

VCC Integrated College Plan

2018/19



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VCC – The first choice for innovative, experiential learning, for life.

“First Choice” – for students in the fields of learning we offer; in addition to being a “first choice” employer.

“Innovation” – is reflected in everything we do including planning, administration, programming, proprietary training with industry partners and relationship building.

“Experiential learning” – hands-on, real world-training. No other post-secondary institution in the lower mainland provides the kind of on the job training that we do from working in restaurants, hotels, hair salons and spas, automotive trades to practicums in dental clinics and hospitals. **Experiential learning** is also relevant for employees, through the learning they gain from their experiences at VCC.

“For life” - refers not only to life-long learning, second careers, professional upgrading, and continued studies, but also to soft skills like critical thinking, teamwork and interpersonal communication that complement our technical training, to provide our students with seamless transition to work. For employees, it refers to the technical skills they bring and enhance while at VCC as well as how they relate and interact with colleagues, students and others. These skills are transferable to all aspects of their lives.

Student Success

We create an accessible environment where students build the skills, develop the attributes and gain the experience in the classroom, industry and community needed for success now and in the future.

Excellence

We are committed to the highest educational quality, student support, and college operations and are responsive, innovative and relevant.

Diversity

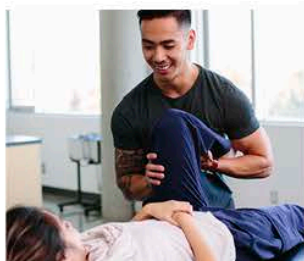
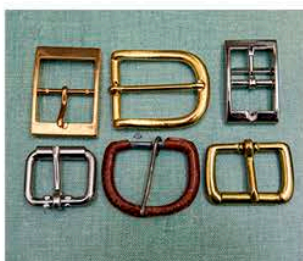
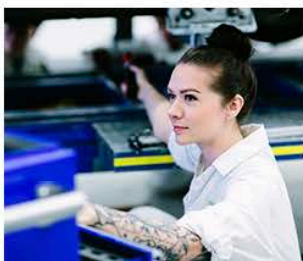
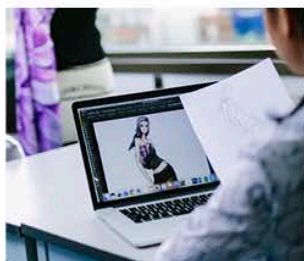
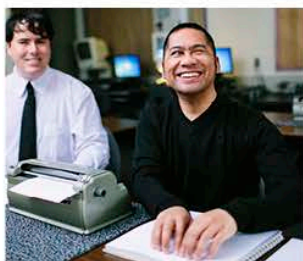
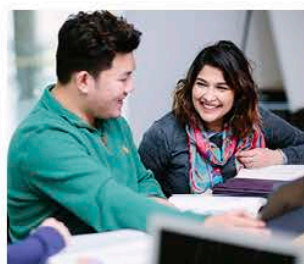
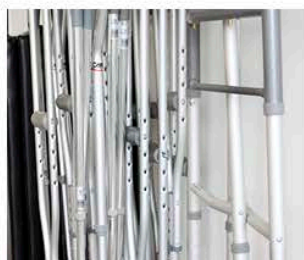
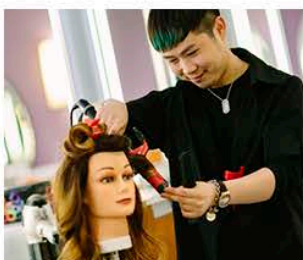
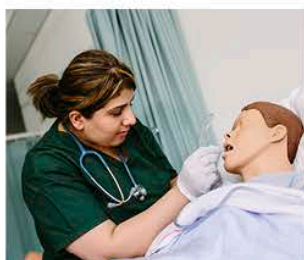
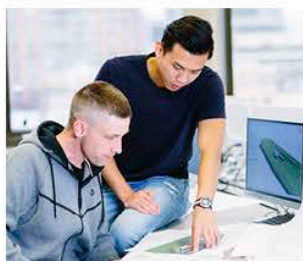
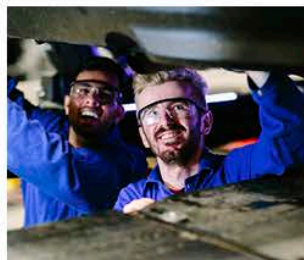
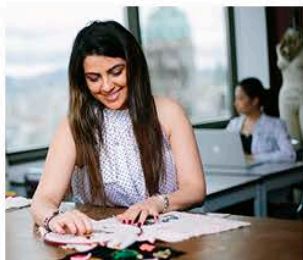
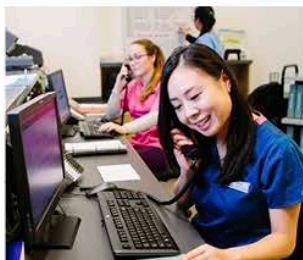
We acknowledge and respect differences in each other and are committed to maintaining an accessible environment that is inclusive of all.

Stewardship

We are responsible for overseeing the resources that are entrusted to us and are focused on working in the best interests of the college community as a whole.

Key Success Drivers





Executive Summary

Shifting demographics, advances in technology and increasing automation are re-defining the “future of work” and these changes are happening now. Vancouver Community College’s (VCC) mission is to provide high quality learning experiences for a highly-diverse student body. In this context we must remain agile and resilient while adapting to this new reality. VCC must chart its future, not only in the short and medium-term but also with longer time horizons in mind. Through the 2018/19 Integrated College Planning process VCC has identified key goals and initiatives that will position the college for a sustainable future in a rapidly changing post-secondary landscape.

Increasing automation and the rise of the gig economy are displacing existing jobs while creating new jobs that demand different skills, and changing the trajectory of our working lives¹. *The British Columbia Labour Market Outlook: 2017 Edition* maintains that to meet this challenge, B.C. will call on educators to focus on making sure that training gives students skills that are adaptable and can last their entire careers. A strong foundation of skills and workforce competencies will be needed to help people adapt to changes and opportunities that will come along with increased technological changes. Education and training will play an increasingly important role in the labour market over the next 10 years. There will be an increasing need for skilled workers. It is estimated that 78% of jobs will require at least some form of post-secondary education or training. The focus on training needs to move away from training for a specific job and instead must shift to recognize the value and importance of learning skills for a career.²

In preparing for the new reality of work, VCC has been consulting on the development of institutional learning outcomes. These are the types of attributes that VCC graduates will need to have mastered and that will give them core skills they will need to be successful in the workplace of the future. Examples of these attributes include critical thinking, intercultural competency, social responsibility, strong communication skills, and professionalism. These areas represent a synthesis of knowledge, skills and attitudes that will enable VCC graduates to enter a world of work that will increasingly be characterized by flexible hours and schedules, with employees seeking more opportunities for autonomy, input on decisions and challenging tasks which yield a sense of accomplishment and pride. Further, our graduates will be prepared to be part of a society that recognizes the need to be more inclusive and respectful of a range of diversities. In the coming year, through the institutional learning outcomes process, the attributes that will need to be integrated into the programs and training that VCC offers will be defined. Also the five year academic plan reflects the goals and initiatives that will ensure VCC programs and courses continue to be in demand, relevant and reflect the needs of the workplace.

VCC is positioning itself for growth. With the likelihood of government funding remaining static for the foreseeable future, not only will we focus on growing both international and domestic enrolment but also look for opportunities to generate more external revenue by building partnerships with both corporate and not-for-profit organizations. We will continue to add more post-degree diplomas to meet the demands of the international markets. We will focus some of our recruiting efforts in emerging markets to ensure diversity in the international student population. We will continue to work towards increasing our domestic enrolment through new program offerings and improved customer service. We also know that Indigenous youth are the fastest growing demographic in Canada and British Columbia and will play a vital role in filling the jobs of tomorrow. With this in mind, VCC will increase efforts to build intra-departmental capacity, build institutional awareness and continue working towards putting policies around indigenization into action.

¹ *Learning Nation: Equipping Canada’s Workforce with Skills for the Future*: Advisory Council on Economic Growth, December 1, 2017

² British Columbia Labour Market Outlook: 2017 Edition
<https://www.workbc.ca/Labour-Market-Industry/B-C-s-Economy/Reports.aspx>

One of VCC's advantages, and that colleges have in general, is the ability to create and deliver new programs relatively quickly because of our academic governance model. However, to meet the challenges of rapidly-changing workplaces, and to remain competitive, the college will need to be more flexible in how we deliver programs. Students are seeking more blended and on-line learning opportunities to accommodate their lifestyles. There is also a large gap in training needed in assisting working-age adults during their most productive years to capture new occupational opportunities. These adults will be the most affected by advances in technology and the new future of work. Through our schools, continuing studies and contract training, we will explore ways to enhance our courses and programs to enable working adults to continually upgrade their skills.

As VCC envisions the future, 5, 10, 15 and even 20 years out, we will see even more significant pressure being put on the campuses' infrastructure. It is clear the campuses require significant improvement to accommodate the new programs and partnerships that will lead to VCC's sustained growth and prosperity. Developing a campus master plan will take approximately 18 months and will start in fiscal 2018/19. The master planning process will identify, clarify and shape the long-term vision for the Broadway and Downtown campuses. With a 20-year lens, the master plan will open doors to the future of the college through investigations into the campus and program impacts related to emerging opportunities with technology, retail integrations and employer linkages, while staying true to its unique identity and history.

The VCC vision speaks to innovation, and being innovative applies to the college as a whole in everything we do. "Innovative products, ideas or services only become real because of the creativity, work ethic and skill of the people who create them."³ There is a need for nimbleness and flexibility that will be reflected in program design and delivery as well as how we do our work. This will lead to new opportunities and prepare students with the new skills they will need to be successful in jobs that do not even exist today. By furthering our applied research agenda, and building relationships and partnerships that can lead to innovation development, we can be a catalyst for innovation.

We must boldly define our future. Doing so will require us to use our collective knowledge and expertise and to be innovative in order to meet the new Canadian and global realities. We must plan for a longer time horizon to ensure VCC is positioned for a sustainable future. VCC plans to be at the forefront and a leader in post-secondary to ensure we provide relevant skills for employment and career development which is essential for today's and tomorrow's workplace.

³ Government of Canada. Budget 2017. Canada's Innovation and Skills Plan

Post-Secondary Trends

There is much being written these days about the future of work. “Paradigm-shifting technology developments, alternative work arrangements, such as the gig economy, and social forces are reshaping workplaces and altering traditional definitions of what a job is.”¹ A recent publication by Deloitte maintains that over the next decade, the future of work will be shaped by a completely new force: an “Intelligence Revolution”, driven by change based on machine learning, virtually free data storage and communication, and ever-increasing computational power that rivals some human capabilities.² The Advisory Council on Economic Growth states that the scope and scale of these shifts are unprecedented and will deeply affect the lives of working Canadians. “We estimate that by 2030, automation and changes in existing occupations could threaten the jobs of more than 10% of Canadian workers unless they acquire new skills.”³ The report goes on to say that, at the same time, a wave of innovations will create new positions, but these will require different skills than the ones workers currently have. Meanwhile, full-time employment is increasingly giving way to independent work arrangements, which is putting pressure on Canada’s skills development ecosystem.

The British Columbia Labour Market Outlook: 2017 Edition report says that “Education and training will play an increasingly important role in the labour market outlook over the next 10 years. The focus in training is moving away from training for a specific job. Instead it has shifted to recognize the value and importance of learning skills for a career.”⁴ The report goes on to say that 78% of the job openings in the next 10 years will require at least a minimum level of post-secondary education or training.

Colleges and institutes will play a pivotal role in delivering the type of education and skills training needed to meet the future challenges of work. There are key change drivers that are being identified that will have an impact on the colleges’ roles and contributions, now and in the future, and we must prepare ourselves by being innovative, agile and flexible.

The Future of Colleges and Institutions & Their Role in Canada’s Skills Development and Innovation Agenda report, has identified a number of types of change drivers that could significantly impact skills needs, development, and use (and therefore colleges) in the near future and they are: **economic, social, technological, political, environmental, cultural and psychological.**

Among the **economic** change drivers, the following were identified as being of particular importance:

- The Fourth Industrial Revolution (now being referred to as the Intelligence Revolution)
- Globalization and de-globalization
- Shifting market and economic poles, shifting wealth
- Growing inequalities between and within countries
- Mobility (of people, ideas, products, etc.)

¹ *Future of Employment is Working to Learn*. Zabeen Hirji. Vancouver Sun Monday, February 28, 2018

² The Intelligence Revolution: Future-proofing Canada’s workforce. Deloitte.

³ *Learning Nation: Equipping Canada’s Workforce with Skills for the Future*: Advisory Council on Economic Growth December 1, 2017

⁴ British Columbia Labour Market Outlook: 2017 Edition - <https://www.workbc.ca/Labour-Market-Industry/B-C-s-Economy/Reports.aspx>
The Future of Colleges and Institutes & Their Role in Canada’s Skills Development and Innovation Agenda: Knowledge in Power Consulting Inc.
Learning Nation: Equipping Canada’s Workforce with Skills for the Future: Advisory Council on Economic Growth December 1, 2017

Social change drivers likely to impact colleges and their role in skills development and innovation include:

- Demography, societal composition and longevity
- Migration and marginalization of new populations
- Gender and “anti-gender” revolutions
- Traditional values and new forms of crime and violence
- Concepts and values under reconsideration (work, relationship, family, community, learning etc.)

Technological change drivers will play a central role in the future of skills and innovation:

- Automation and robotics
- Virtual and augmented reality
- Artificial intelligence
- Internet and 24/7 connectedness

Political change drivers are particularly important for the internationalization of colleges, as well as for their future governance and for the public support of public education and skills development:

- Role of governments in policy development and public services
- Global tensions between democratic and totalitarian aspirations
- Open government and open data

Environmental questions will continue to impact colleges and their programs, attractiveness for global talent, and infrastructure:

- Climate change
- Resilience and sustainability
- Resource scarcity

The already significant impact **cultural and psychological** change drivers play in education and skills development will most likely increase because of their role in the processes of learning and personality development:

- Cognitive overload
- Identity (personal, group, national, etc.) questions
- Mental health
- Learning and motivation

The Learning Nation: Equipping Canada’s Workforce with the Skills of the Future report, identifies a number of models or possible solutions that could help address the dramatic labour-market shifts that we need to prepare for. They are:

- **Short, modular, and part-time courses.** This enables learners to take only brief career leaves, which limits the income they forgo and thus addresses a barrier to training for some. This can include “nanodegrees”, short programs focused on developing specific skills and if successfully completed can lead to formal credentials.
- **Stackable courses.** Modular courses are most beneficial when they can be complemented with further training in the same or related field. In some cases, students can transfer credits they have accumulated to other institutions where they continue building their skills base and potentially obtain a diploma or a degree.

- **Online programs.** Learners, and in particular adult learners, often find it difficult to combine campus-based programs with family and work responsibilities. Blended learning, a combination of in-person and online components, gives students flexibility, while giving institutions the ability to serve larger student cohorts at their facilities.
- **Experiential training integrated with work experience.** Partnering with employers to design and deliver a highly practical short-term (e.g. approximately 12-weeks) technical training program, that will help graduates secure jobs upon completion.
- **Certification for skills.** This provides recognition of the skills students have acquired even if they have not earned traditional post-secondary degrees for some programs. Prior learning assessment and recognition (PLAR) makes it easier for mid-career individuals to transition to new occupations or get advance placement in post-secondary programs.
- **New funding models for skills development and re-training.** As labour market disruption requires more and more workers to upgrade their skills, individuals, employers and governments face a financing challenge. Innovative efforts to address this need could range from employer-run programs, to collaborations between private and public sectors, to government-financed national strategies that could involve all participants in the labour market.
- **Seamless options.** To encourage more employers and individuals to invest in skills upgrading, governments could simplify the programs through which they offer support and make it as easy as possible to apply for benefits. To achieve this, they could transform employment centres into customer-friendly services that guide both the individual and employers through the available reskilling options.

According to *The Future of Colleges and Institutions & Their Role in Canada's Skills Development and Innovation Agenda* report, in addition to skills for employment, in an era of deskilling, reskilling, upskilling, **skills for learning** will also be enormously important. Learning to learn and to re-learn will be one of the most important skills for the future when lifelong learning is a must. These learning skills will receive more attention as every citizen is targeted as a learning client and as increasingly larger populations are diagnosed with learning disorders. Further developments in the cognitive sciences and policy action will be needed and expected to provide solutions to these conditions, for the learning and social inclusion of all potential learners.

These developments could have a profound impact on colleges and the landscape of post-secondary not only in Canada but globally. Leading the transition towards a new state of education and skills development will require bold leadership.

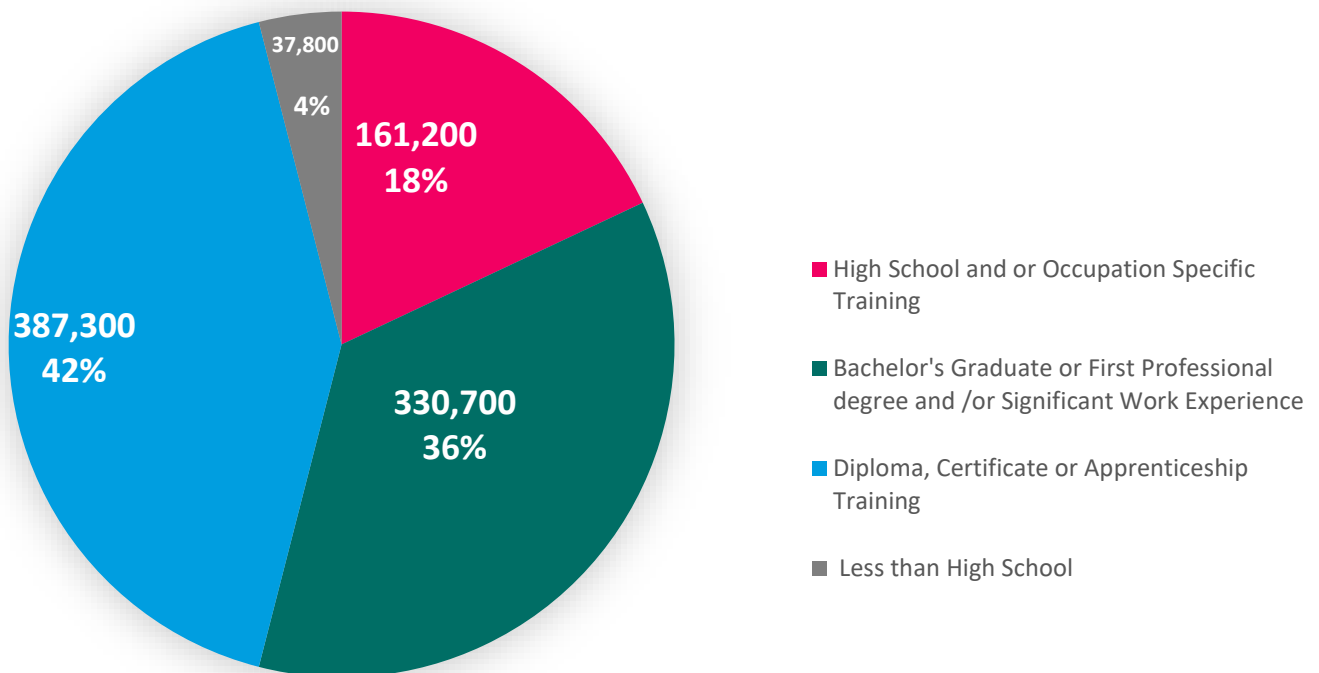
British Columbia Labour Market Outlook: 2017 Edition

British Columbia's workforce is undergoing significant change, and it is the make-up of the province's population that is driving the change. If B.C.'s economy is to continue to evolve and grow, we will need to give B.C. workers the necessary skills and training for 21st Century jobs. Keeping up will be a challenge. It will call on educators to focus on making sure that training gives students skills that are adaptable and can last their entire careers. The *BC Labour Market Outlook: 2017 Edition* helps develop a picture of the skills, competencies and worker characteristics needed to succeed. A strong foundation of skills and workforce competencies will help people adapt to changes and opportunities that will come along with increased automation and technological change.

