type: none"> Educational Technology Showcase is supported as an annual event 			

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
		across College through the website, newsletter, conversations and workshops	<ul style="list-style-type: none"> ILOs continue to be supported at the school and department level with a variety of activities 			
1.2.2 Identify new educational technologies and software that could be supported and resourced	Health Sciences	<ul style="list-style-type: none"> Explore the hardware and software needs of the Nursing Simulation labs to replace Sim mannequins and upgrade technology Follow through on short-term and long-term needs to expand Dental Space to address program growth , including creating a new dental clinic for the Denturist Sciences Technology program Fill new Simulation Lab Coordinator position Explore options for a Dental Sim Lab Increase the number and quality of Interprofessional Education (IPE) activities across the School of Health Sciences Explore options to incorporate virtual reality/ augmented reality into the curriculum 				

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
	Trades, Technology & Design	<ul style="list-style-type: none"> Searching for new technologies. 	<ul style="list-style-type: none"> Electude for AST Pivot Lab for Skin and Body VR for CAD &BIM 	<ul style="list-style-type: none"> VR for HMT Searching for new learning technologies for the Jewellery program 	3D Parts printer for HMT	Continue to explore identify new educational technologies and software that support learning (VR).
	School of Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> Identify new software for HM Diploma /Degree and for Project Management 	<ul style="list-style-type: none"> Investigate use of AR and VR in Hospitality and Food studies 			
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> With VP, Academic and Dean, Trades: continue work to acquire Blackboard Ally Leverage ZOOM for video captioning functionality 				
	Student Development	<ul style="list-style-type: none"> Inform and support IT/RO in VCC Student Mobile App soft launch and implementation Inform and support IT with Campus Digital Kiosks and Connect Hubs VR wellness program Explore virtual proctoring 				
	Arts & Sciences	<ul style="list-style-type: none"> Develop Virtual Reality and Augmented Reality programming resources for University Transfer and College Foundations courses 				

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
		<ul style="list-style-type: none"> Replacement of Audio Lab with new Computer Lab format of Audio learning support in EAL/LINC 				
Goal 1.3 –Deliver superior student services						
1.3.1 Review and develop support services which contribute to student success and retention	Health Sciences	<ul style="list-style-type: none"> Advocate for longitudinal research studies to review success based on admission requirements Explore “Early Alert” system to support student success and retention across School Establish standardized exam guidelines Establish Health Sciences/ Disability Services working group to examine student accommodation 	Implement student success and retention identified	Implement student success and retention identified	Implement student success and retention identified	Implement student success and retention identified
	Vice President Academic	<ul style="list-style-type: none"> Conduct review for targeted programs and bring forward changes through governance Raise student awareness of student development services through the Strategic Enrolment Management (SEM) working group Increase coordination of SEM initiatives 				

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
		<ul style="list-style-type: none"> Provide training and development opportunities on cultural awareness amongst VCC employees and students Facilitate development of Universal Design for Learning working group to explore how principles can be implemented 				
	Student Development	<ul style="list-style-type: none"> Create student experience program Update Student Conduct training In conjunction with SUVCC, evaluate student life initiatives and create recommendations Renew policies (student with disabilities, education and non-education conduct, and grievance) Establish procedures on clinical accommodations and audio-recording 	<ul style="list-style-type: none"> Expand First year experience programming Review and update records management for all departments 			
	Arts & Sciences	<ul style="list-style-type: none"> Develop contextualized education model based on I-Best and EAL Support Teams for ABE students 	<ul style="list-style-type: none"> Pilot/Implement contextualized education option for ABE students in 1-2 			

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
		<ul style="list-style-type: none"> ■ Work with Assessment Centre to develop PLAR competencies to work in concert with revised student assessment ■ Facilitating access to Provincial level ABE courses required for Graduation for ABE Youth ■ Develop a course to assist students to successfully learn via blended format 	post-secondary program areas			
	Hospitality, Food Services & Applied Business	<ul style="list-style-type: none"> ■ Implement recommendations from EAL Support Pilot ■ Begin similar work in Culinary Arts 				
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Learning Centre: out of renewal, explore service models to reach more students ■ VP Academic/CTLR: develop Teaching & Learning Framework 				
	Continuing Studies	<ul style="list-style-type: none"> ■ Evaluate changes made to CS online registration; make further improvements ■ Undergo CS Education Service Renewal (Policy D.1.1) 				

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> Develop departmental policy related to respectful use of Gathering Places Develop Indigenous student feedback processes 	<ul style="list-style-type: none"> Assess student response to Gathering Place policy and address additional changes if necessary Evaluate student feedback processes and implement any changes, if required 			
	Registrar's Office	<ul style="list-style-type: none"> Additional revision to admissions processes including the elimination of wait lists as necessitated by revision to Education Planner common application service. 				
	International Education	<ul style="list-style-type: none"> Investigate and plan internationalization strategy Advocate for designated faculty member to coordinate and support initiatives related to interculturalization and internationalization 	<ul style="list-style-type: none"> Build internationalization strategy that will contribute to student success and retention 	<ul style="list-style-type: none"> Implement internationalization strategy that will contribute to student success and retention 	<ul style="list-style-type: none"> Monitor internationalization strategy to ensure that it is contributing to student success and retention 	<ul style="list-style-type: none"> Monitor internationalization strategy to ensure that it is contributing to student success and retention
1.3.2 Provide timely and relevant international student support	International Education	<ul style="list-style-type: none"> Continue to engage with Deans and Dept. Heads to ensure sociocultural and English language support for international students Create effective and efficient strategies to 	<ul style="list-style-type: none"> Evaluate processes and implement strategies to increase efficiencies in international student support in relation to admissions and advising 	<ul style="list-style-type: none"> Evaluate processes and implement strategies to increase efficiencies in international student support in relation to 	<ul style="list-style-type: none"> Evaluate processes and implement strategies to increase efficiencies in international student support in relation to 	<ul style="list-style-type: none"> Evaluate processes and implement strategies to increase efficiencies in international student support in relation to

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
		provide immigration-related advice and guidance to international students	<ul style="list-style-type: none"> Identify and operationalize projects to enhance the academic and personal success of international students 	admissions and advising <ul style="list-style-type: none"> Identify and operationalize projects to enhance the academic and personal success of international students 	admissions and advising <ul style="list-style-type: none"> Identify and operationalize projects to enhance the academic and personal success of international students 	admissions and advising <ul style="list-style-type: none"> Identify and operationalize projects to enhance the academic and personal success of international students
	Student Development	<ul style="list-style-type: none"> Peer Helper reorganization Funding and business case for Adler Community Health Clinic and Morneau Shepell SSP Annacis Island Campus servicing 				<ul style="list-style-type: none">

OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #2 – Operational Excellence						
Goal 2.1 – Develop efficient systems and collaborative communication						
2.1.1 Evaluate current functions/processes in order to streamline, reduce manual input and duplication	Health Sciences	<ul style="list-style-type: none"> Develop guidelines to streamline and support operational efficiencies across the School of Health Sciences 	Implement and assess identified guidelines			
	Registrar's Office	<ul style="list-style-type: none"> Course clean up within Banner to better support 	<ul style="list-style-type: none"> Implementation of End of Term processing. 			

