


VANCOUVER  
COMMUNITY  
COLLEGE

# Shaping the Future

STRATEGIC INNOVATION PLAN 2022-25



An aerial photograph of the Vancouver skyline, featuring numerous high-rise buildings and a marina filled with sailboats. The image is overlaid with a semi-transparent green filter. The sky is filled with large, white clouds, and the overall scene is bathed in a soft, golden light, suggesting either sunrise or sunset.

“Over the coming decade,  
technological, economic,  
and social changes will arise  
faster than ever before.  
At VCC, we will be ready.”

– Ajay Patel  
VCC President and CEO

We acknowledge that Vancouver Community College (VCC) is located on the traditional unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwəta7ɫ (Tseil-Waututh) peoples who have been stewards of this land from time immemorial.

# Strategic Innovation Priorities

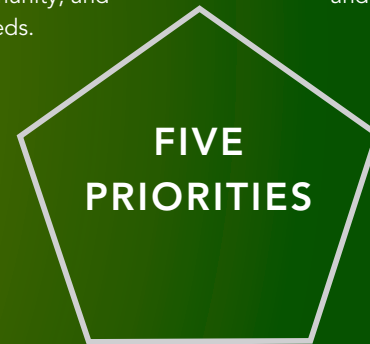
The five priorities in this Strategic Innovation Plan represent VCC's ambitions as a leading post-secondary institution in B.C. while also establishing tangible, shared goals.

## Academic Innovation

Deliver sustainable programming accessible and responsive to the diverse and changing learner, community, and employer needs.

## Campuses of the Future

Design spaces and infrastructures optimized for all learner and employee success and wellbeing.



## Operational Excellence

Advance system integration, risk management, and fiscal responsibility through capacity building and digital transformation.

## Empowered People and Inclusive Culture

Cultivate innovative and accessible people services committed to inclusion, wellness, and development for all employees.

## Engaged Communities

Foster meaningful relationships and strategic partnerships that expand opportunities, community impact, and industry recognition.

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## Academic Innovation



Deliver sustainable programming accessible and responsive to the diverse and changing learner, community, and employer needs

### **INDIGENIZATION BY DECOLONIZATION & RECONCILIATION**

Reflect and respect Indigenous knowledge, culture and history in academic planning and delivery.

### **JUSTICE, EQUITY, DIVERSITY & INCLUSION**

Review and renew curricula and teaching practices for greater inclusion of diverse ways of knowing and being.

### **STUDENT EXPERIENCE**

Develop, optimize, and embed workflows to transform student experience by meeting learners where they are in a student-centred approach.

### **EDUCATIONAL DELIVERY**

Build a diverse educational delivery model that supports lifelong learning and responds to evolving student, community, and employer needs.

### **FISCAL SUSTAINABILITY**

Deliver sustainable programming and student services that align with our institutional values, community, and labour market demands.

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## Campuses of the Future



Design spaces and infrastructures optimized for all learner and employee success and wellbeing

### **INDIGENIZATION BY DECOLONIZATION & RECONCILIATION**

Foster belonging and well-being by integrating the context and priorities of Indigenous communities in campus design and planning.

### **JUSTICE, EQUITY, DIVERSITY & INCLUSION**

Demonstrate universal and intercultural principles for equitable access to spaces and diverse experiences in learning and working.

### **CAMPUS PLANS**

Advance the Campus Master Plan and develop a strategic campus stewardship plan for our current facilities.

### **ENVIRONMENT**

Commit to environmental sustainability by expanding existing and introducing new initiatives for climate justice and emergency management.

### **TECHNOLOGY**

Develop a technology infrastructure that supports education and service delivery on-campus and in virtual spaces.

## Empowered People and Inclusive Culture



Cultivate innovative and accessible people services committed to inclusion, wellness, and development for all employees

### INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Review and reimagine People Services through the lens of decolonization and reconciliation.

### JUSTICE, EQUITY, DIVERSITY & INCLUSION

Create a culturally aware and inclusive workplace that provides equitable opportunities for Indigenous and diverse representation, participation, and success.

### RIGHTS & RESPONSIBILITIES

Build a respectful and safe work environment that is free from harassment and discrimination for all employees.

### MENTAL HEALTH & WELL-BEING

Promote employee well-being by embedding all aspects of health into work culture.

### PEOPLE DEVELOPMENT

Foster a robust talent-base by supporting career and professional development, advancement opportunities, and succession planning.

## Engaged Communities



Foster meaningful relationships and strategic partnerships that expand opportunities, community impact, and industry recognition

### INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Deepen our relationships with Indigenous communities that are reciprocal and respectful of their perspectives and priorities.

### JUSTICE, EQUITY, DIVERSITY & INCLUSION

Engage equity-deserving groups and local cultural diaspora in meaningful collaborations that contribute to our diverse communities.

### BRAND

Build a strong college presence through a strategic brand and communications plan that engages new opportunities.

### FOUNDATION & ALUMNI

Leverage our alumni and donor relations to expand educational opportunities and support major capital projects through strategic fundraising.

### PARTNERSHIPS

Grow external partnerships and associations that increase our community impact and industry recognition.

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## Operational Excellence



Advance system integration, risk management, and fiscal responsibility through capacity building and digital transformation

### **INDIGENIZATION BY DECOLONIZATION & RECONCILIATION**

Review College policies and procedures through the lens of decolonization and reconciliation.

### **JUSTICE, EQUITY, DIVERSITY & INCLUSION**

Renew operational practices and languages for greater access, equity, and inclusion.

### **RISK REGISTER**

Identify formalized strategies and processes to mitigate institutional risk.

### **SYSTEM INNOVATION**

Advance system integration, access, and user experience through digital transformation across the institution.

### **FINANCIAL STEWARDSHIP**

Develop financial stewardship initiatives and diverse revenue strategies that promote budgetary literacy and fiscal health.

## Indigenization

The vision and commitment to reconciliation have been foundational in the development of VCC's Strategic Innovation Plan and are paramount to its accountability and success.

VCC's journey towards decolonization, indigenization, and reconciliation is rooted in a thoughtful understanding of history, an acknowledgement of past and persisting racism, and a commitment to improve educational and career outcomes for Indigenous people in B.C.

Current projects that support Indigenous student success include:

- Priority enrolment
- Indigenous-focused program delivery
- Indigenous advisors and Elders on campus
- Indigenous student ambassadors
- Gathering spaces

SEE THE FULL PLAN AT

[vcc.ca/strategic-plan](http://vcc.ca/strategic-plan)

**VCC CAMPUSES**

Downtown campus  
Broadway campus



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Vancouver Community College (VCC)