Education and training will play an increasingly important role in the labour market over the next 10 years. The focus in training needs to move away from training for a specific job. Instead it has to shift to recognize the value and importance of learning skills for a career. Having a broader base of knowledge and being adaptable opens up more job opportunities for students and workers.

People looking for work will find they will need at least a minimum level of post-secondary education or training for 78% (718,000) of the job openings expected in the next 10 years. The largest component of these job openings (42%) will be in occupations requiring diploma, certificate or apprenticeship training. The second largest component (36%) will be in occupations requiring a bachelor's, graduate or first professional degree and/or significant work experience.

**Job Openings by Education Requirements
2017-2027**



917,000 Job Openings Expected in BC to 2027

INDUSTRY OUTLOOK

Five industries alone will account for about half the total projected job openings in B.C. between 2017 and 2027:

INDUSTRY	NO. OF JOB OPENINGS	% OF TOTAL JOB OPENINGS
Health Care and Social Assistance	142,500	15.5
Professional, Scientific and Technical Services	102,400	11.2
Retail Trade	86,900	9.5
Accommodation and Food Services	62,700	6.8
Transportation and Warehousing	62,400	6.8

PREPARING FOR CAREERS

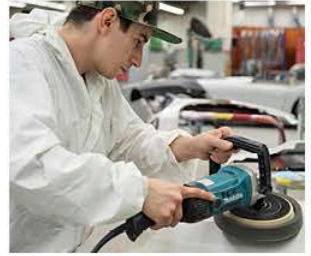
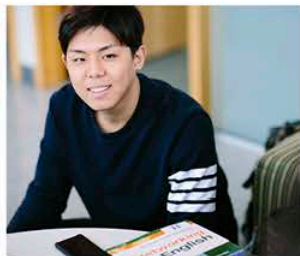
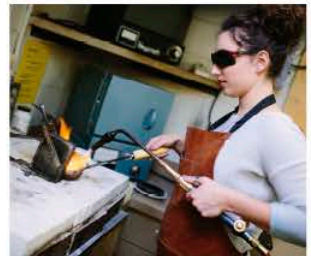
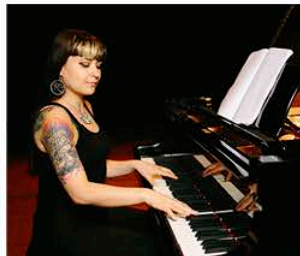
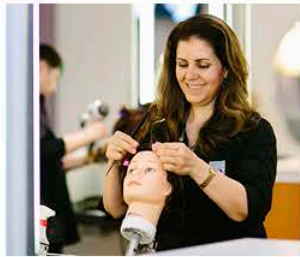
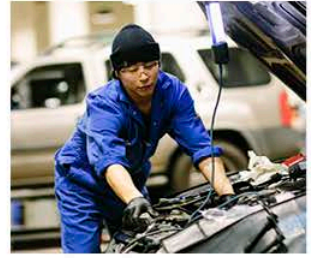
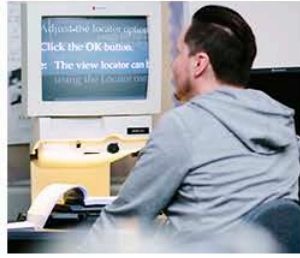
Students are coming to understand the benefits of preparing for a career path; a path that uses core skills and competencies but also takes into account their personal characteristics and preferences. This approach to skills development opens the doors to more opportunities, across a spectrum of similar occupations, and creates opportunities for more diversified employment over a person's lifetime.

A number of international and national organizations have been looking at different approaches to helping workers get the skills they will need for the future. According to a 2016 study by the World Economic Forum, by 2020 more than one-third of desired core skill sets for most occupations will be comprised of skills not currently considered crucial to the job.

TOP 10 COMPETENCIES	
2015	2020
<ol style="list-style-type: none">1. Complex Problem Solving2. Coordinating With Others3. People Management4. Critical Thinking5. Negotiation6. Quality Control7. Service Orientation8. Judgement and Decision-Making9. Active Listening10. Creativity	<ol style="list-style-type: none">1. Complex Problem Solving2. Critical Thinking3. Creativity4. People Management5. Coordinating With Others6. Emotional Intelligence7. Judgement and Decision-Making8. Service Orientation9. Negotiation10. Cognitive Flexibility

British Columbia Labour Market Outlook: 2017 Edition

<https://www.workbc.ca/Labour-Market-Industry/B-C-s-Economy/Reports.aspx>



Program Offerings

VCC's mission is to provide high quality learning experiences for a highly-diverse student body. The academic units, international education, indigenous education, continuing studies, student development and library, teaching and learning services of the college have been organized to create cohesiveness and collaboration between and across program areas.

VCC delivers more than 120 programs to a diverse multicultural student population. What makes VCC unique is the experiential learning students receive through hands-on and real-world training. Student outcomes for VCC graduates are one of the highest in the sector, with 95% employed upon completion of their programs. This is a testament to the kind of on-the-job training VCC does, from working in restaurants, hotels, hair salons and spas, automotive trades to practicum experiences in dental clinics and hospitals and more.

2 YEARS
Most VCC
Programs can be
completed in less
than 24 months.

SCHOOL OF ARTS AND SCIENCES

The School of Arts and Sciences includes 15 Departments organized within the Centre for Academic Foundations, Centre for Inclusion, Centre for Language Studies and Centre for Performing Arts. With approximately 2000 full-time equivalent students and more than 200 faculty and staff, Arts and Sciences has multiple areas of focus. This school is distinct in that the majority of its programs are transitional in nature, whether that is developmental programming in adult upgrading and English as an additional language, designed to prepare students for enrolment in post-secondary career and academic programming, or University Transfer programming designed to provide the first 1-2 years of academic post-secondary. The School also has one of the most comprehensive Adult Special Education platforms in the province.

Finally, the Centre for Performing Arts has delivered the Music Diploma and Degree programs as well as the innovative Dance Diploma in partnership with Arts Umbrella.



SCHOOL OF HEALTH SCIENCES

The School of Health Sciences delivers high quality health programming to approximately 900 students each year. The School has ten certificate programs, six diploma programs and one degree program in three areas; Allied Health, Dental, and Nursing. Most Health Sciences programs have achieved an accredited status by external accrediting bodies. Those without an accrediting body have been reviewed through the College's program renewal process to ensure currency and relevancy. A new Pre-Health Sciences program will start in 2018-19 and is expected to attract a large number of high school students and those pursuing new career options. The School houses the only simulated hospital in the province whereby a nursing station is central to numerous simulation labs, treatment rooms and other spaces similar to hospital environments. Dental programs are currently expanding and the need for new dental spaces, including labs, offices and a new dental clinic is a high priority.



SCHOOL OF HOSPITALITY, FOOD STUDIES & APPLIED BUSINESS

Programming in this school ranges from six month entry-level certificates to Red Seal Certification in Culinary Arts and Baking & Pastry Arts to a bachelor's degree in Hospitality Management. In September 2017, VCC launched a post-degree diploma in Canadian Business Management for the international student market.



All program areas have strong connections with employers and offer students the opportunity for practical experience. Students obtain real world experience in our commercial outlets: Seifferts Market, JJ's fine dining restaurant, the cafeteria at our Downtown campus and Quizine, the cafeteria at our Broadway campus. Hospitality students are required to spend one summer working in the hospitality industry, our Canadian Business Management students have a one-term workplace practicum as part of their program, and all the certificate programs in Applied Business have practicums.

SCHOOL OF TRADES, TECHNOLOGY & DESIGN

The School of Trades, Technology and Design houses seven different departments distributed over three campuses and employs over 100 faculty and staff. These seven departments include: Automotive Collision and Refinishing, Automotive Service Technician, Computer Aided Drafting/Building Information Modelling, Digital Media Design, Hairstyling/Skin and Body Therapy, Heavy Mechanical Trades, and Jewelry Arts and Design. Within these departments, there are 11 apprenticeship programs, seven certificate programs, and five diploma programs serving approximately 1700 students per year. Several departments offer publicly available services such as automotive mechanical and collision repair, salon and spa, and graphic design services. These publicly available services provide students with a 'real world' experiential learning environment that results in work ready graduates.



FOR CONTINUING STUDIES

The Centre for Continuing Studies (CS) offers both credit and non-credit programs in a wide array of program areas to serve all members of our community in pursuit of their professional and personal goals. CS students can take advantage of flexible schedules and study on a part-time basis, mostly in the evening, allowing them to balance their busy work lives while pursuing career training at the same time. CS offers a wide range of programs. On the credit side, CS offers programs in Early Childhood Care & Education, Fashion Design & Production, Fashion Merchandising, Counselling Skills, Business & Leadership, Office Administration, Paralegal, Health, Design, Language & Writing, Technology & Trades, Make Up Artistry, Food and Hospitality. On the non-credit side, popular programs include: Microsoft software computer courses, Languages, Volunteer Management, Leadership, Administration, and Management (LAM) in Early Childhood Care & Education, Samsung Appliance Repair Technician, Rick Hansen Foundation Accessibility Certification Training. Every semester, CS offers new courses to the public to meet local market demand. CS offers programs that appeal to both newcomers entering a field of work and experienced people already working in the field but who are looking to move up in their careers.

9,300
Job openings are
expected for Early
Childhood Educators
in B.C. by 2025.

SOURCE: WORKBC EMPLOYMENT
OUTLOOK

LIBRARY, TEACHING & LEARNING SERVICES

Four units comprise this Division: Library, Learning Centre, Centre of Instructional Development (CID), and the School of Instructor Education (SIE). These four units support and advance teaching and learning at the college in different and connected ways. The Library and Learning Centre provides learning support to students by providing gathering space for study, access to resources and research help, computer access, study skill workshops, and professional tutoring at no cost. The Learning Centre also offers career support. CID supports instructors, facilitating innovation in teaching, educational technology, curriculum design as well as supporting research at the college. SIE is the academic side of instructor support, offering credentialed well-known programs in adult education, the Provincial Instructor Diploma and Certificate in Online eLearning Instruction.

INTERNATIONAL EDUCATION



VCC currently welcomes international students from over 45 countries in 30 different programs. The most popular programs for international students are Hospitality Management Diploma, Cosmetology Diploma, Culinary Arts Diploma, Canadian Business Management Post-Degree Diploma, and the Automotive Trades Diplomas. International students choose VCC for our high-quality programming, award-winning instructors, and post-graduate employment opportunities. With the projected growth in international students choosing Vancouver as a study destination, VCC will continue to create programs that support the needs and goals of international students.

INDIGENOUS EDUCATION

At VCC we have a diverse student population, including in our Indigenous student body. Indigenous students from all over the country enrol in many of our programs. As signatories to the Colleges and Institutes Canada Indigenous Education Protocol and recipients of Aboriginal Service Plan (ASP) funding from B.C.'s Ministry of Advanced Education, Skills and Training (AEST), VCC is committed to the highest quality educational experience for our Indigenous students. In response to the objectives and goals of both the ASP and the Truth and Reconciliation Commission's (TRC) Calls to Action, VCC's signing of the Colleges and Institutes Canada's historic Indigenous Educational Protocol demonstrates VCC's commitment to Indigenous education. The protocol provides a framework on how we will continue in our efforts to better serve Indigenous people. Aboriginal voice has informed and is integral to the development of the ASP, with considerable efforts made by the institution to build intra-departmental capacity, increase institutional awareness, and work toward mobilizing indigenization policies at VCC.

VCC has gathering spaces, Indigenous advisors, and Elders to help support students throughout their educational journey



The role of the Indigenous Education & Community Engagement (IECE) department is to provide dynamic services to Indigenous students and transitional support into post-secondary education. We see this department as the students' "Community away from Community", and have created a space that is safe, culturally responsive, and engaging. The Elders support the students culturally and emotionally, while advisers offer extensive knowledge about academic and funding supports, learning facilitators connect people and urban resources together to best meet the needs of current and prospective students. We design, deliver, or partner with internal and external groups to create workshops, curriculum, policy, and programs that will both reinforce connection within the college as well as create powerful opportunities in the larger community.

PARTNERSHIP DEVELOPMENT OFFICE

The Partnership Development Office (PDO) builds partnerships between VCC and external organizations to generate new opportunities that have growth and financial benefits for the college. Our partners include government ministries, corporations, community organizations, and other post-secondary institutions (PSI). Our key provincial partnership is with the Ministries of Advanced Education, Skills & Training and Social Development & Poverty Reduction where we bid for and secure funding through several revenue streams: Aboriginal Community Based Partnership Training, Project Based Labour Market Training, Employment Support and Skills Training, the Industry Training Authority, and others. The Partnership Development Office also provides contract training for a variety of organizations - 2017-2018 included contracts with Emily Carr University of Art and Design, the City of Langley, WorkBC Employment Centres, PARQ Vancouver, Musqueam Indian Band, etc. Internally, we function as a partnership incubator and support departments to network, conceptualize projects, write proposals, manage projects and more.

STUDENT DEVELOPMENT

Student Development at VCC provides integrated, value added services, programs and initiatives that serve 14,000 students across three campuses. A team of more than 120 regular and auxiliary professionals in eight departments of Reception, Advising, Assessment Centre, Counselling, Disability Services, Interpreting, Arbitration and Student Conduct & Judicial Affairs take a college wide, comprehensive approach to student development in close collaboration with the academic departments. Quality, relevance, accessibility and sustainability of support services are reviewed and reimagined to help students become intentional in their learning, engaged in their college experience, and successful in their chosen programs.

Programs and Outcomes

NUMBER OF CREDENTIALS

CREDENTIAL	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Citation	0	0	0	0	3	3
Apprenticeship	10	13	13	13	13	14
Certificate	88	88	88	88	86	91
Diploma	28	28	28	28	31	31
Bachelor Degree	3	3	3	3	3	3

GRADUATE OUTCOMES

* GRADUATE SATISFACTION	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	** PROVINCIAL AVERAGE
Satisfied/Very Satisfied with their Education	95%	94%	93%	93%	93%	93%	92%
In the Labour Force	94%	94%	95%	93%	95%	95%	87%
Employed in a training related position	80%	84%	83%	83%	82%	84%	71%

* GRADUATE OUTCOMES DATA IS PROVIDED BY BC STATS DACSO (DIPLOMA, ASSOCIATE DEGREE & CERTIFICATES)

** THE PROVINCIAL AVERAGE DOES NOT INCLUDE VCC DATA.

Campus Locations

VCC delivers programming across three campuses: Broadway, Downtown and Annacis Island. The two main campuses, Broadway and Downtown, are centrally located and are serviced very well by public transit. The Broadway and Downtown campus locations are each near Sky Train stations (or the SeaBus) and on bus routes.

The locations of the campuses are in close proximity to many local businesses who are integral members of VCC's educational community, with many serving as practicum hosts, mentors, training partners, and employers of VCC students.

The following table shows the percentage breakdown of total students by campus:

CAMPUS	2015-16	2016-17	2017-18
Annacis Island	2%	2%	2%
Downtown	49%	50%	43%
Broadway	49%	48%	55%

DOWNTOWN CAMPUS: plays an important role in the local community through services and programs offered including dental, hospitality management, culinary arts, baking and pastry arts, hair design, skin and body therapy, fashion arts, jewellery arts and design, technology, applied business and continuing studies programs.

BROADWAY CAMPUS: is home to many programs including health sciences, transportation trades, academic upgrading, university transfer (arts and science), culinary arts, instructor and teacher training, English as an additional language (EAL), adult upgrading, deaf and hard of hearing, visually impaired and performing arts (music and dance).

ANNACIS ISLAND CAMPUS: is home to VCC's heavy-duty transportation programs, offering state-of-the-art training equipment and resources for students entering this industry.

VCC Student Demographics

VCC

2017 / 2018

14,150

STUDENTS REGISTERED ANNUALLY

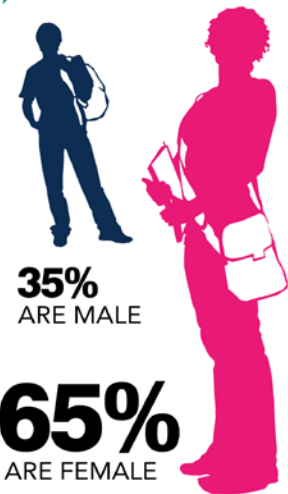


OVER **50** LANGUAGES SPOKEN



FROM MORE THAN **150** COUNTRIES

360
ABORIGINAL STUDENTS ENROLLED



35%
ARE MALE

65%
ARE FEMALE

34
AVERAGE AGE OF DOMESTIC STUDENT

25
AVERAGE AGE OF INTERNATIONAL STUDENT

SCHOOLS & DIVISIONS

31 DIPLOMAS
91 CERTIFICATES
3 DEGREES
3 CITATIONS
14 APPRENTICESHIPS



95%
OF GRADUATES
ARE EMPLOYED*



93%
OF STUDENTS
SATISFIED WITH
QUALITY OF
INSTRUCTION*

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*BCStats Student Outcomes 2017; Diploma, Associate degree and Certificates survey (DACSO)

Our student composition reflects Vancouver's diverse ethnic mix with a student body from more than 150 different countries, speaking more than 50 different languages. The student population is comprised of 90% domestic students, 2% Indigenous and 8% international students. The average age of domestic students is 34, whereas for international students it is 25.

The tables below highlight the diverse student population at VCC.

*STUDENT HEADCOUNT	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 FORECAST
International Student	561	609	639	744	862	1106
Indigenous Students	575	526	388	517	396	360
Languages Spoken	>30	>30	>30	>30	>30	>50
Country of Origin	>40	>40	>40	>40	>40	>150
TOTAL	22,265	21,198	17,613	15,184	14,291	14,150

* Total college headcount - only counts students once even though they maybe enrolled in multiple schools at the same time.

GENDER HEADCOUNT	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 FORECAST
Female	14,910	14,316	11,746	9,823	9,195	9,119
Males	7,226	6,847	5,840	5,315	5,063	4,984
Unknown	129	25	27	46	33	47
TOTAL	22,265	21,188	17,613	15,184	14,291	14,150

AVERAGE AGE OF DOMESTIC STUDENTS	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 FORECAST
<20	8%	8%	8%	8%	9%	9%
20-30	37%	36%	36%	39%	41%	40%
31-40	24%	23%	23%	23%	23%	24%
>40	32%	31%	31%	27%	28%	28%
Unknown	3%	2%	2%	2%	0%	0%

VCC plays a vital role in training development for the Vancouver area and the province of British Columbia.