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #2 – Operational Excellence						
		timetabling processing and EMS implementation. <ul style="list-style-type: none"> ■ CAPP implementation commences. ■ Support for Banner 9 upgrade and retraining Banner Student users. ■ Development of standardized documentation related to Banner processes. ■ Full EMS implementation. ■ Pre-requisite checking clean up within Banner ■ Priority registration configuration and implementation. ■ Ongoing development of standardization of processes with information available online. ■ Work with Finance and Human Resources to finalize and implement new Banner security class structure. 	<ul style="list-style-type: none"> ■ Assessment Test Result clean up within Banner. ■ Education Planner Transcript Exchange implementation. ■ Academic Calendar full implementation along with calendar publication practices and associated policy. 			
	Vice President Academic	<ul style="list-style-type: none"> ■ Support SEM working groups’ goals in student recruitment, student retention, data management and teaching/learning space needs 	Implement QAPA action plan in concert with Program Review and Renewal Committee, and other internal stakeholders			

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #2 – Operational Excellence						
		<ul style="list-style-type: none"> ■ Respond to Ministry’s recommendation from Quality Assurance Process Audit (QAPA) Review by designing and implementing an action plan as part of the response ■ Implement Program Renewal process ■ Implement CourseLeaf calendar 				
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Collaborate with Communications & Marketing to increase method and frequency of IECE information to external groups ■ Develop ToR’s for all IECE working groups and committees that include communication with college community ■ Update content on IECE webpages to ensure information is relevant to Indigenous education/students 	<ul style="list-style-type: none"> ■ Assess feedback and/or response to IECE communication and identify needs, changes or challenges ■ Evaluate communication process for reporting back on IECE working groups and committees and make changes as required 	<ul style="list-style-type: none"> ■ Evaluate methods of IECE information dissemination and change or increase as necessary 		
	Student Development	<ul style="list-style-type: none"> ■ Establish intake, triage and refer process for the new Student Service Centre 				

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #2 – Operational Excellence						
		<ul style="list-style-type: none"> Full launch of RegisterBlast exam booking for assessments Case management program for Arbitrator and Conduct offices 				
	Continuing Studies	<ul style="list-style-type: none"> Seek approval to implement a new online “shopping cart” registration system Implement new course evaluation processes across CS Improve online registration experience 				
2.1.2 Identify, evaluate, recommend and implement software applications to increase efficiencies	International Education	<ul style="list-style-type: none"> Examine processes and initiate strategies that will increase efficiencies through technology and automation and make upgrades as required throughout the life of the academic plan 				
	Information Technology/VP Academic	<ul style="list-style-type: none"> Implement curriculum management software 				
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Library: implement Library Technology Plan (Evergreen ILS) 	<ul style="list-style-type: none"> Library: implement Library Technology Plan (Arca Institutional Repository) 			
Goal 2.2 – Ensure a safe student and working environment						

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #2 – Operational Excellence						
2.2.1 Ensure compliance with WorkSafe BC and other safety regulations	School of Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> Upgrade Food Safe Certification for Culinary Arts and Baking & Pastry Arts 				
	Student Development	<ul style="list-style-type: none"> Regularize annual staff/faculty review of campus safety and emergency protocols, employer's due diligence, and privacy and record management 				
	Trades, Technology & Design	<ul style="list-style-type: none"> Updating safety procedures and policies across the three campuses in align with the WorkSafe BC regulations 	<ul style="list-style-type: none"> Continue to improve safety in AST, ACR and HMT shops. Annual WorkSafe BC visit to shops. 	<ul style="list-style-type: none"> Continue to improve safety in AST, ACR and HMT shops. Annual WorkSafe BC visit to shops 	<ul style="list-style-type: none"> Continue to improve safety in AST, ACR and HMT shops. 	<ul style="list-style-type: none"> Continue to improve safety in AST, ACR and HMT shops.
	Vice President Academic	<ul style="list-style-type: none"> Working with Director of Security and Risk Management, facilitate business continuity planning across all academic areas 	<ul style="list-style-type: none"> Monitor business continuity planning 	<ul style="list-style-type: none"> Initiate cycle of regular updates to business continuity plan 		
2.2.2 Focus on promoting Health and Wellness	School of Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> Expand on Pink Shirt Day initiative 				
	Health Sciences	<ul style="list-style-type: none"> Support Health and Wellness initiatives for students and staff for the duration of the academic plan 				
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Learning Centre: following renewal, look at ways to avoid burnout among tutors. 				

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KSD #2 – Operational Excellence						
		<ul style="list-style-type: none"> ■ CTRLR: Offer workshops on classroom (face to face and online) management 				
	Student Development	<ul style="list-style-type: none"> ■ Inform and support VPA committee on healthy campus development 				
	Vice President Academic	<ul style="list-style-type: none"> ■ Implement initiatives from Health & Wellness Plan and incorporate Health & Wellness into Equity and Inclusion initiatives ■ Advocate the importance of mental health at provincial forums and events such as the Festival of Learning 				
Goal 2.3 – Maximize our campus facilities and resources						
2.3.1 Assess space requirements and utilization	Health Sciences	<ul style="list-style-type: none"> ■ Work with consultant and Facilities to advise on renovations to the Dental spaces to accommodate new Denturist Sciences program including an additional Dental clinic ■ Begin renovations to Dental Technology Sciences and Denturist physical space (labs and clinic) to be able to accommodate annual intakes of students 	<ul style="list-style-type: none"> ■ Enhance physical space for Dental Technology Sciences, Denturist and other dental programs for the duration of the academic plan ■ Increase number of computers/ desks and chairs in computer labs to accommodate large section sizes ■ (Dental Technology Sciences) 			