The table below illustrates the area and regions that students, who attend VCC, are from.

AREA/REGION	2015-16		2016-17		2017-18 FORECAST	
GREATER VANCOUVER	HEADCOUNT	% OF TOTAL	HEADCOUNT	% OF TOTAL	HEADCOUNT	% OF TOTAL
Vancouver	6,379	42.0%	5,685	39.8%	5,679	40.1%
Surrey	1,822	12.0%	1,765	12.4%	1,858	13.1%
Burnaby	1,674	11.0%	1,666	11.7%	1,558	11.0%
Richmond	839	5.5%	903	6.3%	825	5.8%
North Vancouver	806	5.3%	727	5.1%	759	5.4%
Coquitlam	802	5.3%	455	3.2%	452	3.2%
New Westminster	425	2.8%	420	2.9%	420	3.0%
Port Coquitlam	0	0.0%	306	2.1%	314	2.2%
Delta	315	2.1%	277	1.9%	302	2.1%
Langley	162	1.1%	217	1.5%	234	1.7%
West Vancouver	209	1.4%	189	1.3%	186	1.3%
Maple Ridge	149	1.0%	164	1.1%	166	1.2%
Port Moody	113	0.7%	117	0.8%	113	0.8%
Pitt Meadows	-	-	51	0.4%	42	0.3%
White Rock	32	0.2%	26	0.2%	25	0.2%
Squamish	0	0.0%	22	0.2%	23	0.2%
TOTAL	13,727	90.4%	12,990	90.9%	12,956	91.6%

OUTSIDE GREATER VANCOUVER	HEADCOUNT	% OF TOTAL	HEADCOUNT	% OF TOTAL	HEADCOUNT	% OF TOTAL
Fraser Valley Total	266	1.7%	184	1.3%	182	1.3%
Vancouver Island	392	2.6%	365	2.6%	346	2.4%
North, Central and Eastern BC	553	3.6%	457	3.2%	406	2.9%
Outside B.C.	246	1.6%	295	2.1%	260	1.8%
TOTAL	1,457	9.6%	1,301	9.1%	1,194	8.4%

TOTAL STUDENT HEADCOUNT	15,184	100%	14,291	100.0%	14,150	100.0%
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INTRODUCTION

Given the rapidly changing post-secondary landscape, academic planning has to take into account several 'big picture' aspects: students' characteristics, the changing nature of work, the cultural dimension of both the institution and the broader communities we serve, and how our physical and social environments meet the needs of all those who live, work and study at VCC. In his book *Leading Change*, John Kotter identifies four critical features of planning: vision, strategies, plans and budgets.¹ The academic plan encompasses these factors to create a roadmap for the ongoing implementation of VCC's core mission – providing high quality learning experiences for a highly diverse student body.

Foundational to planning is a need to understand our institutional culture, value our achievements within the current context, and implement approaches which will strengthen the resilience of our students, employees and the college. This is important for short and medium-term planning, and critical as we start to plan with longer time horizons in mind.

The 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, key goals and activities have been identified across the college. These include:

- programming: renewing, redesigning, implementing new programs
- updated processes and systems
- continued emphasis on building stronger ties between Student Development, the Library and Learning Centre, and academic areas
- sustainable strategic growth in both international and domestic enrolment
- continued focus on consistency and improvements in data quality and integrity
- capital investments and improvements to facilities to support programming
- developing an online learning strategy and implementation plan
- continued attention to Indigenization
- developing internal and external partnerships

THE PROCESS

Academic planning at VCC is an iterative process, beginning at the department level, when department leaders and faculty members identify their goals and priorities. This is done in a number of ways, including at VCC day, at faculty meetings, and in small group conversations. Individual department plans can be found at <https://employee.vcc.ca/departments/administration/vice-president-academic/planning/>

This detailed work informs the academic plan that is incorporated in the Integrated College Plan. Academic deans and directors meet to discuss priorities and explore opportunities for internal synergies across schools and departments, including things like better referral processes, implications of new policy development on practice, and stronger emphasis on communication.

¹ Kotter, J. P. *Leading Change*. Boston: Harvard Business School Press, 1996.(p.73)

INFLUENCERS

As VCC develops short-, medium- and long-term plans, there are a number of concepts that influence the planning process:

Innovation

While there are many definitions of innovation, the ideas that have most resonance include developing and executing on an idea that addresses real challenges, and adds value to the VCC community and the institution itself.

Adaptive capacity

One of the hallmarks of a successful post-secondary institution is its ability to adapt to rapidly changing circumstances. As we engage in planning across VCC, what challenges are we identifying that require an immediate response and what resources do we need to meet those demands?

Resilience

This concept speaks to the ability to thrive in a challenging environment. For VCC to be a resilient organization, we need leaders at every level to demonstrate optimism, decisiveness, integrity, and open communication. A key question is how we support those approaches so people feel confident and able. This concept also relates to how we design learning experiences (whether in the classroom, lab, shop or community) that encourage students' development of resilience.

Sector environment

This continues to be an important influence on decision-making. How has the post-secondary sector responded to new programming and process improvements? When students have an increased number of options for post-secondary learning, how can we be their first choice? When talented individuals are seeking a position, how can we be their first choice for employment?

INTERNAL AND EXTERNAL FACTORS

Over the past year, a process of consultation has occurred around the development of institutional learning outcomes. The result of this process will be a small number of attributes, likely five or six, which not only describe what VCC graduates will have mastered, but will also contribute to a framework for internal focus. Examples of these traits include critical thinking, intercultural competency, social responsibility, strong communication skills, and professionalism.

These areas represent a synthesis of knowledge, skills and attitudes that will enable VCC graduates to enter a world of work that will increasingly be characterized by flexible hours and schedules, with employees seeking more opportunities for autonomy, input on decisions and challenging tasks which yield a sense of accomplishment and pride. Further, our graduates will be prepared to be part of a civic society that recognizes the need to be more inclusive and respectful of a range of diversities. Over the next few years, VCC graduates will be at the front line of dealing with historic 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, and a varied and complex labour market”.²

Their experiences at VCC will be integral in preparing our learners effectively. Increasingly, our graduates will need to create their own opportunities – through personal flexibility, social entrepreneurial skills, and the ability to work across disparate groups of people and enterprises. These will all be valuable assets.

A significant factor during the 2018-19 academic year will be VCC’s involvement in the provincial Quality Assurance Process Audit (QAPA). This process is part of an initiative sponsored by the Degree Quality Assurance Board (DQAB) to ensure that all publicly-funded institutions have fair and transparent processes in place to ensure that internal quality is supported and maintained. A small working group is preparing an institutional self-study in preparation for a site visit in the fall. This is an example of an external factor that has an impact on college-wide programming. Our Program Review and Renewal Committee has created a robust process for ongoing program improvement, and this is a significant benefit to the institution.

MEASURING SUCCESS

Measures of success are used to ensure that students are being supported to achieve academically, personally and in the development of skills, knowledge and dispositions that will allow them to be successful.

- Qualitative and quantitative measures are used to track enrolment, retention, progression, use of services and financial sustainability;
- Decisions are informed by data that is as accurate and timely as possible;
- Monitoring activities regularly ensures that changes are responded to effectively. It may be that metrics will need to be reviewed and perhaps different measures chosen, in order to accurately reflect the specifics of a situation;
- The ability to describe success across a number of measures enables VCC’s reporting to be more accurate and nuanced. Knowing our levels of achievement and areas of strengths makes it easier to respond to requests from Advanced Education and Skills Training (AEST), changes in the regional and provincial post-secondary environment, and opportunities for both initiatives that respond to internal and external opportunities.

² Lowe, G. & Graves, F. *Redesigning Work: A Blueprint for Canada's Future Well-Being and Prosperity* Rotman-UTP Publishing, 2016; p. 203

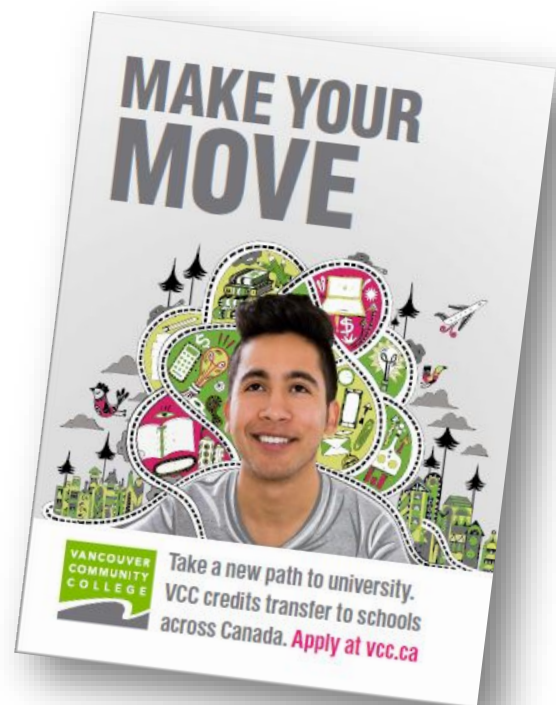
VCC 2018 Marketing Campaign

Launched in January 2017, the **Make Your Mark** campaign supports VCC's overarching goal of increasing college enrolment. As potential students continuously make decisions about application and enrolment, VCC needs to maintain a consistent in-market presence. The Make Your Mark campaign will continue throughout 2018 to assist in improving awareness and help maintain brand recognition.

TARGET MARKET, OBJECTIVES AND KEY MESSAGES

To align with the college's ongoing recruitment activities, the campaign's target audience is Lower Mainland residents primarily 16-24 years old (and their parents) who have already identified they do not plan to attend an academic post-secondary institution (PSI), or intend to transfer, and those 25-40 years old who are returning to a PSI primarily to advance or secure a career.

For 2018, we've strengthened our key messages to more clearly emphasize the tangible skills, job readiness and confidence students gain from a VCC education. Themes of relevancy, employment, experiential learning and student success feature more prominently as the campaign evolves.



CREATIVE EXECUTION

The Make Your Mark campaign introduced some new creative executions and headlines (academics, health and music) for 2018, but otherwise remains unchanged. It places a real VCC student in the centre of a whimsical, illustrated environment; these visuals represent the possibility of an imagined future made real from skills and experiences gained at VCC. The creative aims to be authentic and genuine, yet full of dreams and opportunity.

The campaign will continue to use this new creative, as well as our updated original executions (culinary, hair and automotive), throughout the year. Our student stories will continue to be featured online, and we will encourage our online visitors to explore the website, sign up for an info session or book an advising appointment.



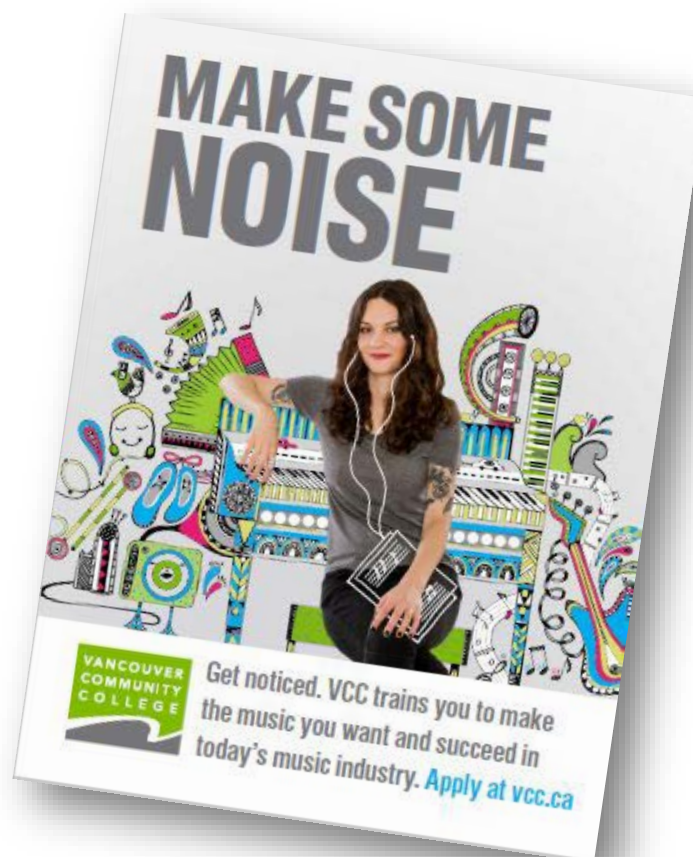
MEDIA PLAN

To support our objectives of raising awareness and improving brand health, our 2018 media plan aims to deliver our message in mass and digital advertising most frequently in the winter/spring and summer/fall. We will continue to expand our reach into different Lower Mainland neighbourhoods, particularly those newly served by mass transit.

BRANDING

Good brands create emotional bonds with consumers. As technology, communication tools and access to them proliferates in our growing digital landscape, organizational branding increasingly requires nourishment, management and ongoing two-way communication with its audiences.

The introduction of VCC's new vision and values has prompted the need to review our brand for future years. In 2018, VCC will embark upon the discovery phase of this review. Related projects may include qualitative and quantitative research, material and competitive reviews and a brand audit.



Employee Engagement Survey

VCC SPEAKS

Involve. Improve. Together.



EMPLOYEE ENGAGEMENT SURVEY

In support of operational excellence, VCC conducted a college-wide survey to gather valued employee feedback in November 2016. The VCC SPEAKS Survey explored 13 workplace dimensions covering various aspects of the work environment and culture. Employees were also invited to comment on how VCC could improve each respective workplace dimension, and this resulted in over 5,500 comments which were qualitatively analyzed and themed. VCC achieved an impressive 70% participation rate on the survey and was pleased that the survey results confidently reflected the majority of employees' viewpoints.

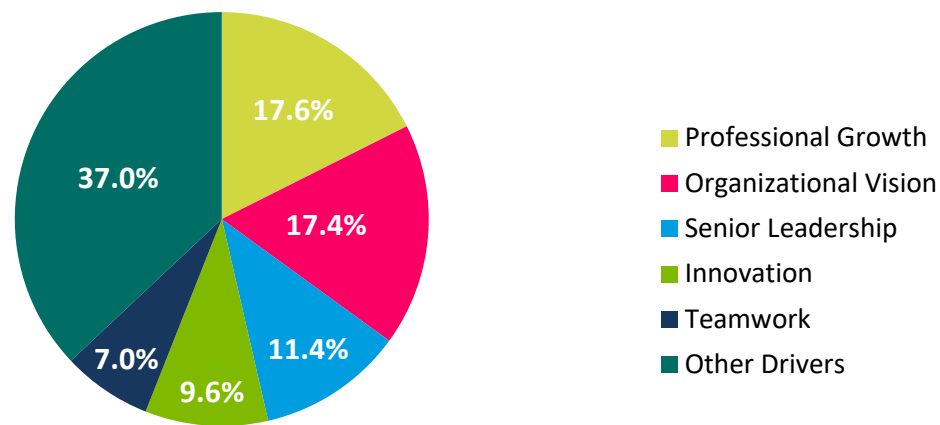
EMPLOYEE ENGAGEMENT STRATEGY COMMITTEE (EESC)

The existing EESC, which formed in June 2016, has been vital to the college's engagement strategy, assisting with the survey creation, communications, promotion, delivery, survey completion and action planning. The EESC was formed with a 2-year commitment of members to ensure relevance and validity of the survey process and that the focus on engagement is intentional and ongoing. In June 2018, some new members will join the committee, thereby infusing new perspectives and engagement ideas.

ENGAGEMENT DRIVERS

Through relative weight analysis, the survey identified the areas, or engagement drivers, most relevant to VCC employees' engagement. The top three engagement drivers are: professional growth, organizational vision and senior leadership account which account for 46.4% of total engagement impact. Innovation and teamwork are VCC's fourth and fifth engagement drivers, accounting for 9.6% and 7.0% respectively. The 2016 VCC SPEAKS employee engagement survey achieved an overall engagement score of 65% which directly matches the post-secondary benchmark score. This engagement score is a general reflection of our employees' pride in their work at VCC, their feeling of personal accomplishment, the extent to which they feel inspired and see the connection of their work to the college's long term goals and objectives.

VCC Top Drivers of Engagement



ENGAGEMENT ACTION PLAN

Using a scenario-based action planning approach, members of the EESC and other staff and faculty identified initiatives to improve VCC's top three engagement drivers. The college's five key "Goldfish" engagement initiatives to enhance professional growth and senior leadership, were communicated college wide in fall 2017.



Goldfish

Initiative 1: All About Your PD / CD Professional Development Fund Workshops

All employee groups want to better understand the professional (PD) and career development (CD) funding available through VCC. People want more transparency around PD/CD support.



Goldfish

Initiative 2: The Coach Approach to Leading

Employees are seeking more career coaching support and help identifying their strengths and career path options. This initiative is about developing VCC's leaders' coaching competencies to promote career coaching conversations and strength-based approaches to employee development.



Goldfish

Initiative 3: Developing Leaders at all Levels

VCC employees who aren't in formal leadership positions desire more leadership training to support their development. This initiative aims to provide new development opportunities to all employees.



Goldfish

Initiative 4: Walkabouts

Employees would like VCC's Senior Executive Team and Leadership Team to be more visible, approachable and involved. This is about promoting more two-way, face-to-face communication between the leadership team and employees.



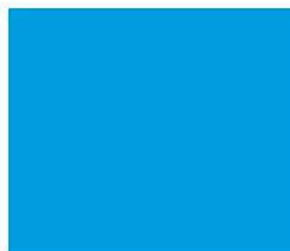
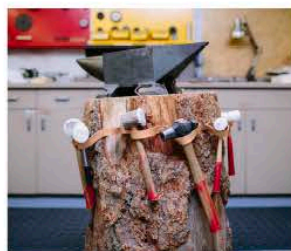
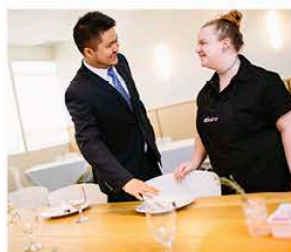
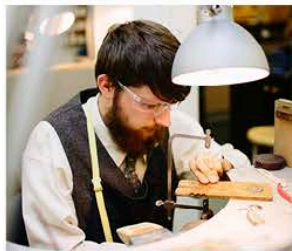
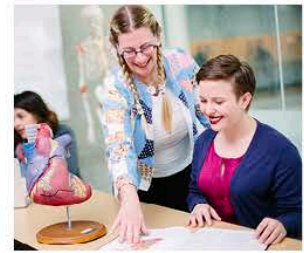
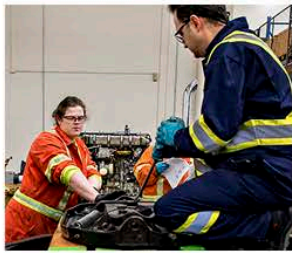
Goldfish

Initiative 5: President's Lunch (Leader: Executive Director, Marketing & Communications)

People welcome the opportunity to directly connect with the President. Employees want to hear first-hand more about VCC's vision and goals.

TEMPERATURE CHECK SURVEY

VCC's commitment to enhancing employee engagement is longstanding and in support of measuring progress on improving engagement, the college plans to conduct a temperature check survey in the fall of 2018. The temperature check survey will invite employees to provide feedback specifically about organizational vision and senior leadership, VCC's second and third engagement drivers. Given the continued stability within VCC's Executive Leadership team and progress made formalizing VCC's vision and strategic objectives, it will be valuable to gauge employees' perspectives on these workplace dimensions.



Integrated Planning Overview

The goals, objectives and initiatives that are identified in the integrated planning process align with the vision, values and the five key success drivers that guide both the academic and operations departments. The five year academic plan reflects the goals and initiatives that will ensure VCC programs and courses will continue to be in demand, relevant and reflect the needs of the workplace and informs the integrated college plan.

The enrolment plan is developed in collaboration with the deans, directors and departments. This plan provides the input for developing the operating budget. In conjunction with the budgeting process, department goals and objectives are formulated. The capital budget is based on the operating budget, capital requests and facilities plans that are prioritized from the operating budget, academic plan and department goals and objectives.

These plans are the guide to VCC achieving its short-, medium- and long-term goals.



The diagram below shows the time line for the development of the Integrated College Plan:



PHASE I and II – Planning/Input and Planning

- ▶ Identify key post-secondary trends that are seen as important factors that will need to be taken into consideration in the planning process
- ▶ VPs meet with academic and operational departments to discuss challenges and opportunities to help determine initiatives for the coming year
- ▶ Leadership team meetings are held to start discussion on the goals, objectives and initiatives for the coming year
- ▶ 5-year rolling academic planning process is initiated
- ▶ Senior Executive has strategic sessions with constituency groups to talk about the upcoming year
- ▶ Enrolment planning process starts
- ▶ Board and Senior Executive planning session

PHASE III – Plan Completion

- ▶ Finalize integrated consolidated goals, objectives and initiatives
- ▶ Academic plan is finalized
- ▶ First draft of the operating budget is prepared based on the enrolment plan
- ▶ First draft of the operating budget is presented to the Finance and Audit Committee of the Board
- ▶ Town Hall meetings are held to present the first draft of the budget for both staff and students
- ▶ Integrated College Plan is developed

PHASE IV – Communication

- ▶ Final draft of the operating and capital budget is presented to the Finance and Audit Committee
- ▶ Final draft operating and capital budget is presented at Operations Council (OPSCO)
- ▶ Operating and capital budget is presented at Education Council (EDCO)
- ▶ Integrated College Plan final draft is presented to the Board for feedback
- ▶ Integrated College Plan is approved by the Board
- ▶ VPs meet with academic and operational departments to discuss the Integrated College Plan and operating and capital budgets
- ▶ Approved Integrated College Plan is posted on myVCC

PHASE 5 – Ongoing Measurement

- ▶ Consolidated goals, objectives and initiatives are monitored and updated regularly and posted on myVCC

Budget Overview

The 2018-19 Budget is part of the integrated planning process. The main driver for the budget is the enrolment forecast that is built on the previous year's historical data and a review of current academic programming to determine future relevance and demand.

Enrolment Headcount and Full Time Equivalent (FTE)

The table below shows the student headcount and FTEs breaking out domestic and international students separately.

STUDENT FTE BY SCHOOL	2012-13		2013-14		2014-15		2015-16		2016-17		2017-18	
	HEADCOUNT	ACTUAL FTE	HEADCOUNT	ACTUAL FTE	HEADCOUNT	ACTUAL FTE	HEADCOUNT	ACTUAL FTE	HEADCOUNT	ACTUAL FTE	HEADCOUNT	ACTUAL FTE
Centre for Continuing Studies	6,942	938.21	5,853	742.52	4,539	635.25	4,774	655.81	4,291	628.54	4,163	627.98
Centre for International Education	561	189.16	608	265.75	639	342.50	744	480.16	791	602.53	1,041	801.54
School of Arts & Sciences	9,503	3,587.35	9,489	3,526.39	7,635	2,887.22	5,032	2,094.26	5,070	1,941.20	5,171	1,894.95
School of Health Sciences	1,287	796.53	1,263	854.65	1,211	844.98	1,175	813.26	1,170	816.23	1,059	816.92
School of Hospitality ,Food Studies & Applied Business	1,747	1,233.18	1,615	1,164.33	1,379	1,007.83	1,330	1,027.47	1,175	917.44	1,000	753.92
School of Instructor Education	1,232	290.46	1,314	307.50	1,211	281.89	1,137	267.80	1,184	292.88	1,113	248.97
School of Trades, Technology & Design	986	863.37	1,046	967.78	998	951.54	995	917.70	1,034	955.13	989	931.22
TOTAL	22,258	7,898.26	21,188	7,828.92	17,612	6,951.21	15,187	6,256.46	14,715	6,153.95	14,536	6,075.50

International FTE Enrolment in Centres and Schools

This table shows the international headcount and FTEs by school that totals the Centre of International Education in the table above.

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18 FORECAST
SCHOOL	ACTUAL FTE	ACTUAL FTE	ACTUAL FTE	ACTUAL FTE	ACTUAL FTE	FTE
School of Arts & Sciences	44.43	48.82	25.51	10.53	13.05	40.73
School of Health Sciences	1.84	6.53	8.86	6.36	6.36	7.76
School of Hospitality, Food Studies & Applied Business	102.77	141.24	197.24	305.92	367.13	460.53
School of Trades, Technology & Design	40.13	69.16	110.89	157.35	215.99	292.52
TOTAL	189.17	265.75	342.50	480.16	602.53	801.54

2018/19 Budget Assumptions

- Operating grant remains flat at \$44.6M
- Adult based education tuition free grant amount \$4.4M (included in tuition)
- Incremental funding of \$1.9M has been included in the Provincial Government Grants for the Economic Stability Mandate (ESM) for VCCFA and CUPE collective agreements
- ESM does not include step increase or increases in benefit costs
- Routine capital maintenance funding will be constant at \$308K
- Domestic and International tuition and mandatory fees increase of 2%
- Additional revenue to be generated from increased domestic student enrolment \$3.0M
- Additional revenue to be generated from increased international student enrolment \$3.8M
- Language Instruction for Newcomers to Canada (LINC) program revenue reduction of 6% as per the new three year contribution agreement
- Only existing revenue contracts are budgeted
- Technology refresh operating lease increase of \$500K (for a total of \$900K including 2017/18 leasing amount)
- 1.5% salary increases have been forecasted for faculty and CUPE as per the collective agreement
- 1.5% increase forecasted for administration staff
- Step salary increases for staff and faculty estimated to be \$500,000 (and is not covered under the ESM)
- All vacant and new positions will be filled effective April 1, 2018 and any new positions budget have different start dates throughout the fiscal year
- Contingency of \$1.0M budgeted

2018/19 Enrolment FTE Budget – Compared to 2017/18 FTE Forecast

This table shows the 2018/19 budgeted FTE compared to forecast and prior year actual:

TOTAL STUDENT FTE BY SCHOOL	2018-19 BUDGET	2017-18 FORECAST	2016-17 ACTUAL
Centre for Continuing Studies	627.98	627.98	628.54
Centre for International Education	878.68	801.54	602.53
School of Arts & Sciences	2,037.23	1,894.95	1,941.20
School of Health Sciences	924.25	816.92	816.23
School of Hospitality, Food Studies & Applied Business	914.02	753.92	917.44
School of Instructor Education	236.50	248.97	292.88
School of Trades, Technology & Design	1,115.16	931.22	955.13
TOTAL	6,733.82	6,075.50	6,153.95

2018/19 Separate Domestic and International Tuition Revenue Budget - Compared to 2017/18 Forecast and 2016/17 Actual

The following table presents a breakdown of domestic revenue separate from revenue generated from international education.

SCHOOL	2018/19 BUDGET	2017/18 FORECAST	VARIANCE FAVOURABLE/ (UNFAVOURABLE)	2016/17 ACTUAL PRIOR YEAR	VARIANCE FAVOURABLE/ (UNFAVOURABLE)
Centre for Continuing Studies	3,212,810	3,231,732	(18,922)	3,331,256	(118,446)
Centre for International Education	15,603,879	11,733,788	3,870,091	8,996,502	6,607,377
School of Arts & Sciences	6,238,936	4,724,143	1,514,793	4,988,418	1,250,518
School of Health Sciences	4,299,756	3,825,457	474,299	3,720,080	579,676
School of Hospitality, Food Studies & Applied Business	2,333,380	2,047,140	286,240	2,356,477	(23,097)
School of Instructor Education	869,894	880,481	(10,587)	943,084	(73,190)
School of Trades, Technology & Design	2,770,569	2,005,499	765,070	1,997,626	772,943
TOTAL	35,329,224	28,448,240	6,880,984	26,333,443	8,995,781

2018/19 International Tuition Revenue Budget – Compared to 2017/18 Forecast and 2016/17 Actual

The following revenue breakdown is the amount of international revenue by school that is shown in the table above.

SCHOOL	2018/19 BUDGET	2017/18 FORECAST	VARIANCE FAVOURABLE/ (UNFAVOURABLE)	2016/17 ACTUAL PRIOR YEAR	VARIANCE FAVOURABLE/ (UNFAVOURABLE)
Centre for Continuing Studies	0	86,492	(86,492)	87,202	(87,202)
School of Arts & Sciences	387,511	498,418	(110,907)	323,208	64,303
School of Health Sciences	102,465	143,915	(41,450)	102,016	449
School of Hospitality, Food Studies & Applied Business	9,995,209	6,670,365	3,324,844	5,253,886	4,741,323
School of Instructor Education	258	4,521	(4,263)	21,596	(21,338)
School of Trades, Technology & Design	5,118,436	4,330,078	788,358	3,208,594	1,909,842
TOTAL	15,603,879	11,733,788	3,870,091	8,996,502	6,607,377

2018/19 Combined Domestic and International Tuition Revenue Budget - Compared to 2017/18 Forecast and 2016/17 Actual

This table combines both domestic and international revenue by school.

SCHOOL	2018/19 BUDGET	2017/18 FORECAST	VARIANCE FAVOURABLE/ (UNFAVOURABLE)	2016/17 ACTUAL PRIOR YEAR	VARIANCE FAVOURABLE/ (UNFAVOURABLE)
Centre for Continuing Studies	3,212,810	3,318,224	(105,414)	3,418,458	(205,648)
School of Arts & Sciences	6,626,447	5,222,561	1,403,886	5,311,626	1,314,821
School of Health Sciences	4,402,221	3,969,372	432,849	3,822,096	580,125
School of Hospitality, Food Studies & Applied Business	12,328,589	8,717,505	3,611,084	7,610,363	4,718,226
School of Instructor Education	870,152	885,002	(14,850)	964,680	(94,528)
School of Trades, Technology & Design	7,889,005	6,335,577	1,553,428	5,206,220	2,682,785
TOTAL	35,329,224	28,448,240	6,880,984	26,333,443	8,995,781

Statement of Operations

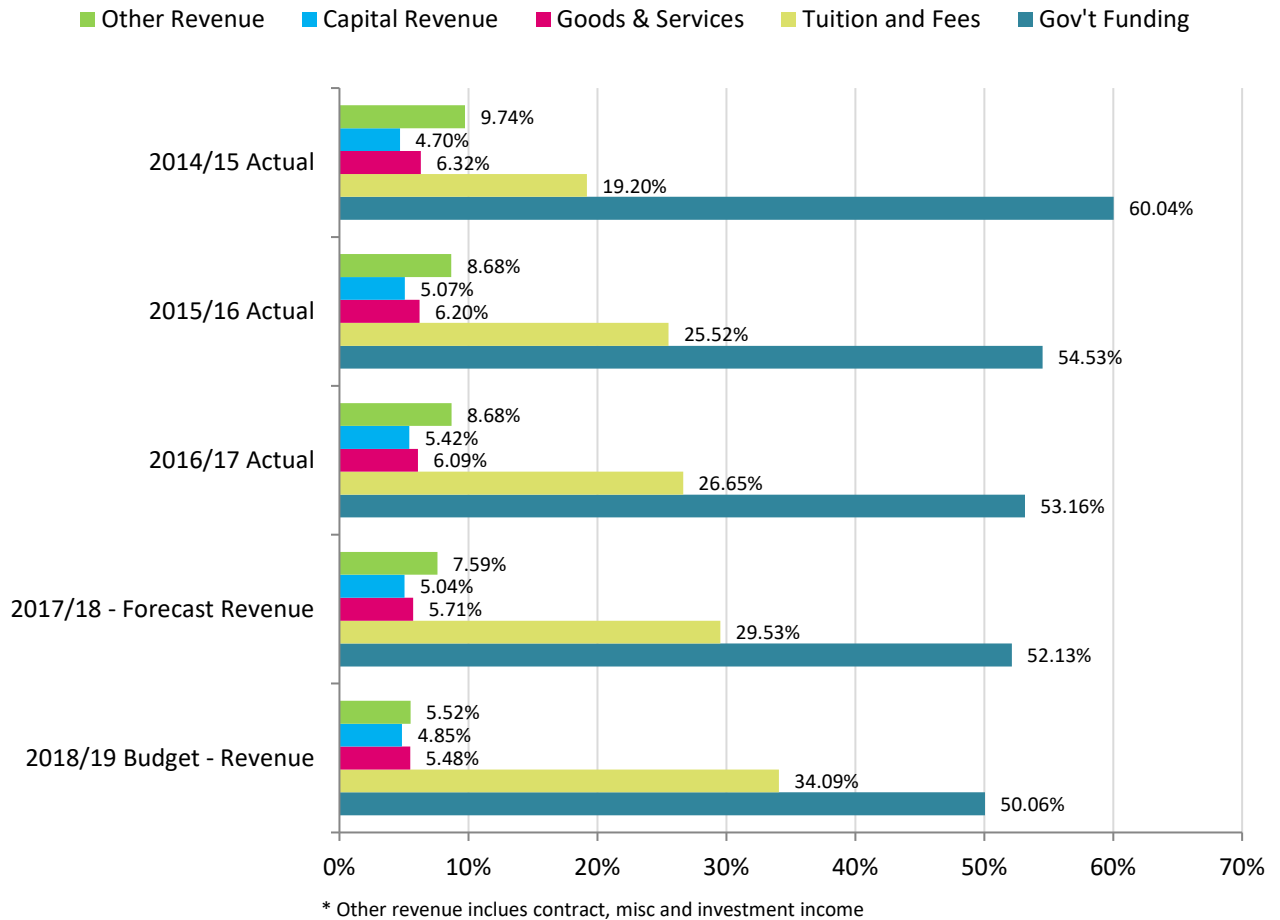
2018/19 Budget – Compared to 2017/18 Forecast and 2016/17 Actual

Based on the 2018/19 budget assumptions the Statement of Operations below is compared to the 2017/18 forecast and prior year actuals.

(IN \$ THOUSANDS)	2018/19 BUDGET	2017/18 FORECAST	VARIANCE FAVOURABLE / (UNFAVOURABLE)	2016/17 ACTUALS
Province of B.C. Grants	55,242	54,472	770	53,620
Adult upgrading grant (AUG)		1,042	(1,042)	2,922
Sales of goods and services	6,308	6,066	241	6,478
Tuition and student fees	37,916	30,771	7,145	28,346
Other grants, fees & contract services	4,280	5,543	(1,263)	6,661
Miscellaneous income	1,507	2,742	(1,235)	1,940
Donation income (Foundation Related)	520	548	(28)	481
Amortization of deferred capital contribution	5,820	5,291	529	5,768
Investment income	200	246	(46)	157
REVENUES	111,792	106,722	5,070	106,373
SALARY AND BENEFIT EXPENSES	80,211	75,694	(4,516)	73,409
Supplies and general expenses	7,810	7,116	(694)	6,416
Adult upgrading grant (AUG)/financial aid		1,042	1,042	2,922
Bursary/Scholarship (Foundation related)	520	548	28	481
Professional fees	3,037	2,540	(497)	2,718
Building and telecom	6,685	6,606	(79)	6,234
Cost of Goods Sold	3,897	3,790	(107)	4,390
Depreciation Expense	9,632	8,397	(1,236)	8,918
OPERATING EXPENSES	31,581	30,039	1,542	32,079
TOTAL EXPENSES	111,792	105,733	6,058	105,488
NET SURPLUS (DEFICIT)	-	988	(988)	885

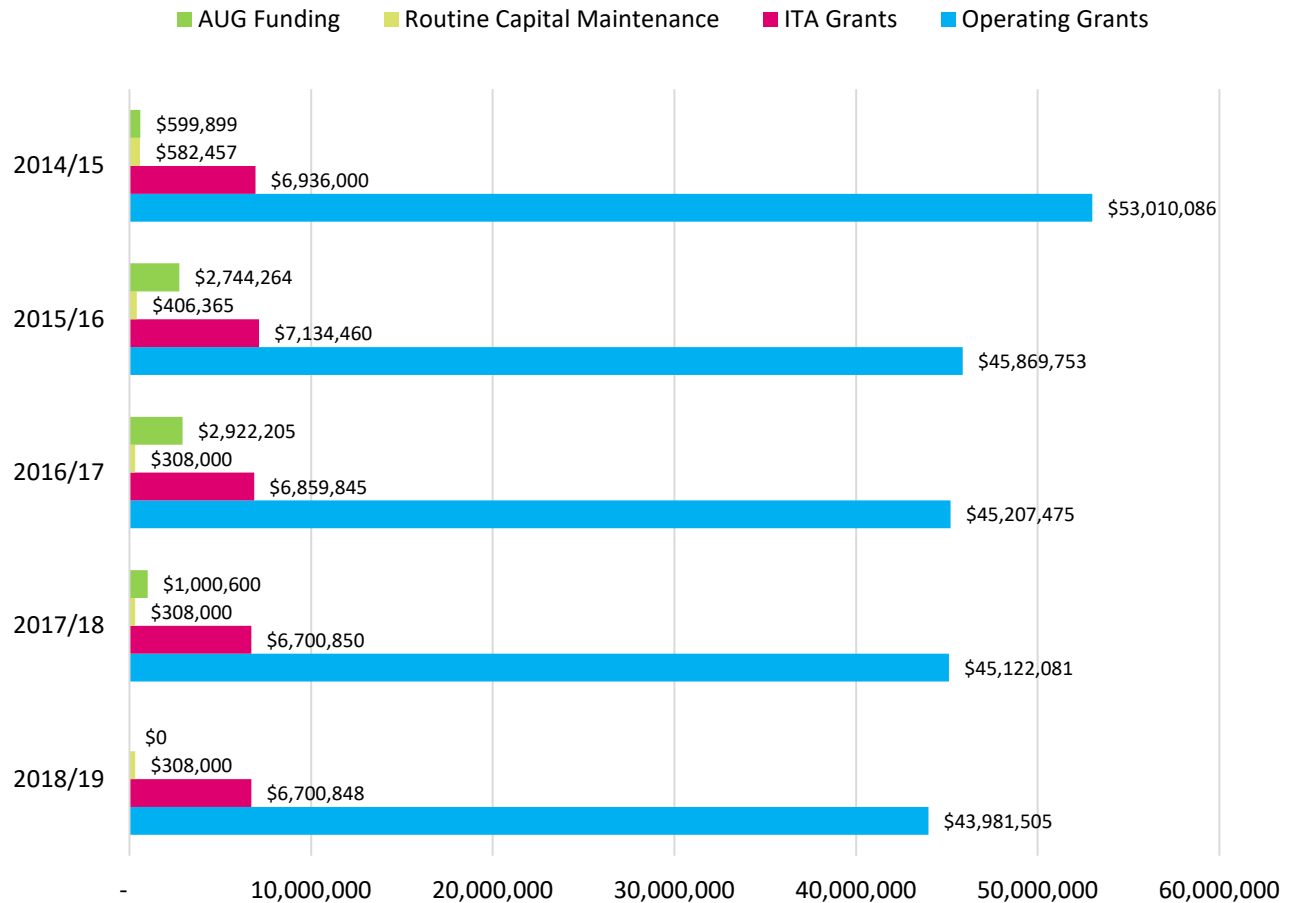
5-YEAR-OVER-YEAR REVENUE COMPARISON

The following graph illustrates the revenue breakdown by category year-over-year for a five year period:



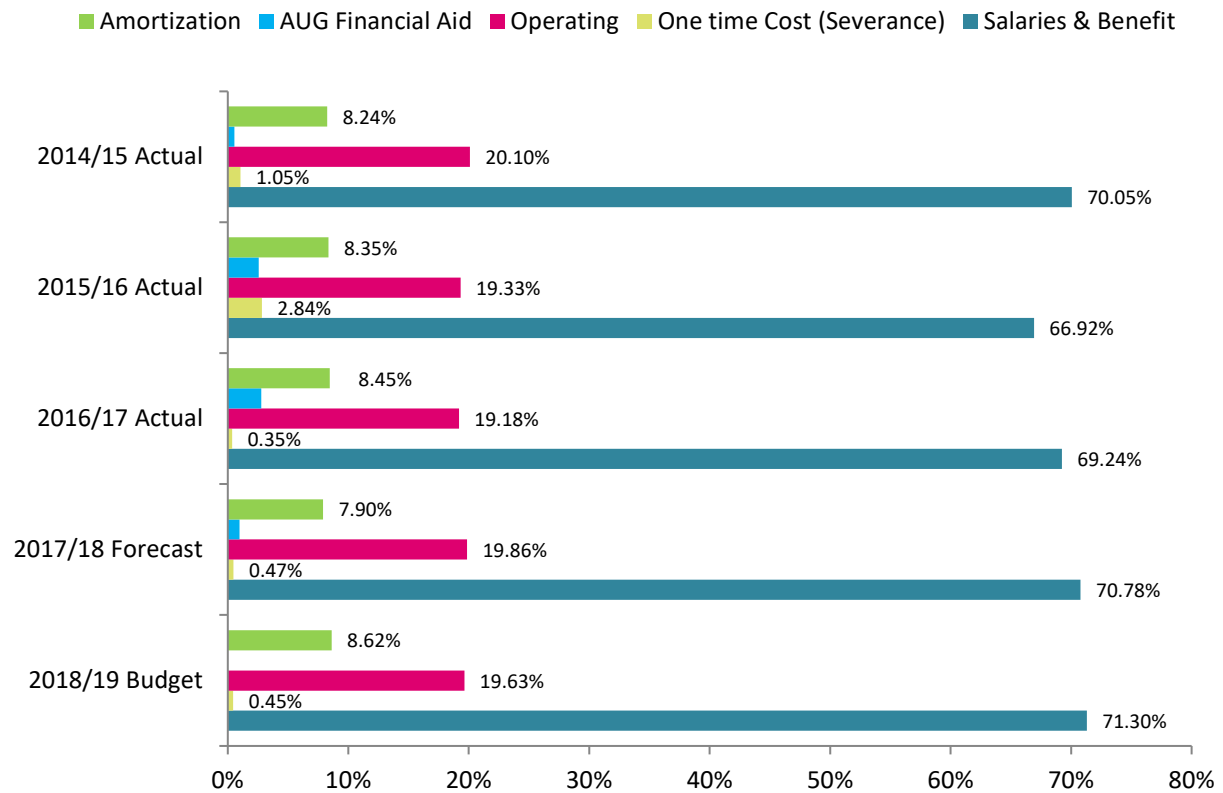
5-YEAR-OVER-YEAR GOVERNMENT FUNDING

The following graph shows the breakdown of government funding by different sources year-over-year for a five year period:



5-YEAR-OVER-YEAR EXPENSE COMPARISON

The following graph illustrates the expense breakdown by category year-over-year for a five year period:



Statement of Financial Position

Based on the 2017/18 forecast and 2018/19 budget the statement of financial position and cash flow are highlighted in the tables below.

AS AT MARCH 31, 2018	BUDGET 2019	BUDGET 2018	BUDGET 2017
Cash and cash equivalent	18,926	19,062	16,137
Due from Province of BC	1,506	1,506	1,188
Accounts receivable	1,556	1,556	2,027
Inventories for resale	808	808	808
Investments	238	238	238
TOTAL	23,034	23,170	20,398
Accounts payable	11,214	11,214	12,707
Due to Province of BC	210	210	152
Employee future benefits	1,699	1,699	1,699
Deferred tuition	7,170	7,170	5,561
Deferred revenue	4,969	4,969	2,824
Deferred capital contribution	72,045	75,350	78,625
Capital Lease	9,127	9,125	8,096
TOTAL	106,434	109,737	109,664
NET DEBT	(83,400)	(86,567)	(89,266)
Tangible capital assets	101,835	105,002	106,930
Inventories held for use	91	91	113
Prepaid expenses	171	171	263
TOTAL	102,097	105,264	107,306
ACCUMLATED SURPLUS	18,697	18,697	18,040

Statement of Financial Position and Cash Flow

AS AT MARCH 31, 2018 CASH PROVIDED BY (USED IN):	BUDGET 2019	BUDGET 2018	BUDGET 2017
OPERATIONS:			
Cash and cash equivalents, beginning of year	19,062	16,137	15,841
Annual Surplus (Deficit)	-	657	885
Items not involving cash:			
Amortization of tangible capital assets	9,632	8,351	8,918
Revenue recognized from deferred capital contribution	(5,820)	(5,291)	(5,768)
Change in employee future benefits	-	-	4
Change in non-cash operating working capital:			
(Increase) decrease inventories for resale	-	-	(4)
(Increase) decrease accounts receivable	-	153	(152)
(Decrease) increase accounts payable	-	(1,435)	(1,567)
(Decrease) increase deferred tuition	-	1,609	391
(Decrease) increase deferred revenue	-	2,145	(1,145)
(Increase) decrease non-cash operating work capital	-	114	(113)
CAPITAL ACTIVITIES:			
(Acquisition) of tangible capital assets	(6,465)	(6,423)	(4,748)
FINANCING ACTIVITIES:			
(Decrease) increase in capital lease	2	1,029	825
Deferred capital contributions received	2,515	2,016	2,770
CASH AND CASH EQUIVALENTS, END OF YEAR	18,926	19,062	16,137

Assumptions

- \$6.4M in capital additions are projected and is funded as follows:
 - \$2.6M AEST funding for major routine capital
 - \$3.0M VCC internal capital funding
 - \$1.0M from operations for capital technology leases
- Deferred tuition and deferred revenue have increased due to higher enrolment and are restricted

Five-Year Financial Outlook

As VCC looks to the future, a 5-year financial and enrolment projection has been prepared and summarized in the tables below. Projections are based on the 5-year academic plan and emerging trends. The projection highlights potential areas of growth in both domestic and international programs. Revenue is expected to grow from \$107 million in 2017/18 to \$131 million in 2022/23. In terms of full-time-equivalent (FTE) enrolment, the number is expected to grow from 6,057 in 2017/18 to 9,679 in 2022/23 and enrolment head count from 14,536 students in 2017/18 to 21,532 in 2022/23.

(IN \$ THOUSANDS)	2017/18 FORECAST	2018/19 BUDGET	2019/20	2020/21	2021/22	2022/23	COMMENTS
Province of B.C. Grants	54,472	55,242	55,891	56,183	56,183	56,183	Assumes the Provincial Grant and ITA funding is the same; additional technology related funding included from 19/20
Adult upgrading grant (AUG)	1,042	-	-	-	-	-	Provincial funding model change
Sales of goods and services	6,066	6,308	6,434	6,562	6,694	6,828	2% increase
Tuition and student fees	30,771	37,916	41,848	46,159	50,690	55,831	Assumes that the tuition and fees will be increased by 2% with increased enrolment in some programs
Other grants, fees & contract services	5,543	4,280	4,408	4,672	5,023	5,400	26% increase over 5 years
Miscellaneous income	2,742	1,507	1,522	1,537	1,552	1,568	1% increase
Donation income (Foundation related)	548	520	525	530	536	541	1% increase
Amortization of deferred capital contribution	5,291	5,820	5,937	6,055	6,237	6,486	2% - 4% increase
Investment income	246	200	202	204	206	208	1% increase
REVENUES	106,722	111,792	116,767	121,904	127,121	133,045	
SALARY AND BENEFIT EXPENSES	75,694	80,211	83,461	87,359	91,070	95,761	1.5% pay increase for Faculty, CUPE & Admin plus added faculty salaries to reflect additional course offerings
Supplies and general expenses	7,116	7,810	7,888	7,967	8,047	8,127	1% increase
Adult upgrading grant (AUG)/ financial aid	1,042						
Bursary/scholarship	548	520	525	530	536	541	1% increase
Professional fees	2,540	3,037	3,295	3,570	3,850	4,168	1% increase and increased agent fees to reflect increased international tuition revenues
Building and telecom	6,606	6,685	6,752	6,672	6,738	6,806	1% increase
Cost of Goods Sold	3,790	3,897	3,989	4,069	4,150	4,233	62% of revenue
Depreciation expense	8,397	9,632	10,229	10,831	11,089	11,600	Increased due to IT Capital Lease and other VCC funded capital investments
OPERATING EXPENSES	30,039	31,581	32,678	33,638	34,410	35,475	
TOTAL EXPENSES	105,733	111,792	116,139	120,998	125,480	131,236	
NET SURPLUS (DEFICIT)	988	-	628	906	1,641	1,809	

* International tuition revenue increases 80% in the 22/23 based on the 1819 budget

* International tuition is increased from \$15.6M to \$28M in 5 years

5-YEAR REVENUE PROJECTIONS

The following table shows the 5-year revenue projections by school based on the 5-year academic plan and emerging trends. Domestic and international revenue is broken out separately. The Centre of International Education includes all the international revenue for all the schools, whereas the other centres and schools only reflect domestic revenue.

SCHOOL	2017/18 FORECAST	2018/19 BUDGET	2019/20	2020/21	2021/22	2022/23
Centre for Continuing Studies	3,231,732	3,212,810	3,373,451	3,575,858	3,790,409	4,017,834
Centre for International Education	11,733,788	15,603,879	18,453,350	21,469,830	24,527,133	28,019,797
School of Arts and Science	4,724,143	6,238,936	6,426,104	6,683,148	6,983,890	7,298,165
School of Health Sciences	3,825,457	4,299,756	4,471,746	4,695,334	4,977,054	5,275,677
School of Hospitality, Food Studies and Applied Business	2,047,140	2,333,380	2,426,715	2,548,051	2,700,934	2,889,999
School of Instructor Education	880,481	869,894	895,991	940,790	997,238	1,067,044
School of Trades, Technology and Design	2,005,499	2,770,569	2,881,392	3,025,461	3,176,734	3,367,338
TOTAL	28,448,240	35,329,224	38,928,749	42,938,472	47,153,392	51,935,855

5-YEAR FULL TIME EQUIVALENT (FTE) ENROLMENT PROJECTIONS

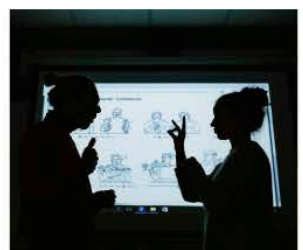
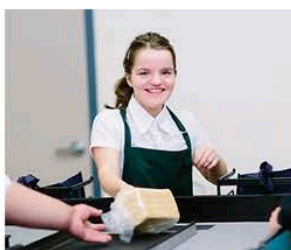
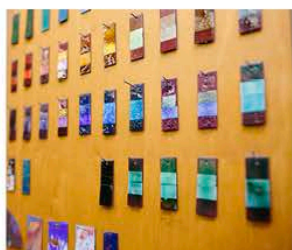
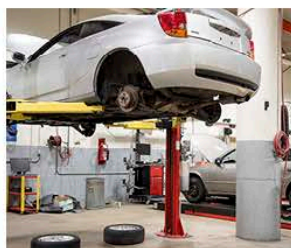
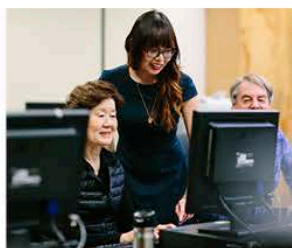
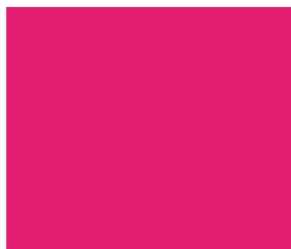
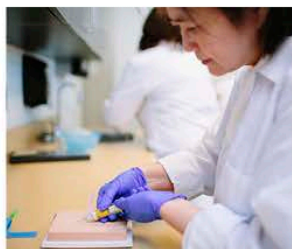
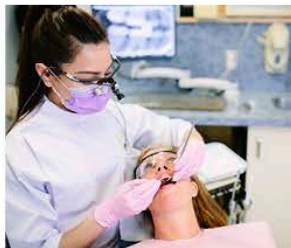
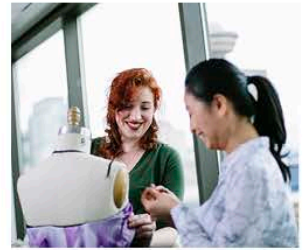
The table below presents the 5-year FTE enrolment projections by school based on the 5-year academic plan.

SCHOOL	2017/18 FORECAST	2018/19 BUDGET	2019/20	2020/21	2021/22	2022/23
Centre for Continuing Studies	627.98	624.30	643.14	668.87	695.62	723.45
Centre for International Education	801.54	1,065.91	1,260.56	1,441.40	1,617.83	1,815.85
School of Arts and Science	1,894.95	2,502.56	2,527.59	2,578.14	2,642.60	2,708.66
School of Health Sciences	816.92	918.21	936.57	964.67	1,003.25	1,043.38
School of Hospitality, Food Studies and Applied Business	753.92	859.34	876.52	902.82	938.93	985.88
School of Instructor Education	248.97	245.98	248.44	255.89	266.12	279.43
School of Trades, Technology and Design	931.22	1,286.47	1,312.20	1,351.56	1,392.11	1,447.79
TOTAL	6,075.50	7,502.76	7,805.01	8,163.35	8,556.47	9,004.45

5-YEAR HEADCOUNT ENROLMENT PROJECTIONS

The table below presents the 5-year headcount enrolment projections by school based on the 5-year academic plan. Headcount is discrete by school.

SCHOOL	2017/18 FORECAST	2018/19 BUDGET	2019/20	2020/21	2021/22	2022/23
Centre for Continuing Studies	4,163	4,139	4,263	4,433	4,611	4,795
Centre for International Education	1,041	1,384	1,637	1,872	2,101	2,358
School of Arts and Science	5,171	6,829	6,897	7,035	7,211	7,391
School of Health Sciences	1,059	1,190	1,214	1,251	1,301	1,353
School of Hospitality, Food Studies and Applied Business	1,000	1,140	1,163	1,197	1,245	1,308
School of Instructor Education	1,113	1,100	1,111	1,144	1,190	1,249
School of Trades, Technology and Design	989	1,366	1,394	1,435	1,478	1,538
TOTAL	14,536	17,148	17,678	18,368	19,137	19,992



Capital Investment

A major challenge for VCC is the funding needed for capital infrastructure projects both in the short, medium and long term. In order to continue to meet changing curriculum and a diverse student population, VCC's facilities require a significant investment. Many spaces are not conducive to current program delivery, and require reconfiguration to appropriately support curriculum and improve efficiencies. Furthermore, program growth and the evolution of technology are driving additional space and building system requirements. The college needs inherent flexibility to support evolving pedagogy, emerging programs and future curriculum.

However, there continues to be many competing capital priorities vying for limited capital funding. This includes both the upgrade and renewal of equipment and the need to improve and renovate space at both campuses. Funding for capital projects come from two sources, the Ministry of Advanced Education, Skills and Training ("Ministry") and VCC internal capital generated from operations.

Through the IT technology leasing program the college has entered into, with CSI Leasing Canada Ltd. a few of years ago, much of the computer hardware and classroom technology that has reached the end of its life cycle is being replaced and upgraded. The IT leasing program means equipment is refreshed at the end of its life cycle, thereby enabling the college to utilize current technology and mitigate the risk of IT obsolescence. However, there remains great demand for software and other hardware to improve system efficiencies and to support new or renewed programming that is not covered under the leasing program. This also puts pressure on the limited annual capital available.

VCC INTERNAL CAPITAL

An integral part of the annual budgeting cycle includes developing a capital plan. Capital requests are submitted by various departments and from there priorities are established. In 2018/19, VCC will allocate \$3.0M in funding towards classrooms, facilities improvements, library, furniture and equipment and for IT projects that are not covered under the tech refresh leasing program.

The college developed a short term multi-year plan in order to prioritize how the limited capital funding will be allocated. Many space related projects require an 18-month lead time in order to accommodate the planning and procurement process.

MINISTRY OF ADVANCED EDUCATION, SKILLS AND TRAINING (AEST)

The Ministry provides funding envelopes for what they classify as major routine capital, minor routine capital and a carbon neutral capital program. This funding allocation is based on a funding formula that utilizes the post-secondary institutions' VFA Canada Corporation assessment data. VFA Canada Corporation is a leading provider in facilities capital planning and asset management, and was retained by the Ministry a number of years ago to provide a facilities condition assessment for all B.C. post-secondary institutions' buildings in order to optimize long term facilities investment planning.

Under the AEST routine capital program, funding is made available for priority projects that address maintenance and rehabilitation as well as upgrade and renovation. These types of projects include:

- Life safety and occupational health risk
- Environmental risk and greenhouse gas reduction
- Deferred maintenance
- Facility functionality and accessibility
- Operational efficiency and cost reduction

The Ministry formula requires that VCC contribute 5% of the overall capital project cost funding. The Ministry funding envelope is shown in the chart below.

FUNDING SOURCE	2018/19 (*NOTIONAL)	VCC FUNDING CONTRIBUTION
Major Routine Capital	2,515,000	5%
Minor Routine Capital	308,000	n/a
Carbon Neutral Capital Program	70,312	5%

*** Requires AEST approval**

Campus Master Plan

VCC will complete a Campus Master Planning process over the next 18 months to establish a long-term development strategy for the college. The master planning process will identify, clarify and shape the long-term vision for the Broadway and Downtown campuses. With a 20-year lens, the master plan will open doors to the future of the college through investigations into campus and program impacts related to emerging opportunities with technology, retail integrations and employer linkages, while staying true to its unique identity and history. It must garner support from the entire and diverse campus community and will ultimately attain success and acceptance by focusing on the key features and context that make VCC a unique college.

Once completed, the master plan will ensure current needs are met, proactively anticipate long-range needs, enhance the quality of academic life and support the implementation of VCC’s strategic objectives.