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KSD #2 – Operational Excellence						
	Hospitality, Food Studies & Applied Business	<ul style="list-style-type: none"> Continue work with RPG on Culinary and Baking teaching space Continue work on developing new space for Seifferts 	<ul style="list-style-type: none"> Create kitchen/lab suitable for CS offerings in Culinary and Baking 			
	Trades, Technology & Design	<ul style="list-style-type: none"> Classrooms renovation for AST, AST and SKBT. Renovation additional Bay at AIC to accommodate HMT international Diploma Complete Lab 1 for CST program 	<ul style="list-style-type: none"> Introduce more evening courses in Graphic Design Introduce evening courses in the CST program Complete Lab 2 for CST program 	<ul style="list-style-type: none"> Introduce evening courses in CAD&BIM. 	<ul style="list-style-type: none"> Increase the space utilization across all programs by expanding hours of operations. 	<ul style="list-style-type: none"> Increase the space utilization across all program by expanding hours of operations
	Arts & Sciences	<ul style="list-style-type: none"> Analysis of alternate options to Auditorium for Music programming (i.e. room 420) 				
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> CTLR: following renewal, advocate to upgrade space at both campuses to accommodate growth and to facilitate drop-in, collaboration, consultation. Library & Learning Centre: continue to find ways to improve facilities at BWY and student learning spaces at both campuses. 				
	Student Development	<ul style="list-style-type: none"> BWY Campus Disabilities Services Private Exam space review Explore relocation of Arbitrator and Conduct offices 				

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #2 – Operational Excellence						
		<ul style="list-style-type: none"> Update DTN and BWY campus signage in student service areas 				
	Continuing Studies	<ul style="list-style-type: none"> Optimize CS space for customer service and advising 	<ul style="list-style-type: none"> Continued optimization of CS space for customer service and advising 			
Goal 2.4 – Develop a high-performing college team						
2.4.1 Implement an enhanced performance management system	Vice President Academic	<ul style="list-style-type: none"> Explore alternative approaches to providing feedback in performance reviews 				
2.4.2 Assess employee needs and develop a training plan	Vice President Academic	<ul style="list-style-type: none"> Implement employee Training Plan with Department Leaders and Leadership Team 	Work with HR to use online resources to expand employee development opportunities			
2.4.3 Assess employee needs, develop a training plan, and coordinate schedule	Continuing Studies	<ul style="list-style-type: none"> Finalize and implement an SOP manual for all business practices 				
	Health Sciences	<ul style="list-style-type: none"> Identify and implement training needs for Department Leaders, faculty and support staff in areas of budget management, procurement, safety, new faculty and staff orientation, student conduct management, communication in the workplace. 	<ul style="list-style-type: none"> Address ongoing training needs 			
Goal 2.5 – Review, develop, update and communicate policies						

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #2 – Operational Excellence						
2.5.1 Review, develop, update, implement and communicate policies	Vice President Academic	<ul style="list-style-type: none"> ■ Roll out employee and student workshops on gender violence policy ■ Build in training at Leader’s Forum to introduce new policies and procedures 				

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #3 – Financial Stability and Sustainability						
Goal 3.1 – Implement our financial strategy						
3.1.1 Meet our domestic and international enrolment targets	International Education	<ul style="list-style-type: none"> ■ Support agents and maintain agent relationships ■ Participate in agent and education fairs/events ■ Travel to maintenance and emerging markets for international student recruitment ■ Examine trends and work with Deans to create international enrolment targets ■ Ensure internal resources, processes and operations are conducive to meeting enrolment targets 	<ul style="list-style-type: none"> ■ Support agents and maintain agent relationships ■ Participate in agent and education fairs/events ■ Travel to maintenance and emerging markets for international student recruitment ■ Examine trends and work with Deans to create international enrolment targets ■ Ensure internal resources, processes and operations are conducive to meeting enrolment targets 	<ul style="list-style-type: none"> ■ Support agents and maintain agent relationships ■ Participate in agent and education fairs/events ■ Travel to maintenance and emerging markets for international student recruitment ■ Examine trends and work with Deans to create international enrolment targets ■ Ensure internal resources, processes and operations are conducive to meeting enrolment targets 	<ul style="list-style-type: none"> ■ Support agents and maintain agent relationships ■ Participate in agent and education fairs/events ■ Travel to maintenance and emerging markets for international student recruitment ■ Examine trends and work with Deans to create international enrolment targets ■ Ensure internal resources, processes and operations are conducive to meeting enrolment targets 	<ul style="list-style-type: none"> ■ Support agents and maintain agent relationships ■ Participate in agent and education fairs/events ■ Travel to maintenance and emerging markets for international student recruitment ■ Examine trends and work with Deans to create international enrolment targets ■ Ensure internal resources, processes and operations are conducive to meeting enrolment targets
3.1.2 Meet our financial budget targets	Vice President Academic	<ul style="list-style-type: none"> ■ Focus on pursuing external funding opportunities 				
	Health Sciences	<ul style="list-style-type: none"> ■ Explore new programming opportunities to attract international students ■ Explore program delivery options to serve Indigenous students 				

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #3 – Financial Stability and Sustainability						
	Student Development	<ul style="list-style-type: none"> Complete service utilization rate, profile and costing for improved budget accuracy and funding with external contracts 				
Goal 3.2 – Achieve our long term growth strategy						
3.2.2 Develop Facilities Master Plan	All areas					
Goal 3.3 – Grow our commercial services revenue						
3.3.1 Identify additional sources of revenue generation	Student Development					

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #4 – Reputation Management						
Goal 4.2 Improve internal and external communications						
4.2.1 Internal Communication	Vice President Academic	<ul style="list-style-type: none"> ■ Enhance the effectiveness and relevance of Leader’s Forum by structuring in engagement, mentorship and trauma-informed approaches ■ Expand lunch hour workshops through the Learning Conversation series ■ Continue to meet twice a year with all Schools/ Departments on planning ■ Establish working groups for mid-level managers to foster leadership skills ■ Establish a structure for Deans Assistants, Department Assistants and Program Assistants to network and support each other ■ Expand use of Leaders’ Forum to engage academic and student services departments ■ Expand resources available on myVCC 				

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OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #4 – Reputation Management						
	Student Development	<ul style="list-style-type: none"> ■ Complete Duty to Accommodate workshop by Arbiter Office ■ Adapt and launch Supporting Students with Disabilities workshop for faculty /staff in partnership with JIBC ■ Develop referral process in new Student Service Centre with programs and service area 				
4.2.2 Internal Communication	Continuing Studies	<ul style="list-style-type: none"> ■ Integrate CS Mission statement into internal and external communication strategies 				
Goal 4.3 Improve student recruitment and retention processes						
4.3.1 Develop student recruitment strategic plan	Vice President Academic, Marketing	<ul style="list-style-type: none"> ■ Establish the Student Recruitment working group of Strategic Enrolment Management (SEM) ■ Develop and communicate short and long-term goals of the SEM Student Recruitment group ■ Implement student recruitment plan ■ Review Integrated Admissions Plan (Culinary pilot program) and recommend next steps 				

VANCOUVER COMMUNITY COLLEGE

2019-2020 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #4 – Reputation Management						
		<ul style="list-style-type: none"> ■ Improve online acquisition process ■ CASL audit and refresh ■ Support CRM implementation in partnership with IT 				
	Arts & Sciences	<ul style="list-style-type: none"> ■ Contextualized ABE Pilot (I-Team) ■ EAL Support Team expansion 				
4.3.2 Develop student recruitment strategy for emerging International markets and new VCC programs	International Education	<ul style="list-style-type: none"> ■ Investigate new agent and business partnerships in emerging markets ■ Connect with and support agents and business partners to promote new VCC programs ■ Visit overseas agents to enhance relationships and capacity for marketing and recruiting ■ Build and maintain relationships with Education Marketing Managers, Visa Managers and Trade Commission Service in emerging markets ■ Expand diversification pilot project ■ Hire in-country representatives to support agents and 	<ul style="list-style-type: none"> ■ Investigate new agent and business partnerships in emerging markets ■ Monitor trends in student mobility to find new markets 	<ul style="list-style-type: none"> ■ Investigate new agent and business partnerships in emerging markets ■ Monitor trends in student mobility to find new markets 	<ul style="list-style-type: none"> ■ Investigate new agent and business partnerships in emerging markets ■ Monitor trends in student mobility to find new markets 	<ul style="list-style-type: none"> ■ Investigate new agent and business partnerships in emerging markets ■ Monitor trends in student mobility to find new markets

VANCOUVER COMMUNITY COLLEGE

2019-2020 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
KSD #4 – Reputation Management						
		marketing/recruiting activities in emerging markets <ul style="list-style-type: none"> ■ Strengthen alumni network to support recruitment in emerging markets 				
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Add standing item to Indigenous Education Advisory Committee agenda to include program updates, enrolment dates, policy updates specific to Indigenous priority seating 	<ul style="list-style-type: none"> ■ Assess process to determine if this meets the needs of Indigenous Education Advisory member communities 			

OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
KSD #5 – Business Development						
Goal 5.1 Develop new partnerships and collaboration						
5.1.1 Expand dual credit programming options by partnering with more schools boards in the Lower Mainland	Health Sciences	<ul style="list-style-type: none"> ■ Explore dual credit option for high school students entering the Pre-Health Sciences program ■ Continue with Dual Credit programming in the Health Care Assistant program 				

VANCOUVER COMMUNITY COLLEGE

2019-2020 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
KSD #5 – Business Development						
5.1.2 Develop and expand partnerships	Health Sciences	<ul style="list-style-type: none"> ■ Determine ongoing need of Acute Care Skills for Health Care Assistants ■ Ensure Program Advisory Committees include appropriate representatives ■ Continue and explore other Health Sciences program opportunity with the Aboriginal Community Career Services Society (ACCESS) ■ Continue to explore opportunities with Health organizations (i.e. BC Nurses Union) and other post-secondary institutions ■ Continue with external rentals of Dental spaces (Dental Tech, Denturist, Certified Dental Assisting and Dental Hygiene programs) 	Implement and expand on partnership opportunities through the life of the academic plan			
	Arts & Sciences	<ul style="list-style-type: none"> ■ Visually Impaired program to expand partnerships with CNIB, Blind Beginnings, Alliance for Equality of Blind Canadians and Canadian Council for the Blind 				
	Trades, Technology & Design	<ul style="list-style-type: none"> ■ AST, ACR: continue to develop partnership with industry. 	<ul style="list-style-type: none"> ■ CAD& BIM reaching out to high school to develop dual credits. 	<ul style="list-style-type: none"> ■ CST program to partnership with high tech companies 	Continue to explore new partnerships opportunities with	Continue to explore new partnerships opportunities with

VANCOUVER COMMUNITY COLLEGE

2019-2020 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
KSD #5 – Business Development						
		<ul style="list-style-type: none"> ■ ACR develop Flex learning with CMC ■ SKBT partnership with Riverside College ■ Exploring potential partnerships with Corrections Canada 	<ul style="list-style-type: none"> ■ AST, ACR to develop more partnership with high schools in the lower mainland. 	<p>in the lower mainland</p> <ul style="list-style-type: none"> ■ CST program to develop partnership with other colleges and universities. ■ Continue to explore new partnerships opportunities with industries and other colleges and universities across all programs. 	industries and other colleges and universities across all programs.	industries and other colleges and universities across all programs.
	Hospitality, Food Studies & Applied Research	<ul style="list-style-type: none"> ■ Continue work with Mission Food Hub ■ Expand partnerships in Italy, Ireland, China and Korea ■ Continue work with Go2HR / AEST / BCRFA ■ Continue work with World Master Chefs for Cantonese Cuisine 				
	Student Development	<ul style="list-style-type: none"> ■ Adler Community Health Clinic Partnership ■ JIBC Supporting Students with Disabilities Partnership ■ Open Door Group cross referral collaboration ■ Diplomat/Consulate offices collaboration 				

VANCOUVER COMMUNITY COLLEGE

2019-2020 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/2024 INITIATIVES
KSD #5 – Business Development						
	Continuing Studies	<ul style="list-style-type: none"> Refine process related to internal and external partnerships 				
5.1.3 Develop new international business partnerships to support international enrolment	International Education	<ul style="list-style-type: none"> Explore and implement mutually beneficial business partnerships with key external stakeholders who will support international enrolment Investigate student and faculty exchange and study abroad initiatives as related to internationalization strategy 	<ul style="list-style-type: none"> Explore and implement mutually beneficial business partnerships with key external stakeholders who will support international enrolment Build capacity for student and faculty exchange and study abroad initiatives as related to internationalization strategy 	<ul style="list-style-type: none"> Explore and implement mutually beneficial business partnerships with key external stakeholders who will support international enrolment Build capacity for student and faculty exchange and study abroad initiatives as related to internationalization strategy 	<ul style="list-style-type: none"> Explore and implement mutually beneficial business partnerships with key external stakeholders who will support international enrolment Build capacity for student and faculty exchange and study abroad initiatives as related to internationalization strategy 	<ul style="list-style-type: none"> Explore and implement mutually beneficial business partnerships with key external stakeholders who will support international enrolment Build capacity for student and faculty exchange and study abroad initiatives as related to internationalization strategy



VCC 2019-20 Enrolment Plan

Institutional Research has prepared the 2019-20 Budgeted Registration and FTE report, presented in two (2) parts.