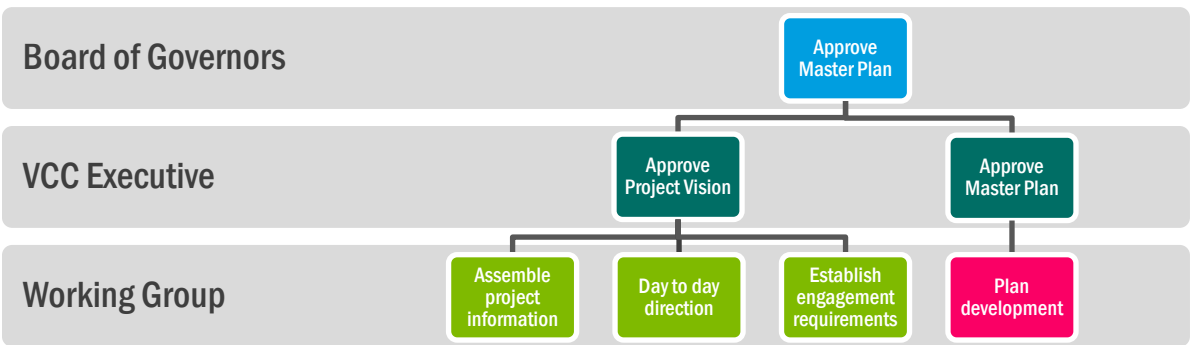
VCC has engaged Partnerships British Columbia Inc. (“Partnerships BC”) to manage the consultant selection process for this project. Partnerships BC was established by the Province of British Columbia to support the public sector by providing leadership, expertise and consistency in the procurement of complex capital projects by utilizing private sector innovation, services and capital solutions. Once the Master Plan consultant has been chosen the phases of the project are outlined as follows:

PROJECT PHASES



DECISION MAKING FRAMEWORK

VCC will interact with the Master Plan consultant on a variety of levels, anticipated as follows:



Primary Point of Contact

VP Administration, CFO and Business Development will be the main point of contact for the Master Plan consultant. They will be included in all phases, aspects and communication required to undertake the work.

Project Working Group

This group will meet regularly with the Master Plan consultant, participate in visioning sessions, provide member lists and information to the consultant for engagement and user consultation meetings and provide regular direction and feedback throughout the contract term, through all project phases.

Executive Steering Committee

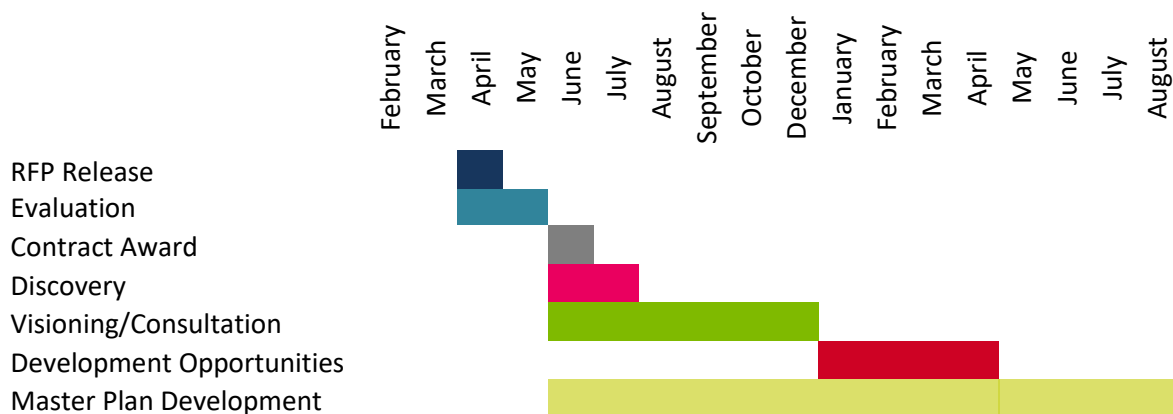
The Executive Steering committee will be responsible for major project approvals.

Board of Governors

The Board will require an interim report and presentation, providing a status update and indicating work completed, as well as presentation of the final comprehensive plan for approval.

TENTATIVE TIMELINE

The tentative timeline, which is subject to the proponent's proposed work plan, is as follows:



Ministry of Advanced Education, Skills and Training

– 5-Year Capital Plan Submission

Each year the Ministry of Advanced Education, Skills and Training (AEST) requests the 5-Year Capital plan submissions from all public post-secondary institutions. The most recent submission was for the period of 2018/19 to 2022/23 and identified each institution's capital project priorities. This enables AEST to develop a capital priorities plan should government funding become available. For the next submission that will be due in the June – August 2018 timeframe, the college will be adding one new request to what has previously been submitted and that will be funding for the Dental Clinic Training Space Renewal project.

There are three categories that have been identified by AEST:

- Category 1 - New Priority
- Category 2 - Whole Assets Replacement and Renewal
- Category 3 - Student Housing (*new category this year*)

VCC has submitted five project proposals for consideration, all in Category 2, and are as follows:

1. Culinary Arts Training Space Renewal – total project cost \$11.6M
2. Automotive Trades Training Space Expansion – total project cost \$16.5M
3. Dental Clinic Training Space Renewal – total project cost \$16.5M
4. Laboratory and Training Space Renewal – total project cost \$5.3M
5. Building Envelope Renewal – BWYA – total project cost \$16.5M

Projects that are approved would be funded 95% by AEST and the remaining 5% would be funded by the institution.

CULINARY ARTS TRAINING SPACE RENEWAL - \$11.6 MILLION

The Culinary Arts and Baking & Pastry programs at VCC are the largest in the province and support the hospitality and tourism industries. VCC culinary and baking programs lead to Professional Cook and Baker Red Seal certifications. The programs offered are in demand and the professions are listed in the *British Columbia Labour Market Outlook: 2017 Edition*. Currently, Baking & Pastry Arts is on the provincial critical seat list with an 18 month waitlist at VCC.

These programs are currently housed in the Pender wing of the Downtown campus which was originally constructed in 1948. The spaces associated with these programs largely have not been upgraded since the 1980's and do not meet the scale or design of facilities for the specialized training required to meet contemporary industry needs.

Although many pieces of equipment have been replaced under the Ministry's Skills Training program, the kitchen, lab spaces and infrastructure associated with these programs have not been upgraded to match. Equipment layouts are based on traditional food service concepts which no longer reflect the new curriculum and program outcomes. This project would update program areas for the culinary department, including the student run server areas, and the Baking and Pastry Arts labs.

AUTOMOTIVE TRADES TRAINING SPACE EXPANSION - \$16.5 MILLION

The Automotive Trades training programs at VCC are some of the largest and most diverse suite of programs offered in Western Canada. For the past two years in a row, VCC has been recognized by the Consumer Choice Awards as the best trade school in Vancouver. VCC offers a full slate of automotive training – from foundation to Red Seal apprenticeships – and is the only institution that provides Red Seal levels in all the automotive trades.

The automotive programs at VCC train automotive technicians, auto collision and auto refinishing specialists, all of which are considered in-demand trades in B.C. and are among the top 25 jobs requiring college or apprenticeship training in *British Columbia Labour Market Outlook: 2017 Edition*. These trades are also on the provincial critical seat list.

Current enrolment at VCC is at capacity. Based on a 2016 functional programming study conducted, VCC requires 30% more space to properly accommodate current program demand and 80% more space to accommodate current and future programming demand.

All programs are located at the Broadway “A” building at the Broadway campus. Broadway “A” was constructed in 1982. To accommodate growth in demand, VCC needs to redistribute and reconfigure existing space to meet the evolving specialized needs of the automotive trades. Renewed facilities would also allow VCC to participate in applied research and expanded programming to maintain alignment with industry needs.

DENTAL CLINIC TRAINING SPACE RENEWAL - \$16.5 MILLION

VCC is the only public college in British Columbia to offer Dental Technology and Denturist programs. Significant changes have been made to both of these programs over the past few years in response to industry needs and changing technology in these fields. As a result, there is a need to expand and upgrade the existing dental labs, offices and the Dental Clinic.

The aging demographics of Dental Technologists and Denturists imply a need to educate and train more people and produce more graduates who meet current standards. The Program Advisory Committees have asked VCC to offer these programs every year, instead of every second year. With increased program length and an increased number of students, the existing dental spaces are inadequate. There is a desperate need to increase the capacity in the dental labs and in the Dental Clinic.

The Curriculum Advisory Committee of the Denturist Association of BC (accrediting body) identified that VCC must make some significant changes to the dental spaces in order to achieve ongoing accreditation. They have outlined our need to modify and expand our Dental spaces including a larger, or additional Dental Clinic and improve and expand the existing lab and office spaces. The dental labs need major upgrades and expansion to ensure safe and efficient practices that model those of industry.

LABORATORY AND TRAINING SPACE RENEWAL - \$5.3 MILLION

VCC has been experiencing increased enrolment in University Transfer (UT) and College Foundations (CF) programming particularly in Lab and Computer Sciences. In order to meet demand, VCC needs to upgrade and enlarge laboratories and related training space to meet demand.

Upon successful completion of the UT programs, students gain transfer credits to enter the second year of the SFU Engineering and Computer Science degree programs. The UT and CF programs are housed at Broadway “A” at the Broadway campus. There have not been any significant upgrades to these labs since the campus was constructed in 1982.

BROADWAY “A” BUILDING ENVELOPE RENEWAL - \$16.5 MILLION

The Broadway “A” campus consists of multi-level reinforced concrete structure buildings with steel stud exterior wall assemblies. The exterior walls are face sealed stucco with single glazing in aluminum frames. After 35 years, the building envelope is beyond its expected service life and is showing signs of deterioration.

This project would include replacement of existing face seal stucco and steel stud wall assembly with new exterior insulated rainscreen wall assembly including integration details and an allowance for the repair of corroded steel studs. In addition, replacement of existing windows and skylights with new thermally aluminum framed, insulated glass sealed units and a new pressure plate system framed skylights would be part of the project.

Risk Assessment/Mitigation

In the context of the 2018/19 Integrated College Plan and the 2018/19 Budget, VCC recognizes that there is risk associated with achieving these plans as well as opportunity. The following are the high level risks and opportunities that have been identified:

RISK RATING

L	Low
M	Medium
H	High

RATING	RISK	MITIGATION
L	Government funding constraints	<ul style="list-style-type: none"> ■ Increase revenue from other sources such as continuing studies, contract training, international students and strategic partnerships
L	Below-target enrolment compared to plan	<ul style="list-style-type: none"> ■ Ongoing monitoring of enrolments by deans, department heads and leadership ■ Address soft enrolment by target marketing and increase in student recruitment efforts ■ Ongoing monitoring of global events and domestic policy to inform decisions that would minimize the impact on international enrolment
L	Decrease in ITA funding	<ul style="list-style-type: none"> ■ Ongoing monitoring of enrolments ■ Maintain proactive relationship with ITA to ensure any changes in funding formula is known in advance ■ Ensure program curriculum meets ITA expectations
L	2018/19 financial targets not realized	<ul style="list-style-type: none"> ■ Strong emphasis on budgeting process and establishing realistic budgets ■ Monthly financial review and forecasting ■ Comprehensive monthly cost analysis ■ Reduce manual processes by streamlining, automating and continuous improvement to create efficiencies
L	Faculty Association and CUPE labour relations	<ul style="list-style-type: none"> ■ Foster favourable relations with bargaining units
L	Program delivery meeting changing students' expectations	<ul style="list-style-type: none"> ■ Monitor engagement of Program Advisory Committees (PACs) ■ Monitor enrolment reports ■ Student surveys ■ Develop an education technology strategy, expand online program delivery, international programming and build flexibility in programs ■ Keep in regular contact with Student Union (SUVCC) executive

RATING	RISK	MITIGATION
L	Reputation management	<ul style="list-style-type: none"> Develop an internal and external communication strategy
M	Board succession	<ul style="list-style-type: none"> Develop a succession plan to address Board skills requirements prior to individual term expiry or resignations and continue to work with government to find suitable candidates
M	Management succession	<ul style="list-style-type: none"> Develop a succession plan for key positions within the college Continue to provide career development training opportunities and mentoring
M	Government relations – awareness of VCC	<ul style="list-style-type: none"> Significant and sustained outreach to government representatives, in AEST and other Ministries Ensure there is government awareness of the VCC mandate and priorities
M	IT – Banner 9 software upgrade	<ul style="list-style-type: none"> Steering committee and working group in place Continually monitor the project milestones
M	IT - Security assessment	<ul style="list-style-type: none"> Develop a cyber security plan to address vulnerabilities identified in the security assessment
M	IT – Disaster recovery	<ul style="list-style-type: none"> Develop a comprehensive disaster recovery plan Migrate more IT functionality to cloud based solutions
M	Emergency response plan - roles and responsibilities clearly defined and communicated	<ul style="list-style-type: none"> Update emergency preparedness and response plan and clearly identify roles and responsibilities Conduct training workshops on emergency response
M	Aging capital infrastructure	<ul style="list-style-type: none"> Develop a comprehensive space utilization plan Develop a long-term plan and strategy to address the infrastructure upgrades needed to meet the academic and enrolment plan

Opportunities associated with the 2018/19 Integrated College Plan

RATING	OPPORTUNITIES	STRATEGY
M	New revenue generating opportunities	<ul style="list-style-type: none"> Identify strategic partnerships with both corporate and not-for-profit organizations that could result in new programming and contract training opportunities
M	Leverage VCC Foundation fundraising to support college initiatives	<ul style="list-style-type: none"> In collaboration with VCC Foundation establish fundraising campaign initiatives and set targets Reinvigorate alumni relations and turn more alumni into donors

2018/19 Consolidated Goals

Through the integrated planning process, 2018/19 high level goals have been identified in the table below. These goals are in alignment with VCC's Key Success Drivers (KSD's). In addition, 2017/18 major accomplishments are summarized in Appendix A, and 2018/19 key priorities are summarized in Appendix B. Detailed 2018/19 goals, objectives and initiatives are highlighted in Appendix C and the 5-year academic plan can be found in Appendix D.

KSD 1 – Educational quality

Goal 1.1 – deliver a superior student educational experience

Goal 1.2 – enhance instruction, instructional strategy and educational technology

Goal 1.3 – deliver superior student services

KSD 2 – Operational excellence

Goal 2.1 – develop efficient systems and collaborative communication

Goal 2.2 – ensure a safe student and working environment

Goal 2.3 – maximize our campus facilities and resources

Goal 2.4 – develop a high-performing college team

Goal 2.5 – review, develop, update and communicate policies

KSD 3 – Financial stability and sustainability

Goal 3.1 – implement our financial strategy

Goal 3.2 – achieve our long-term growth strategy

Goal 3.3 – grow our commercial services revenue and other revenue

Goal 3.4 – develop a college infrastructure renewal plan

KSD 4 – Reputational management

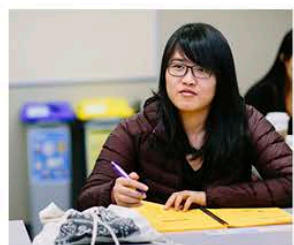
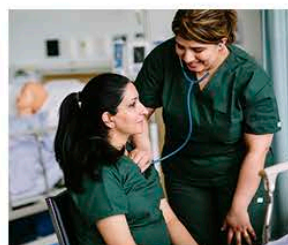
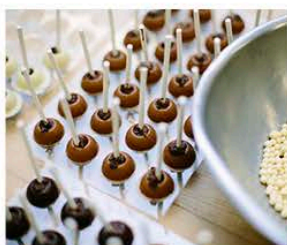
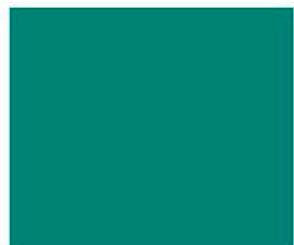
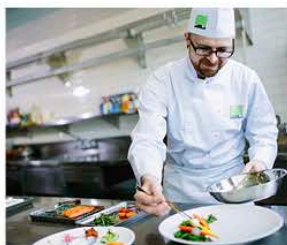
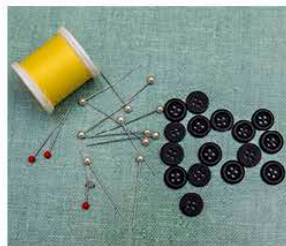
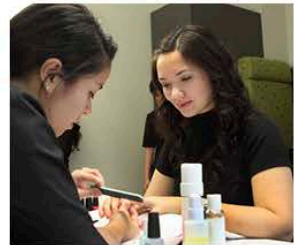
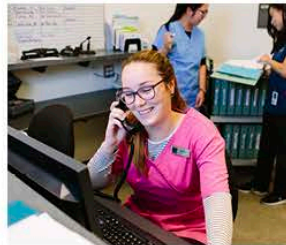
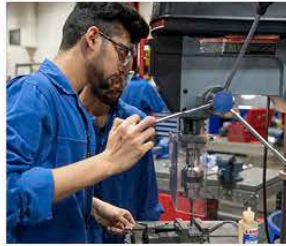
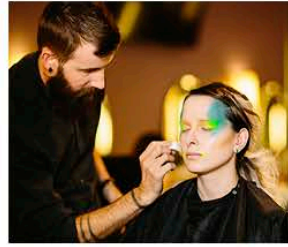
Goal 4.1 – increase brand awareness

Goal 4.2 – improve internal and external communications

Goal 4.3 – improve student recruitment and retention processes

KSD 5 – Business development

Goal 5.1 – develop new partnerships and collaboration



Appendix A – 2017/18 Consolidated Goals and Objectives Accomplishments Summary

2017/18 MAJOR ACCOMPLISHMENTS

KSD #1 – Educational Quality

Health Sciences	<ul style="list-style-type: none"> ■ Pre-Health Sciences program in development ■ New Dental Hygiene degree in development ■ Revised Denturist program in development ■ Program review: Occupational/Physical Therapist Assistant(OTPA); Practical Nursing and Access to Practical Nursing ■ New grid created for Academic English and English proficiency requirements ■ Accreditation site visit preparation in progress for OPTA and Pharmacy Tech
Trades, Technology & Design	<ul style="list-style-type: none"> ■ New Heavy Mechanical trades program for International students in development ■ Visual Communications Design certificate and diploma; curriculum updates completed ■ New Hairstylist apprenticeship Level 1 and 2 courses through governance and ready for launch in spring 2018 ■ CAD/BIM pursuing accreditation with Technology Accreditation Canada (TAC) ■ New Computer Systems Technology (CST) 2 year diploma curriculum purchased; domestic program launch scheduled for September 2019; government base funding approved for domestic students
Hospitality, Food Studies & Applied Business	<ul style="list-style-type: none"> ■ Professional Cook 1 & 2 program curriculum renewal implemented; catering module received governance approval - scheduled for launch in summer 2018 ■ Baking and Pastry Arts curriculum renewal in progress; in the concept paper governance phase ■ Administrative Assistant renewal review commenced ■ New post degree diploma in Canadian Business Management for international students launched with additional cohorts being added due to market demand
Arts & Sciences	<ul style="list-style-type: none"> ■ Deaf and Hard of Hearing program review commenced ■ Associate of Arts and Associate of Science degrees – work ongoing towards completion of Program Content Guide (PCG) ■ Career Literacy Foundations curriculum development completed and in governance ■ Music Degree program review in early planning stages ■ ASL and Deaf Studies full-time UT program development in progress ■ Piloting EAL instructor support in Hospitality and Canadian Business Management international cohorts