Part 1. VCC Enrolment Plan 2019-20 by School

This includes:

- 4 years of Actual FTE, 2014-15, 2015-16, 2016-17, 2017-18
- 2018-19 Forecast FTE
- 2019-20 Budgeted FTE

Part 2. VCC Enrolment Plan by School by Program (ORG Code)

The following detailed reports are included for each of the following Schools:

- a) CCS - Centre for Continuing Studies
- b) CIN - Centre for International Education
- c) SAS - School of Arts and Science
- d) SHS - School of Health Sciences
- e) SHP - School of Hospitality, Food Studies and Applied Business
- f) SIE - School of Instructor Education
- g) CTT – Centre of Trades, Technology & Design

This includes:

- 2018-19 Forecast FTE
- 2019-20 Budgeted FTE

PART 1.

VCC Enrolment Plan 2019-20 by School

Including: Previous 4 year Actual FTE
Current year 2018-19 Budget and Forecast FTE

2019-20 Enrolment Plan FTE by School by ORG - Draft 2

Total Student FTE by School		ACTUAL FTE by School by Year**				2018-19 Forecast and Budget		2019-20 FTE Budget	2019-20 Registrations Budget
		2014-15	2015-16	2016-17	2017-18	Forecast Total FTE 2018-19*	Budget Total FTE 2018-19		
CCS	Centre for Continuing Studies	635.25	655.81	628.54	668.64	668.25	627.98	668.25	11,198
CIN	Center for International Education	342.50	480.16	602.53	792.84	572.85	525.80	774.34	8,821
SAS	School of Arts & Sciences	2,887.22	2,094.26	1,941.20	1,954.87	2,064.08	1,690.12	1,804.54	15,077
SHS	School of Health Sciences	844.98	813.28	816.23	757.67	870.38	884.99	948.60	11,044
SHP	School of Hospitality ,Food Studies & Applied Business	1,007.83	1,027.47	917.44	781.70	1,050.35	805.87	1,008.33	11,815
SIE	School of Instructor Education	281.89	267.80	292.88	276.05	255.93	236.50	230.17	1,900
CTT	School of Trades, Technology & Design	951.54	917.70	955.13	927.41	1,109.36	951.53	1,215.47	10,682
Total		6,951.20	6,256.46	6,153.94	6,159.18	6,331.49	5,722.79	6,649.70	70,537

* as at March 2019

** FTE data provided from the VCC Central Data Warehouse (CDW)

2019-20 Budget for Centre of Continuing Studies is based on the 2018-19 Forecast (Actuals)

****NOTE: effective 2019-20, CIN includes International Cohorts only with inserts attributed to the home school.

Part 2.

VCC Enrolment Plan by School by Program (ORG Code)

NOTE:

- ✚ 1. Budgeted Registrations - projected totals from Finance, representing potential enrolments.
- ✚ 2. Budgeted FTE calculated using projected totals.
- ✚ 3. Projected totals for each School will include International FTE's where sections (CRN's) include inserts. CIN School includes International cohorts only.
- ✚ ORG is assigned to the course or CRN by the Registrar's Office

Sections included in the FTE calculations have census/freeze dates that fall within the specified date selection based on the data provided by Finance. Not all enrolment totals are included in the budgeting process.

a) Centre for Continuing Studies

The Centre of Continuing Studies does not provide "projected" seats per class to Enrolment Planning. However, the Total FTE for 2019-20 is an estimate based on the actual registrations and FTE in 2018-19.

School Code	ORG Code	ORG Code Description	2018-19 Forecast**				2019-20 Budget***				
			Registrations		FTE		Registrations		FTE		
			Domestic	International	Domestic	International	Domestic	International	Domestic	International	
CCS	4550	BC Jobs Funding									
CCS	4301	Automotive Collision Repair	121	0	0.00	0.00	121	0	0.00	0.00	
CCS	6022	Fashion Design	191	54	31.42	16.18	191	54	31.42	16.18	
CCS	6023	Jewellery	84	2	3.38	0.08	84	2	3.38	0.08	
CCS	6024	Gemology	23	0	4.34	0.00	23	0	4.34	0.00	
CCS	6034	Cr Writng-now New Init Art&Des	147	6	2.81	0.10	147	6	2.81	0.10	
CCS	6038	Bldg Mgr Residential	169	0	16.65	0.00	169	0	16.65	0.00	
CCS	6044	Hospitalty-nowNew Init-Bus&Com		0				0			
CCS	6046	Computers - City Centre	734	17	19.93	0.50	734	17	19.93	0.50	
CCS	6052	Early Childhood Education	998	0	73.00	0.00	998	0	73.00	0.00	
CCS	6060	Management Skills Supervisors	154	1	6.25	0.04	154	1	6.25	0.04	
CCS	6064	Office & Admin CertificateProg	1495	20	45.20	0.55	1495	20	45.20	0.55	

CCS	6065	Leadership Skills Certificate	551	5	9.18	0.05	551	5	9.18	0.05
CCS	6067	Paralegal Program	1330	0	139.13	0.00	1330	0	139.13	0.00
CCS	6068	Small Business	616	11	4.13	0.16	616	11	4.13	0.16
CCS	6075	Foodsafe	215	23	2.87	0.30	215	23	2.87	0.30
CCS	6076	Allied Health	307	3	15.40	0.04	307	3	15.40	0.04
CCS	6077	Dental Program								
CCS	6080	Registered Nurse								
CCS	6082	Sterile Supply Room Aide	152	0	64.87	0.00	152	0	64.87	0.00
CCS	6087	CPR	12	0	0.28	0.00	12	0	0.28	0.00
CCS	6088	Renal Technician								
CCS	6093	Counselling Skills	791	1	50.73	0.04	791	1	50.73	0.04
CCS	6104	Community Interpreting	17	1	0.55	0.03	17	1	0.55	0.03
CCS	6108	Mandarin & Languages	329	11	11.32	0.38	329	11	11.32	0.38
CCS	6115	Interior Design Technology	131		7.20	0.00	131		7.20	0.00
CCS	6169	GemmConf 04/05!!DO NOT USE!!								
CCS	6173	Family Literacy								
CCS	6190	Socio-Cultural Competency								
CCS	6192	Tea Sommelier	4	1	0.96	0.24	4	1	0.96	0.24
CCS	6197	Fashion Merchandising	57	0	3.42	0.00	57	0	3.42	0.00
CCS	6198	Makeup Artistry	128	0	6.68	0.00	128	0	6.68	0.00
CCS	6199	Wedding & Event Management	48	0	2.44	0.00	48	0	2.44	0.00
CCS	6200	Wine Sommelier	27	0	0.54	0.00	27	0	0.54	0.00
CCS	6221	Essential Skills Training	87	0	6.96	0.00	87	0	6.96	0.00
CCS	6222	Fashion Non-credit Courses	89	1	4.07	0.06	89	1	4.07	0.06
CCS	6223	Samsung Electronic Certificate								
CCS	6224	Compressed Natural Gas (CNG)	15	0	0.63	0.00	15	0	0.63	0.00
CCS	6225	Technical and Creative Writing	200	4	5.19	0.11	200	4	5.19	0.11
CCS	6226	ECCE - Special Need	3	0	0.26	0.00	3	0	0.26	0.00
CCS	6227	ECCE - Infant Toddler	116	0	8.91	0.00	116	0	8.91	0.00
CCS	6228	ECCE - Extra	128	0	8.44	0.00	128	0	8.44	0.00
CCS	6229	Sport & Recreation Management	26	0	1.91	0.00	26	0	1.91	0.00
CCS	A170	ESA 1314 Comm Serv Asstnt Prg								
CCS	A179	LINC	3	0	0.47	0.00	3	0	0.47	0.00
CCS	A223	Building Services Worker Train	119	0	9.85	0.00	119	0	9.85	0.00
CCS	A224	Entry Hospitality Career Women	79	0	4.02	0.00	79	0	4.02	0.00

CCS	A225	Office Assistant Training	302	0	12.39	0.00	302	0	12.39	0.00
CCS	A226	Intro to Culinary Skills	259	0	10.04	0.00	259	0	10.04	0.00
CCS	A232	EDUAD_VCC Creative Art Pathway	0	19	0.00	3.80	0	19	0.00	3.80
CCS	A235	Office Assistant Training 1718								
CCS	A244	ECCE Training Project	230	0	15.18	0.00	230	0	15.18	0.00
CCS	A246	Sources Building Service Wkrer	75	0	4.58	0.00	75	0	4.58	0.00
CCS	A248	1819 CACE Pilot Program	7	0	2.33	0.00	7	0	2.33	0.00
CCS	A251	PIRS Child Care Training	110	0	8.97	0.00	110	0	8.97	0.00
CCS	A252	MIB - Medical Office Skills	185	0	7.67	0.00	185	0	7.67	0.00
CCS	A256	1819 DENT ACCESS	25	0	3.80	0.00	25	0	3.80	0.00
CCS	A257	1819 IRCC Make It	27	0	3.48	0.00	27	0	3.48	0.00
CCS	A264	Metis Nation BC - BOST	102	0	3.76	0.00	102	0	3.76	0.00
Total			11,018	180	645.59	22.66	11,018	180	645.59	22.66
Overall Total			11,198		668.25		11,198		668.25	

b) CIN - Centre for International Education

Effective 2019-20, budgeted data for CIN School includes International Cohorts only, with inserts attributed to the home school.

School Code****	ORG Code	ORG Code Description	2018-19 Forecast**				2019-20 Budget***			
			Registrations		FTE		Registrations		FTE	
			Domestic	International	Domestic	International	Domestic	International	Domestic	International
CIN	4305	Technical Training Access						496	0.00	16.00
CIN	4306	Auto Collision Refinishing Dip	0	1061	0.00	84.75	0	1358	0.00	96.63
CIN	4328	Auto Serv Tech Diploma Intl	0	601	0.00	86.10	0	809	0.00	101.63
CIN	4801	Canadian Business Mgmt. Diplom	0	1631	0.00	166.97	0	2544	0.00	260.03
CIN	4811	Business Project Mgmt PD Diploma						680	0.00	60.00
CIN	5217	Hair Design Non ITA	0	90	0.00	4.50				
CIN	5302	Baking Intn'l 5 month program	1	170	0.07	10.64	0	266	0.00	14.70
CIN	5306	Baking & Pastry-Artisan Int'l	1	504	0.07	32.87	0	576	0.00	35.20
CIN	5410	Culinary Arts (Blended)					0	110	0.00	0.00
CIN	5712	Diploma Culinary Arts Intl	1	1541	0.37	186.51	0	1982	0.00	190.15
		Totals	3	5,598	0.51	572.34	0	8821	0.00	774.34
		Overall Total	5,601		572.85		8,821		774.34	

c) School of Arts & Sciences

School Code	ORG Code	ORG Code Description	2018-19 Forecast**				2019-20 Budget***			
			Registrations		FTE		Registrations		FTE	
			Domestic	International	Domestic	International	Domestic	International	Domestic	International
SAS	1901	Visually Impaired	87		11.75	0.00	97	0	12.56	0.00
SAS	1902	Deaf & Hard of Hearing	185	16	16.55	1.24	208	0	14.56	0.00
SAS	1903	Community & Career Education	337	0	34.04	0.00	350	0	33.89	0.00
SAS	1907	In office Admin for Vis Impair	2	0	0.16	0.00				
SAS	1908	Applied Tech for Vis Impaired								
SAS	1909	Community & Career Ed P/T	37	0	11.64	0.00	33	0	10.39	0.00
SAS	1951	Sign Language Studies	285	0	21.70	0.00	432	0	34.80	0.00
SAS	1952	ASL & Deaf Studies Part Time	110	0	29.34	0.00	126	0	33.60	0.00
SAS	2001	Employ & Ed Acc for Women	87	0	7.87	0.00	160	0	9.58	0.00
SAS	2003	ABE Intermediate Youth	216	2	26.61	0.24	165	0	20.61	0.00
SAS	2004	College & Career Access	1454	3	182.22	0.36	1506	0	188.97	0.00
SAS	2005	Basic Education	477	0	92.78	0.00	478	0	92.45	0.00
SAS	2006	CF - Humanities	354	0	43.13	0.00	418	0	50.88	0.00
SAS	2007	CF - Mathematics	652	2	82.74	0.26	768	0	99.53	0.00
SAS	2008	CF - Science	1123	4	142.24	0.53	1380	0	176.55	0.00
SAS	2016	UT Humanities	754	66	75.40	6.60	1083	0	108.30	0.00
SAS	2017	UT Math	385	32	38.50	3.20	453	0	45.30	0.00
SAS	2018	UT Sciences	754	29	95.83	3.85	1068	0	136.40	0.00
SAS	2019	ABE Lab	117	0	14.60	0.00	119	0	14.87	0.00
SAS	2022	UT Engineering	163	28	16.30	2.80	265	0	29.27	0.00
SAS	2023	UT Computing Science&Software	22	5	2.20	0.50	108	0	10.80	0.00
SAS	2410	TESOL	6	10	0.68	1.14				
SAS	2700	Professional & Career English								
SAS	2710	PACE Self Paced								
SAS	2800	English Language Skills								
SAS	2900	College Preparatory English								
SAS	3100	ESL Outreach								
SAS	3108	Outreach - Homefront Learning								
SAS	3109	ESL Outreach -Learning Centres								