	<ul style="list-style-type: none"> ■ EAL Pathways blended delivery option being delivered and well subscribed
Continuing Studies	<ul style="list-style-type: none"> ■ Renewal of Early Childhood Care Education (ECCE) post-basic program through governance with launch set for fall 2018 ■ Counselling Skills program redesign underway ■ Partnership established with the Rick Hansen Foundation (RHF) to deliver their Accessibility Assessor training program ■ Fashion Merchandising online course in development
Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Learning Commons survey completed ■ President's Research Symposium held in October 2017; new \$10,000 research fund established ■ Learning Management Systems (LMS) - in the process of developing a strategic framework ■ E-Textbook and Open Resource textbook pilots in progress ■ Institutional Learning Outcomes (ILO) consultation underway
Student Development	<ul style="list-style-type: none"> ■ Case management software review in progress ■ Current provisions and practices on duty to accommodate assessment in progress ■ Developing a mental health and wellness strategy ■ Sexual Violence Policy completed, approved and in compliance with Ministry expectations
International Education	<ul style="list-style-type: none"> ■ Recruitment of students for Canadian Business Management (CBM) Post-Degree Diploma has resulted in additional cohorts being added due to high market demand ■ Development of a new Post-Degree Diploma in Project Management underway ■ MOUs updated with language partner schools for UT articulation ■ Additional cohorts added in Trades, Culinary Arts and Hospitality ■ Partnership with Indian subcontinent office has resulted in a substantial increase in Indian students enrolling in programs
Partnership Development Office (PDO)	<ul style="list-style-type: none"> ■ Exploring feasibility of short-term "Field Studies" for international faculty (instructors) ■ Working with Indigenous Education and Community Engagement to explore training opportunities – several proposals have been submitted
Indigenous Education and Community Engagement	<ul style="list-style-type: none"> ■ Gladue report writing program curriculum development and pilot being delivered by the PDO ■ Implementation of Indigenization Advisory Council/Committee underway ■ Facilitating workshops that address the principles of Indigenous Education Protocol

KSD #2 – Operational Excellence	
Registrar and Enrolment Services	<ul style="list-style-type: none"> ■ Banner data cleanup in progress ■ Real term admissions processes under review ■ Developed a Banner related projects list ■ New timetabling structure under development; consultation with departments underway ■ Revised admissions and flexible admissions policies have been approved
Institutional Research	<ul style="list-style-type: none"> ■ Piloting a new visualization/reporting software tool ■ Conducting labour market research for program renewal or new program development ■ Process review of Banner Operational Data Storage (ODS) functionality and cost
VP Academic	<ul style="list-style-type: none"> ■ Working group established to develop and implement a Strategic Enrolment Management Plan (SEM) ■ SEM Plan program inventory developed ■ Planning process started for the Ministry Quality Assurance Process Audit later in 2018 ■ Program Review and Renewal Policy in governance
Human Resources	<ul style="list-style-type: none"> ■ Identifying recommendations to the policy/procedure for changes to the Bullying, Harassment and Discrimination Policy ■ Developing best practices for an employee training program ■ Creating draft terms of reference for a VCC Wellness Committee ■ Pilot program to enhance employee orientation launched in spring 2018 ■ Employee Engagement Committee has finalized a top 5 list of engagement initiatives ■ Review and update of job descriptions for exempt positions in progress
Information Technology	<ul style="list-style-type: none"> ■ Banner 9 upgrade project and implementation plan for phase I (payroll and HR module upgrades) has been developed ■ Curriculum management software implementation (Course Leaf) training in progress with go live scheduled for spring 2018 ■ College wide printer replacement plan in progress – current Ricoh lease expires in June 2018 ■ IT security assessment underway with final report to be delivered in spring 2018 ■ Web time entry working group developing a survey to capture current procedures

	<ul style="list-style-type: none"> ■ Assessing different software vendors for online registration systems for Continuing Studies and Contact Relation Management (CRM) software
Commercial Services	<ul style="list-style-type: none"> ■ Space design completed for relocation of duplication department at Broadway ■ Food Services operational changes made based on the new Culinary Arts curriculum re-design
Safety, Security & Risk Management	<ul style="list-style-type: none"> ■ Emergency Response Management (ERM) Committee struck to and revise the current ERM manual and communication plan ■ Emergency management training plan created and multi sessions conducted ■ Renovations of downtown security kiosk completed ■ Development of risk management and privacy procedures in progress ■ Roll out of sexual violence and sexual misconduct policy and procedures underway
Procurement	<ul style="list-style-type: none"> ■ Phase II underway for streamlining procurement processes and procedures ■ New solicitation contract templates developed
Facilities	<ul style="list-style-type: none"> ■ Event Management Software (EMS) configuration and implementation nearing completion ■ Space analysis assessment completed for Broadway levels 1 and 2; Downtown campus space analysis in progress; separate analysis being conducted for Culinary and Baking, Pastry Arts downtown ■ Working with Partnerships BC to develop a RFP for a Campus Master Plan
KSD #3 – Financial Stability and Sustainability	
VP Administration/CFO	<ul style="list-style-type: none"> ■ Completed cycle for the Integrated College Plan ■ 5-year academic plan ■ Monitoring and updating of goals, objectives and initiatives ■ Communication of updated goals, objectives and initiatives
President	<ul style="list-style-type: none"> ■ Consultation and communication of the new vision statement and values for the college completed
Finance	<ul style="list-style-type: none"> ■ Review of the enrolment and budget planning process ■ Careful monitoring of actual to budget results ■ Enhanced financial reporting

KSD #4 – Reputation Management	
Marketing	<ul style="list-style-type: none"> ■ Continuation of “Make Your Mark” campaign ■ Development of a digital marketing strategy – revised approach to sustained Google advertising ■ Digital metrics and reporting to be rolled out in summer 2018 ■ Brand standards guide rollout underway
Stakeholder Engagement	<ul style="list-style-type: none"> ■ More internal and external outreach in progress
Fundraising	<ul style="list-style-type: none"> ■ Flourish Gala fundraising event ■ Student awards
KSD #5 – Business Development	
Partnership and Business Development	<ul style="list-style-type: none"> ■ Exploring mutually beneficial business partnerships with external stakeholders

Appendix B – 2018/19 Key Priorities

2018/19 KEY PRIORITIES

KSD #1 – Educational Quality

Health Sciences	<ul style="list-style-type: none"> ■ Conduct needs assessment for developing a Practical Nurse Refresher program ■ Investigate new program offering opportunities for international students: <ul style="list-style-type: none"> ○ 2-year Health Care Assistant ESL program ○ Post-degree diploma in Health ■ Commence program renewal process for: <ul style="list-style-type: none"> ○ Health Unit Coordinator ○ Practical Nursing ○ Access to Practical Nursing (provincial program renewal) ○ Pharmacy Technician ■ Develop program implementation plan for: <ul style="list-style-type: none"> ○ Dental Technology Sciences (year 2) ○ Bachelor of Allied Science in Dental Hygiene ○ Denturist Sciences ○ Occupational/Physical Therapist Assistant (year 1) ○ Acute Care Skills for Health Care Assistants ○ Pre-Health Sciences
Trades, Technology & Design	<ul style="list-style-type: none"> ■ Develop Indigenous Pathway programs for Auto Collision Refinishing ■ Launch first heavy Mechanical Technology diploma for international students ■ Implement Hairstyling Apprenticeship Level 2 courses ■ Implement new Computer Systems Technology (CST) 2 year Diploma ■ Develop new curriculum for Mechanical CAD/BIM program ■ Based on Jewellery diploma renewal process update curriculum ■ Seek National Automotive Technician Education Foundation (NATEF) accreditation ■ Develop Level 2 Heavy Mechanical trades apprenticeship courses in Moodle
Hospitality, Food Studies & Applied Business	<ul style="list-style-type: none"> ■ Pilot summer camp program ■ Conduct needs assessment for offering an international Asian Culinary Arts program ■ Develop diploma program in Applied Business ■ Commence program renewal for: <ul style="list-style-type: none"> ○ Administrative Assistant ○ Baking and Pastry Arts ■ Explore articulation agreements for international exchanges for Hospitality, Culinary and Baking students

	<ul style="list-style-type: none"> ■ Expand e-text offerings ■ Expand online offerings ■ Curriculum development for Project Management post-degree diploma ■ Continue to pilot English language support for domestic and international students ■ Continue pilot for EAL support instructors
Arts & Sciences	<ul style="list-style-type: none"> ■ Implement Environmental Science Certificate ■ Assess/adapt programs/courses to align with K-12 changes ■ Conduct needs assessment for: <ul style="list-style-type: none"> ○ Advanced ASL, Deaf literature and job readiness program ○ An enhanced Music Degree program ○ Post-baccalaureate programs ■ Commence program renewal process for: <ul style="list-style-type: none"> ○ Deaf and Hard of Hearing programs ○ Basic Education ○ College and Career Access ○ ABE Intermediate Program for Youth ○ Access Career Education ○ Academic Upgrading – Computers ○ TESOL Certificate and Diploma ■ Expand blended delivery option for ESL Pathways courses to include all levels 7 and 8 ■ Expand online delivery ■ Create an ABE Hub that would bring all adult upgrading programming together in the same space
Continuing Studies	<ul style="list-style-type: none"> ■ Design professional development courses in existing program areas ■ Ongoing renewal/program redesign of Counselling Skills programs ■ Initiate program review and revision of: <ul style="list-style-type: none"> ○ Makeup Artistry Certificate ○ Business Leadership suite ○ Network Technology NETT ○ Fashion Merchandising Associate ■ Implement and launch ECCE Diploma/Post Basic programs ■ Research new online “shopping cart” registration system and make a recommendation for implementation ■ Implement new course evaluation processes
Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Conduct needs assessment for an 18 month Provincial Instructor Diploma (PIDP)/eLearning Certificate ■ Review PIDP and Online & eLearning (ONEL) curriculum – considering new pathways and structures ■ Complete Education Services renewal for the library ■ Develop Library Research Framework

	<ul style="list-style-type: none"> ■ Initiate Student Research Day ■ Re-establish School of Instructor Education PAC ■ Develop online learning strategy ■ Expand e-textbook and e-learning platform ■ Develop Institutional Learning Outcomes (ILO) implementation plan
Student Development	<ul style="list-style-type: none"> ■ Participate in Educational Services review ■ In conjunction with SUVCC evaluate student life initiatives and develop recommendations
International Education	<ul style="list-style-type: none"> ■ Plan for additional international cohorts in Post-Degree Diplomas ■ Evaluate processes and implement strategies to increase efficiencies international student support in relation to admission and advising ■ Engage Deans and Department Heads to ensure there is intercultural and English language support for international students and faculty ■ Increase capacity within the department to provide timely and relevant international student support
Indigenous Education & Community Engagement (IECE)	<ul style="list-style-type: none"> ■ Conduct needs assessment with local Indigenous communities to identify opportunities for community program delivery ■ Continue to develop Indigenization strategy ■ Review support services for Indigenous
Vice President Academic	<ul style="list-style-type: none"> ■ Host annual President's Research Symposium ■ Launch President's Research Fund ■ Support Strategic Enrolment Management (SEM) working groups' goals in student recruitment, retention, data management and teaching/learning space needs ■ Participate in Ministry's Quality Assurance Process Audit (QAPA) ■ Complete curriculum management software implementation
Partnership Development Office	<ul style="list-style-type: none"> ■ Explore feasibility of short term "Fields of Studies" for International students and faculty in program areas ■ Work with IECE to explore training opportunities to deliver programs in community ■ Explore feasibility of online course delivery through LERN ■ In conjunction with Student Development implement recommendations from Career Services study ■ Develop a central repository for partnership contracts

KSD #2 – Operational Excellence	
Registrar & Enrolment Services	<ul style="list-style-type: none"> ■ Codify and catalogue transfer credit rulings and build these into Banner ■ Assess VCC articulation information in BCCAT ■ Banner cleanup to better support timetabling and EMS (room bookings) implementation ■ Develop real term admissions processes ■ Develop and implement new timetabling processes ■ Implement revisions to admissions process, including additional data cleanup and reporting ■ Support Banner 9 upgrade
Institutional Research	<ul style="list-style-type: none"> ■ Conduct labour market research for new program development and program renewals ■ Transition from COGNOS to Tableau reporting ■ Increase course evaluations ■ Increase program evaluations ■ Develop self-service model for reporting of student data ■ Deploy Student Development student survey
Student Development	<ul style="list-style-type: none"> ■ Regularize annual safety and security protocols review and workplace discrimination, harassment and violence training for staff and faculty ■ Support mental health and wellness initiatives ■ Develop department practice guidelines for Disability Services
International	<ul style="list-style-type: none"> ■ Examine current international admissions and advising processes to initiate strategies that will increase efficiencies through technology and automation
Human Resources	<ul style="list-style-type: none"> ■ Review and update exempt job descriptions ■ Develop a monitoring plan to ensure annual performance reviews are completed ■ Review current performance management system to ensure alignment with PSEA exempt compensation guidelines ■ Implement Faculty Performance Appraisal cycle throughout the life of the academic plan ■ Review and develop enhanced staff orientation process ■ Develop a comprehensive plan to address employee engagement survey results ■ Enhance VCC's recognition culture by enhancing college wide formal and informal recognition plans ■ Review Prevention of Harassment, Discrimination and Bullying Policy
Information Technology	<ul style="list-style-type: none"> ■ Evaluate and develop college-wide printer replacement plan (current Ricoh lease expires June 2018)

	<ul style="list-style-type: none"> ■ Review IT security assessment recommendations and develop and implementation plan ■ Evaluate and develop a Virtual Desktop infrastructure project plan ■ Assess and develop a plan to update the wireless network infrastructure ■ Assess current payment processing processes/procedures and develop a plan to meet PCI compliant requirements ■ Marketing Initiatives: <ul style="list-style-type: none"> ○ Marketing migrate myVCC to Sharepoint ○ Develop business case for external web content management system ■ Facilities Initiatives: <ul style="list-style-type: none"> ○ Finalize Web App to simplify internal academic room bookings ○ Conduct needs assessment and make recommendations for options to replace the existing Facilities Work Order system ■ Implement Banner 9 upgrade project plan – Phase I Payroll and HR upgrade to be completed and go live by Dec 31 2018 ■ Evaluate and make recommendations on a CRM system
Commercial Services	<ul style="list-style-type: none"> ■ Evaluate and streamline VCC bookstore and duplicating processes and operations ■ Coordinate and facilitate operational changes based on the new culinary arts curriculum ■ Explore revenue opportunities to expand duplicating services
Safety and Security	<ul style="list-style-type: none"> ■ Complete review of Emergency Response Management (ERM) plan ■ Develop and communicate emergency training plan for faculty and staff ■ Review, develop and communicate risk management and privacy policy and procedures ■ Emergency Operations Centre (EOC) management training ■ Table top exercise on a simulated disaster ■ Draft policies for: Cannabis on campus and travel risk management
Procurement	<ul style="list-style-type: none"> ■ Initiate second phase of streamlining processes for procurement, receipt of goods/services and reporting ■ Roll out Bonfire eSourcing tool ■ Introduce department name change from Purchasing Services to Procurement Services to better reflect the full scope of services provided by the department

Facilities	<ul style="list-style-type: none"> ■ Fully implement Event Management Software (EMS) for room bookings ■ Complete space usage studies – Downtown, Broadway A & B <ul style="list-style-type: none"> ○ Initiate measures to address critical space issues identified in interim space use studies ■ Secure consultant to advise on a plan to renovate the Dental spaces Downtown – including the Denturist Sciences program ■ Develop space designs in various areas to address growth and changes to curriculum ■ Explore opportunities to expand external room bookings revenue
KSD #3 – Financial Stability and Sustainability	
VP Administration & CFO	<ul style="list-style-type: none"> ■ Initiate the integrated college planning framework cycle – 2019/20 ■ Monitor, update and communicate status of goals, objectives and initiatives as detailed in the 2018/19 ICP ■ Work with Partnerships BC to issue an RFP and secure a proponent to develop a Campus Master Plan <ul style="list-style-type: none"> ○ Start the campus master planning process
President	<ul style="list-style-type: none"> ■ Develop long-term strategic objectives that are the bridge between the new VCC Vision and Values and the Integrated College Plan – incorporate into a Strategic Plan and present to the Board by summer 2018 ■ Implement external outreach initiatives
Finance	<ul style="list-style-type: none"> ■ Review and improve enrolment and budget planning process ■ Carefully monitor actual to budget results ■ Develop plan to implement Uniglobe Travel services ■ Review and update travel policy ■ Update spending authority limit policy
KSD #4 – Reputation Management	
Marketing	<ul style="list-style-type: none"> ■ Begin investigation and discovery phase of college-wide brand refresh ■ Implement the digital marketing strategy ■ Roll-out current refreshed brand standards ■ Develop and implement social media policy ■ Develop and communicate short and long-term goals of the Strategic Enrolment Management (SEM) working group ■ Develop plan to improve online acquisition process ■ Continuation of “Make Your Mark” campaign ■ Begin research for next recruitment campaign

Stakeholder Engagement	<ul style="list-style-type: none"> ■ Investigate community involvement opportunities ■ Continued internal and external outreach
Fundraising	<ul style="list-style-type: none"> ■ Gala plan for 2018/19
KSD #5 – Business Development	
Partnerships and Collaborations	<ul style="list-style-type: none"> ■ Develop new partnerships to expand programming
Partnership Development	<ul style="list-style-type: none"> ■ Explore partnership opportunities with corporate and not-for-profit organizations
Business Development	<ul style="list-style-type: none"> ■ Explore new opportunities with corporate and not-for-profit organizations

Appendix C – 2018/19 Detailed Consolidated Goals, Objectives and Initiatives

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
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"> Investigate opportunity for Practical Nurse Refresher program Consider offering a 2 year Health Care Assistant ESL program for International students Consider development of a Post-Degree Diploma program in Health
	Hospitality, Food Studies & Applied Business	<p>Culinary Arts:</p> <ul style="list-style-type: none"> Develop 6 month program for Italian students Pilot summer camp program Complete MOU with KPU for Culinary and Baking student pathways Develop new programming with KPU Develop Molecular Cuisine course for Red Seal chefs <p>Asian Culinary Arts:</p> <ul style="list-style-type: none"> Investigate International Cohort Bridge PC 1 and PC 2 with a session of Asian Culinary Arts <p>Applied Business:</p> <ul style="list-style-type: none"> Implement new Medical Transcriptionist program for internationally trained doctors if funding is secured. Develop diploma program in Applied Business <p>Hospitality:</p> <ul style="list-style-type: none"> Investigate professional upgrading courses for industry professionals