SAS	3115	UT - CPE	122	46	12.20	4.60				
SAS	3350	ELSA/SETL/LINC	2249	0	463.19	0.00				
SAS	3366	ESL Pathways	3735	32	501.59	5.05	4414	0	586.87	0.00
SAS	4204	Music	958	58	57.49	4.08	1107	0	66.60	0.00
SAS	4206	Music Degree	290	0	24.02	0.00	286	0	24.23	0.00
SAS	4208	Dancing Diploma	29	33	1.45	1.77	53	0	3.53	0.00
SAS	4209	Dancing Diploma - Arts Umbrell	143	164	7.61	8.41				
SAS	5031	Baccalaureate Nursing								
SAS	6221	Essential Skills Training	5	0	0.42	0.00				
SAS	A077	BC ORFF Society								
SAS	A133	Vancouver Coastal Health								
SAS	A136	Jericho Hill Legacy								
SAS	A169	1314 VCH ESSENTAL STUDY SKILLS								
SAS	A191	Gateway to Post Secondary-GPS								
SAS	A195	BC ORFF 1516								
SAS	A202	BCNU - BC Nurses Union BSN								
SAS	A212	BC ORFF 1617								
SAS	A231	BC ORFF Society								
SAS	A242	1819 BC ORFF Society	17		2.27	0.00				
SAS	A262	2018-2020 Gateway to PS	10		2.93	0.00				
SAS	Z201	ESL Transition Project 12/13								
Totals			15,165	530	2,019.45	44.63	15077	0	1,804.54	0.00
Overall Total			15,695		2,064.08		15,077		1,804.54	

d) School of Health Sciences

School Code	ORG Code	ORG Code Description	2018-19 Forecast**				2019-20 Budget***			
			Registrations		FTE		Registrations		FTE	
			Domestic	International	Domestic	International	Domestic	International	Domestic	International
SHS	4602	Medical Office Assistant 15/16								
SHS	4610	Health Unit Coordinator	340	0	23.47	0.00	339	0	26.16	0.00
SHS	4611	HCM Part-Time Programs								
SHS	5002	Resident Care Attendant ESL	341	0	36.95	0.00	396	0	40.07	0.00
SHS	5004	Practical Nursing	2276	0	142.12	0.00	2293	0	161.98	0.00
SHS	5005	Pharmacy Technician	332	0	21.62	0.00	437	0	31.47	0.00
SHS	5010	Autopsy Technician								
SHS	5017	Access to Practical Nursing	261	0	19.67	0.00	564	0	28.17	0.00
SHS	5018	Practical Nursing Refresher								
SHS	5019	Success in Practical Nursing	8	0	0.38	0.00				
SHS	5031	Baccalaureate Nursing	1302	0	122.54	0.00	1493	0	125.69	0.00
SHS	5076	Occup/Physical Therapist Asst	492	26	43.09	2.28	504	10	49.76	1.16
SHS	5078	LPN Bridging to BSN	98	0	19.66	0.00	96	0	19.36	0.00
SHS	5101	Dental Hygiene	352	0	43.30	0.00	378	0	41.33	0.00
SHS	5102	Dental Assisting	1060	14	97.89	1.31	1606	5	129.02	0.39
SHS	5103	Dental Tech	136	18	19.26	3.24	201	0	21.00	0.00
SHS	5104	Dental Reception Coordinator	226	0	42.80	0.00	275	0	39.87	0.00
SHS	5105	Denturist								
SHS	5106	Dental Radiography	20	0	2.23	0.00	16	0	1.79	0.00
SHS	5110	Dental Hygiene Access for CDAs								
SHS	5115	Distance Dental Assisting	304	0	16.51	0.00	331	0	19.39	0.00
SHS	5116	Health Care Assistant	1057	0	125.44	0.00	1260	0	136.88	0.00
SHS	5117	Medical Lab Assistant	376	0	46.97	0.00	432	0	48.00	0.00
SHS	5118	CCAH Part Time Programs	94	0	7.88	0.00	128	0	10.67	0.00
SHS	5119	Residential Care - Aboriginal								
SHS	5120	CDA Directed Studies DAST 1600	65	10	0.57	0.10	48	0	0.44	0.00
SHS	5123	Pre-Health Sciences					232	0	16.00	0.00
SHS	A133	Vancouver Coastal Health								
SHS	A139	FHA - Acute Care Skills								

SHS	A169	1314 VCH ESSENTAL STUDY SKILLS							
SHS	A202	BCNU - BC Nurses Union BSN							
SHS	A239	Health Care Asst Aboriginal	109	0	12.73	0.00			
SHS	A240	Health Care Asst LPN PERIOP	130	0	14.15	0.00			
SHS	A256	1819 DENT ACCESS	39	0	4.22	0.00			
SHS	Z204	Practical Nurs-Seabird Aborig							
Totals			9,418	68	863.45	6.93	11029	15	947.05
Overall Total			9,486		870.38		11,044		948.60

e) SHP - School of Hospitality, Food Studies and Applied Business

School Code	ORG Code	ORG Code Description	2018-19 Forecast**				2019-20 Budget***			
			Registrations		FTE		Registrations		FTE	
			Domestic	International	Domestic	International	Domestic	International	Domestic	International
SHP	4601	Legal Administrative Assistant	268	8	29.35	0.88	270	0	26.25	0.00
SHP	4602	Medical Office Assistant 15/16	474	0	29.75	0.00	572	0	33.00	0.00
SHP	4604	BC Campus - Office & Legal Adm	3	0	0.12	0.00				
SHP	4607	Executive Assistant	49	0	4.90	0.00	48	0	4.80	0.00
SHP	4611	HCM Part-Time Programs								
SHP	4612	Administrative Assistant	1040	168	64.82	10.67	1336	142	78.59	8.44
SHP	4615	Medical Transcriptionist 15/16	202	15	12.68	0.91	254	0	14.94	0.00
SHP	5301	Baking & Pastry Arts	1107	85	67.80	5.38	1314	24	74.95	1.42
SHP	5302	Baking Intn'l 5 month program								
SHP	5303	Baking & Pastry Arts ESL	77	115	5.09	7.65	172	112	10.50	6.90
SHP	5305	Baking Apprenticeship	42	1	42.00	1.00	36	0	36.00	0.00
SHP	5401	Culinary Arts								
SHP	5403	Professional Cook 1								
SHP	5404	Culinary Arts ESL	216	0	12.23	0.00	256	0	13.40	0.00
SHP	5405	Professional Cook 2								
SHP	5406	Culinary Arts - Satellite Prg	315	8	38.30	0.97	452	0	50.00	0.00
SHP	5408	Professional Cook 1	958	1	120.35	0.13	632	0	72.77	0.00
SHP	5409	Professional Cook 2 Advanced	710	5	57.32	0.45	660	0	48.75	0.00
SHP	5410	Culinary Arts (Blended)					495	506		
SHP	5501	Asian Culinary Arts	143	174	11.97	14.40	276	46	20.50	3.42
SHP	5701	Hospitality Management	698	2766	66.50	265.60	674	2930	58.90	254.80
SHP	5702	Hospitality Management App Deg	239	143	23.90	14.30	376	88	38.00	8.00
SHP	5708	Culinary Arts Apprenticeship	137	0	137.00	0.00	144	0	144.00	0.00
SHP	5709	Aboriginal Culinary Arts								
SHP	5712	Diploma Culinary Arts Intl	0	21	0.00	3.18				
SHP	A255	Korean Cuisine	5	1	0.62	0.13				
SHP	Z153	BC Campus Tuition non VCC	8	0	0.00	0.00				
Totals			6,691	3,511	724.70	325.65	7967	3848	725.35	282.98
Overall Total			10,202		1,050.35		11,815		1,008.33	

f) School of Instructor Education

School Code	ORG Code	ORG Code Description	2018-19 Forecast**				2019-20 Budget***			
			Registrations		FTE		Registrations		FTE	
			Domestic	International	Domestic	International	Domestic	International	Domestic	International
SIE	1500	Provincial Instructor Diploma	1887	1	228.70	0.13	1828	0	221.17	0.00
SIE	1510	Diploma in Adult Education								
SIE	1535	Online/eLearning Instruction	68	1	8.57	0.13	72	0	9.00	0.00
SIE	1537	CTP & CTDP Exams Online Prep								
SIE	A216	BCMEA 1617								
SIE	A220	BC Ferries 1617								
SIE	A221	BC Hydro Media Enh Learn. 1617								
SIE	A227	BC Ferries Sep16-Mar17 SIE								
SIE	A229	BC Hyrdo								
SIE	A230	TRICORP exp Mar 10 2017								
SIE	A233	BC Hydro Apr'17-Jun 30'17								
SIE	A234	BCMEA Apr'17 - Mar 31'18								
SIE	A236	BC Hydro Sept 1 -Dec 31 2017								
SIE	A237	Squamish Nation	33		3.51	0.00				
SIE	A238	BC Ferries SIE Sep1'17-Mar31'18								
SIE	A241	BC Hydro - SIE Jan-Apr'18	34		4.25	0.00				
SIE	A243	1819 BCMEA	33		4.13	0.00				
SIE	A253	1819 BC Ferries PIDP	37		4.63	0.00				
SIE	A254	BC Hyrdo NOV 1819	15		1.88	0.00				
Totals			2,107	2	255.67	0.26	1900	0	230.17	0.00
Overall Total			2,109		255.93		1,900		230.17	

g) CTT – School of Trades, Technology & Design

School Code	ORG Code	ORG Code Description	2018-19 Forecast**				2019-20 Budget***			
			Registrations		FTE		Registrations		FTE	
			Domestic	International	Domestic	International	Domestic	International	Domestic	International
CTT	4202	Jewellery Art & Design	252	43	24.43	3.81	351	39	29.17	3.15
CTT	4203	Drafting	877	244	47.68	13.70	1136	189	56.45	10.04
CTT	4301	Automotive Collision Repair	942	0	50.74	0.00	1030	0	56.28	0.00
CTT	4303	Automotive Service Technician	540	0	48.34	0.00	840	0	70.00	0.00
CTT	4304	Heavy Duty/Commercial Transport	2628	0	73.06	0.00	2810	0	76.00	0.00
CTT	4314	Auto Collision Apprenticeship	66	0	66.00	0.00	84	0	84.00	0.00
CTT	4315	Diesel Apprenticeship	205	0	205.00	0.00	238	0	238.00	0.00
CTT	4316	Automotive Tech Apprenticeship	187	3	187.00	3.00	182	0	182.00	0.00
CTT	4321	Automotive Refinish Prep - Voc	141	0	8.39	0.00	210	0	11.37	0.00
CTT	4322	Auto Paint - Apprenticeship	10	0	10.00	0.00	14	0	14.00	0.00
CTT	4323	Auto Prep - Apprenticeship	16	0	16.00	0.00	14	0	14.00	0.00
CTT	4324	Auto Glass - Apprenticeship	13	0	13.00	0.00	14	0	14.00	0.00
CTT	4325	Auto Refinishing Highschool	160	0	10.31	0.00	212	0	11.58	0.00
CTT	4326	AST Apprenticeship - Online	25	0	25.00	0.00	16	0	16.00	0.00
CTT	4330	HD/Commercial SIP funded								
CTT	4345	Auto Tech Online								
CTT	4403	Digital Graphics Design								
CTT	4420	Visual Comm Design Certificate								
CTT	4430	Visual Comm Design Diploma	604	273	37.05	15.94	735	295	42.21	17.06
CTT	4702	Computer Systems Technology Diploma					240	60	13.71	3.43
CTT	5202	Hairstyling	115	295	15.82	38.51	132	317	33.25	80.78
CTT	5204	Esthetics								
CTT	5215	Hair Design - Satellite Prgms	82	0	12.88	0.00	64	0	16.40	0.00
CTT	5217	Hair Design Non ITA	234	859	20.28	64.05	20	53	5.40	13.65
CTT	5218	Esthetics Non ITA								
CTT	5219	Hair Apprenticeship	2	0	2.00	0.00	5	0	5.00	0.00
CTT	5220	Esth-Skin & Body Treatment								
CTT	5221	Esth-Skin & Body Non-ITA	161	972	12.63	74.74	196	1186	13.97	84.57
CTT	A088	Ray Cam Program Partnership								

CTT	A102	ESAP NASKAR							
CTT	A158	Hair - LMA Funding							
CTT	A165	1314 SDEB - ABORIGINAL							
CTT	A177	Aboriginal Auto Detailing Cont							
CTT	A181	RAYCAM/NASKARZ 14/15							
CTT	A196	RAYCAM/NASKARZ 15/16							
CTT	A207	RAYCAM Community Centre 1617							
CTT	A222	ITA Auto Glass Pilot Prgm 1617							
CTT	A259	Sept30'18-Mar31'19 AST Lvl 1 ITA	8	2	8.00	2.00			
Totals			7,268	2,691	893.61	215.75	8,543	2,139	1,002.79
Overall Total			9,959		1,109.36		10,682		1,215.47