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
	Trades, Technology & Design	<p>Auto Service Technician:</p> <ul style="list-style-type: none"> Update curriculum for harmonized program. Complete NATEF accreditation <p>Auto Collision Refinishing:</p> <ul style="list-style-type: none"> Develop Indigenous Pathway programs <p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Launch new international diploma program first cohort <p>Visual Communications Design:</p> <ul style="list-style-type: none"> Design new pathways or modules for new diploma program Develop bridge programs with Emily Carr, Capilano U and KPU <p>Hair Design & Skin & Body Therapy:</p> <ul style="list-style-type: none"> Launch Hairstylist Level 2 apprenticeship courses <p>Computer Systems Technology:</p> <ul style="list-style-type: none"> Launch new program <p>CAD/BIM:</p> <ul style="list-style-type: none"> Develop new curriculum for Mechanical CAD/BIM certificate program
	Arts & Sciences	<p>University Transfer:</p> <ul style="list-style-type: none"> Implement Environmental Science Certificate Assess/adapt programs/courses to align with K-12 changes Explore new courses such as food chemistry, physics and music, organic chemistry, flexible pre-biology majors for Associate of Science degree <p>Basic Education:</p> <ul style="list-style-type: none"> Propose curriculum development for Basic Education Career Explorations tied to provincial labour market demand: Basic Literacy and Numeracy for Trades <p>Deaf and Hard of Hearing:</p> <ul style="list-style-type: none"> Conduct needs assessment for advanced ASL, Deaf literature and Job Readiness Program <p>Music:</p> <ul style="list-style-type: none"> Conduct needs assessment for an enhanced Music Degree program Conduct needs assessment for post-baccalaureate programs and certificates, including teacher training workshops

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
	School of Instructor Education	<ul style="list-style-type: none"> Needs assessment of an 18 month Post Graduate PIDP/eLearning Certificate working in conjunction with International and Pathways Review PIDP and ONEL curriculum, considering new pathways and structures
	Continuing Studies	<ul style="list-style-type: none"> Refine and implement assessment tool to evaluate suitability of new programs and partnerships proposed to CS by internal and external stakeholders Develop new courses and programs as partnerships arise with external partners and other internal VCC departments Develop professional development courses in existing program areas Creation of new “one-off” courses in Culinary, Fashion, ECCE and Trades
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> Conduct Needs Assessment with local Indigenous communities to identify opportunities for VCC (community delivery)
1.1.2 Renew programs that have not gone through renewal in the past 5 years	Hospitality, Food Studies & Applied Business	<ul style="list-style-type: none"> Develop curriculum to support action items arising from program renewals <ul style="list-style-type: none"> ➤ Administrative Assistant ➤ Baking and Pastry Arts
	Health Sciences	<ul style="list-style-type: none"> Health Unit Coordinator program (renewal) Practical Nursing (provincial renewal) Access to Practical Nursing (provincial program renewal) Pharmacy Technician program (renewal)

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
	Arts & Sciences	<ul style="list-style-type: none"> ■ Deaf and Hard of Hearing Program ■ Basic Education ■ College & Career Access ■ ABE Intermediate Program for Youth ■ Access to Career Education ■ Academic Upgrading – Computers ■ TESOL Certificate and Diploma ■ Music Degree
	Trades, Technology & Design	Jewelry Arts and Design: <ul style="list-style-type: none"> ■ Update curriculum for Jewelry diploma program based upon renewal
	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 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> <ul style="list-style-type: none"> ■ Ongoing renewal/ program redesign of Counselling Skills Programs (Foundation and Advanced Certificates) ■ Launch Curriculum Review and revision of Makeup Artistry Certificate ■ Launch renewal of Business Leadership suite of programs ■ Complete NETT renewal ■ Launch of curriculum review and revision of Fashion Merchandising Associate Program
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Complete Education Services Renewal for the Library

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
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"> ■ Dental Technology Sciences – implement Year 2 ■ Bachelor Of Allied Science in Dental Hygiene degree – achieve DQAB and Board approval ■ Denturist Sciences Program – achieve Ministry and Board approval ■ Occupational/Physical Therapist Assistant program – implement major changes Year 1 ■ Acute Care Skills for Health Care Assistants – implement approved changes ■ Pre-Health Sciences – implement new program
	Continuing Studies	<ul style="list-style-type: none"> ■ Implement and launch ECCE Diploma/Post Basic Programs
	School of Instructor Education	<ul style="list-style-type: none"> ■ Develop a 3-5 year Action Plan from the recommendations from the renewal ■ Implement first year changes from the Action Plan
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 institutions to position VCC as a receiving institution.
	Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> ■ Explore articulation agreements for international exchanges for Hospitality, Culinary and Baking students
1.1.5 Seek accreditation and/or external program approval status and implement strategies to fulfill accreditation requirements	Health Sciences	<ul style="list-style-type: none"> ■ Make recommended curriculum revisions to address national/provincial standards and accreditation reports ■ Achieve highest levels of accreditation/program approval possible
	Trades, Technology & Design	Auto Service Technician: <ul style="list-style-type: none"> ■ NATEF accreditation

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
1.1.6 Develop a Scholarship and Research Initiatives Plan	Library, Teaching & Learning Services/ VP Academic	<ul style="list-style-type: none"> ■ Initiation of Student Research Day ■ Improve awareness of national research funding opportunities through workshops and presentations ■ Develop Library Research Framework ■ Library pursue Institutional Repository to archive and make accessible VCC's research output
	Health Sciences	<ul style="list-style-type: none"> ■ Increase research/scholarship capacity in the Bachelor of Sciences in Nursing Program ■ Implement strategies to support research activities
	Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> ■ Explore Foods research with external partners
	Vice President Academic	<ul style="list-style-type: none"> ■ Host annual President's Research Symposium ■ Launch President's Research Fund
1.1.7 Develop new relevant programs and build capacity for international students	International Education	<ul style="list-style-type: none"> ■ Launch Business and Project Management Post Degree Diploma ■ Launch Heavy Mechanical Technology Diploma ■ Plan for additional International cohorts in Post-Degree Diplomas ■ Build capacity in UT courses
	Partnership Development Office	<ul style="list-style-type: none"> ■ Explore feasibility of short term "Field Studies" for International Students and faculty in VCC program areas: Health Sciences, Hospitality, Instructor Education, etc.

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
1.1.8 Ensure programs have active program advisory committees and effective partnerships with industry/community	All Schools/ VP Academic	<ul style="list-style-type: none"> Host college wide PAC event
	Continuing Studies	<ul style="list-style-type: none"> Continue to expand and launch the number of PACs for all CS programming areas
	School of Instructor Education	<ul style="list-style-type: none"> Re-establish PAC
1.1.9 Develop supportive partnerships within the academy and student service departments to ensure a positive experience for Indigenous students	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> Develop an Indigenization strategy
	Health Sciences	<ul style="list-style-type: none"> Implement strategies to support Indigenous students
	Student Development	<ul style="list-style-type: none"> In conjunction with Indigenous Education, explore liaison and/or regular meeting approach to regularize communication, strengthen working relationship and realize synergy in overlapping service scope
	Partnership Development Office	<ul style="list-style-type: none"> Work with IECE to explore training opportunities for VCC programs to be delivered in community (e.g. ECCE in Musqueam, Office Admin in Squamish, etc.) 2018-2019 explore feasibility of seeking funding from Corrections Canada for re-entry of incarcerated; potential partnership with COELS and John Howard society Explore RPL/competence assessment for BSW program

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
Goal 1.2 – Enhance instruction, instructional strategy and educational technology		
1.2.1 Develop an online educational technology strategy	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Develop an online learning strategy Post and hire an Instructional Designer manager position Implementation of online learning strategy over the duration of the current academic plan Continue to offer Moodle workshops and development opportunities for the college Expand e-textbook and e-learning platform use. Establish set procedures/guidelines for e-text adoption
	Trades, Technology & Design	Automotive Service Technician: <ul style="list-style-type: none"> Increase OER use by 10% Heavy Mechanical Trades: <ul style="list-style-type: none"> Develop Moodle courses apprenticeship level 2 CAD & BIM: <ul style="list-style-type: none"> Implement instructor skills training plan
	Arts & Sciences	<ul style="list-style-type: none"> Expansion of blended delivery option for ESL Pathways courses – to include all of levels 7 and 8
	School of Hospitality, Food Studies and Applied Business	Culinary Arts: <ul style="list-style-type: none"> Expand e-text offerings Expand on-line offerings Hospitality: <ul style="list-style-type: none"> Develop on-line courses for diploma in HM Expand e-text offerings Expand on-line offerings Applied Business: <ul style="list-style-type: none"> Develop on-line courses for diploma program in Applied Business

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
1.2.2 Identify new educational technologies and software that could be supported and resourced	Health Sciences	<ul style="list-style-type: none"> Expand the use of Simulation in the Nursing labs Submit capital request for new video recording technology in the Simulation Lab Submit capital request for new Denturist Sciences technology Advocate for Coordinator and Technician support in the Simulation Lab Increase the number and quality of Interprofessional Education (IPE) activities across the School of Health Sciences
	Trades, Technology & Design	Automotive Collision Refinishing: <ul style="list-style-type: none"> Use of virtual welding simulators and virtual paint simulators
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Implement Institutional Learning Outcomes (ILO) across College Investigate feasibility of Blackboard Ally accessibility software If funded, implementation plan for Kaltura video hosting and streaming service Implementation of Library Technology Plan (e.g. replace ILS)
	Arts & Sciences	LINC: <ul style="list-style-type: none"> Expand online delivery using eduLINC and Moodle
	VP Academic	<ul style="list-style-type: none"> Host annual Education Technology Showcase
	Partnership Development Office	<ul style="list-style-type: none"> Explore feasibility of online course delivery through LERN in the areas of Technology to be combined with F2F training in a customized package
1.2.3 Continue to develop Learning Commons	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Explore long term goals for Learning Commons Implement Learning Commons initiatives

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
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
	VP 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 Provide training and development opportunities on cultural awareness amongst VCC employees and students
	Student Development	<ul style="list-style-type: none"> Participate in Educational Services Review Participate in cultural competency workshops and initiatives In conjunction with SUVCC, evaluate student life initiatives and create recommendations
	Arts & Sciences	College and Career Access: <ul style="list-style-type: none"> Creation of an ABE Hub that would bring all adult upgrading programming together in the same space, and include intake, assessment and advising support to optimally plan an educational pathway for students. In addition to offering a variety of delivery options – self paced, class-based, and blended (online/self-paced)
	Hospitality, Food Studies & Applied Business	Hospitality Management: <ul style="list-style-type: none"> Pilot English language support for domestic and international students Pilot EAL support for Hospitality instructors
	Registrar's Office	<ul style="list-style-type: none"> Revision to admissions process estimated to go live in March, 2018. Additional clean up and supporting reporting of Admission/Registration reports planned to come online shortly after.

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #1 – Educational Quality		
	Continuing Studies	<ul style="list-style-type: none"> ■ Evaluate changes made to CS online registration; make further improvements as required
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Continue 3-year research study on impact of Learning Centre tutoring on student success. Begin analysis.
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Review support services for Indigenous learners currently offered through IECE ■ Review and update policies and procedures related to safe use of Gathering Places
	Partnership Development Office	<ul style="list-style-type: none"> ■ In partnership with Student Services, PDO conducted a Career Services study and report that was completed in December 2017 ■ Recommendations from Career Services study for the CareerLAB initiative. In partnership with Student Services, will implement in 2018-19.
1.3.2 Provide timely and relevant international student support	International Education	<ul style="list-style-type: none"> ■ Evaluate processes and implement strategies to increase efficiencies in international student support in relation to admission and advising ■ Engage with Deans and Department Heads to ensure intercultural and English language support for international students and faculty ■ Increase capacity within department to provide timely and relevant international student support

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 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	Institutional Research	<ul style="list-style-type: none"> ■ Conduct labour market research for new program development and program renewals ■ Transition from COGNOS to Tableau reporting ■ Develop communications strategy for the deployment of data, Information and insight ■ Increase course evaluations ■ Increase program evaluations ■ Develop College, School and ORG profiles ■ Develop a self-service model for reporting of student data ■ Research into the development of a VCC Data-mart ■ Continue to support the College, Schools and Departments with student surveys ■ Deploy the Student Development student survey ■ Complete all Ministry submissions and reporting requirements
	Registrar's Office	<ul style="list-style-type: none"> ■ Introduction of real term admissions processing and supporting reporting changes ■ Course clean up within Banner to better support timetabling processing and EMS implementation ■ Build out of detailed project plan to track inventory, decision points and develop a decision log that tracks information related to assessment and changes within Banner ■ CAPP implementation commences ■ Support for Banner 9 upgrade and retraining Banner Student users ■ Development of standardized documentation related to Banner processes ■ Full EMS implementation
	VP Academic	<ul style="list-style-type: none"> ■ Support SEM working groups' goals in student recruitment, student retention, data management and teaching/learning space needs ■ Pilot more programs as part of ELPR project

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #2 – Operational Excellence		
		<ul style="list-style-type: none"> ■ Participate in Ministry's Quality Assurance Process Audit (QAPA) Review ■ Implement Program Renewal process ■ Implement Curriculum Management Software (CourseLeaf) and align with public website
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Review and update Gateways program evaluation procedure to ensure student feedback is captured
	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 ■ Implement and refine monthly reporting structure ■ Implementation of revised marketing strategies
	Partnership Development Office	<ul style="list-style-type: none"> ■ Develop a central repository for contracts that the college has with various partners ■ Institute processes for proposal development and support ■ Research the use of implementing contact relationship management software (CRM) to track inquiries
	Commercial Services	<ul style="list-style-type: none"> ■ Evaluate and streamline bookstore and duplicating processes and operations ■ Coordinate and facilitate operational changes based on the new culinary arts curriculum
	Information Technology	<ul style="list-style-type: none"> ■ Evaluate and develop college-wide printer replacement plan (current Ricoh lease expires in 2018) ■ Conduct IT security assessment ■ Evaluate and develop a Virtual Desktop Infrastructure project plan ■ Assess and develop a plan to update the wireless network

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #2 – Operational Excellence		
		<ul style="list-style-type: none"> Review current payment processing processes/procedures (PCI compliant requirements)
	Information Technology/Marketing	<ul style="list-style-type: none"> Migrate myVCC to Sharepoint Develop business case for external web content management system
	Facilities/Information Technology	<ul style="list-style-type: none"> Support implementation of EMS Campus Planning interface software for internal academic booking Finalize Web App to simplify internal academic booking Create web presence to simplify external bookings Put the Work Order system back in order. Replace existing system with updated user friendly application.
	Procurement	<ul style="list-style-type: none"> Deliver FAST training on procurement processes to users Roll out Bonfire eSourcing tool college-wide and have a minimum of 80% of open competitions done through Bonfire Overhaul of contract filing system with a target of switching from hard copy to soft copy contract files by the end of the 18/19 fiscal Introduce Department name change from Purchasing Services to Procurement Services to better reflect the full scope of services provided by the Department
2.1.2 Identify, evaluate, recommend and implement software applications to increase efficiencies	International Education	<ul style="list-style-type: none"> Examine current international admissions and advising processes to initiate strategies that will increase efficiencies through technology and automation
	Student Development	<ul style="list-style-type: none"> Participate in CRM discussions and ensure the requirements of all 8 service departments are captured in the new system
	Information Technology/various departments	<ul style="list-style-type: none"> Develop web time entry project and implementation plan Develop Banner 9 upgrade project and implementation plan HR Application Tracking System

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #2 – Operational Excellence		
	Information Technology/VP Academic	<ul style="list-style-type: none"> Implement curriculum management software
	Information Technology/Facilities	<ul style="list-style-type: none"> Fully implement Event Management Software (EMS) for room bookings
	Information Technology/Procurement/Finance	<ul style="list-style-type: none"> Develop and implement plan to set up Uniglobe Travel as a provider for travel services
Goal 2.2 – Ensure a safe student and working environment		
2.2.1 Promote an environment of safety and compliance	Trades, Technology & Design	Automotive Service Technician & Automotive Collision and Refinishing: <ul style="list-style-type: none"> Upgrade shop space and classrooms' capacities
	Student Development	<ul style="list-style-type: none"> Review current scope of Disability Services for its educational mandate, professional jurisdiction, and legal duty Align hiring, training, and supervising of college funded contract student support workers to human resources process Determine appropriate legal and practical terms for operation of privately funded and arranged student support workers on campus
2.2.2 Promote health and wellness	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"> Initiate Positive Space training for LLC employees and establish service/space guidelines Create plan for mental health, wellness, and sense of community services in LLC
	VP Academic/VP People & Culture	<ul style="list-style-type: none"> Implement initiatives from Health & Wellness Plan

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #2 – Operational Excellence		
		<ul style="list-style-type: none"> Advocate the importance of mental health at provincial forums and events such as the Festival of Learning
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> Support health & wellness initiatives for students, staff and Elders
	Student Development	<ul style="list-style-type: none"> Regularize annual safety & security protocols review and workplace discrimination, harassment and violence training for staff and faculty in all 8 service departments Support socials, PD/CD, and other mental health & wellness initiatives
2.2.3 Implement emergency management safety plan	Safety, Security & Risk Management	<ul style="list-style-type: none"> Complete review of revised Emergency Response Management (ERM) plan Develop and communicate emergency management training plan Procure additional CCTV cameras for campuses Continue to upgrade access control panels and key security infrastructure Review, develop and communicate risk management and privacy procedures EOC Training – Management team Disaster Day – College wide Emergency Management Working Group
Goal 2.3 – Maximize our campus facilities and resources		
2.3.1 Assess space requirements and utilization	Health Sciences/Facilities	<ul style="list-style-type: none"> Secure a consultant to advise on renovations to the Dental spaces to accommodate new Denturist Sciences program including an additional Dental clinic Enhance physical space for Dental Technology Sciences, Denturist and other dental programs for the duration of the academic plan

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #2 – Operational Excellence		
		<ul style="list-style-type: none"> ■ Increase number of computers/desks and chairs in computer labs to accommodate large section sizes (Practical Nursing and Dental Technology Sciences) ■ Begin renovations to Dental Technology Sciences and Denturist physical space (labs and clinic) to be able to accommodate annual intakes of students
	Student Development	<ul style="list-style-type: none"> ■ Explore and implement an interim design for Downtown Campus Student Development Area that includes at least six new soundproof private exam rooms for Disability Services ■ Review the current space and signage arrangements of Student Development presence at Annacis Island
	Hospitality, Food Studies & Applied Business/Facilities	<ul style="list-style-type: none"> ■ Identify space for possible new Post-Degree Diploma – September 2018 ■ Work with RPG on a redesign of the Culinary/Baking and Hospitality
	Arts & Sciences	<ul style="list-style-type: none"> ■ Conduct needs assessment for UT programming
	Registrar's Office	<ul style="list-style-type: none"> ■ Look to leverage opportunities for creating new pathways into programming via flexible admission policy
	Continuing Studies	<ul style="list-style-type: none"> ■ Optimize CS space for customer service and advising
	Facilities	<ul style="list-style-type: none"> ■ Continue work with Partnerships BC towards development of VCC Campus Master Plan ■ Complete space analysis assessment of Broadway A and B and the Downtown campus ■ Initiate measures to address critical space issues identified in Interim Space Use studies

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #2 – Operational Excellence		
Goal 2.4 – Develop a high-performing college team		
2.4.1 Implement an enhanced performance management system	VP Academic	<ul style="list-style-type: none"> ■ Implement Faculty Performance Appraisal cycle throughout the life of the academic plan
	Student Development	<ul style="list-style-type: none"> ■ Ensure performance appraisals and strength & development reviews occur as per schedule prescribed in the collective agreements ■ Develop a standard annual checklist to document and track: vacation accruals, sick day usage, PD/CD access, etc. ■ Lead service renewals for Counselling and Interpreting Services
2.4.2 Review and implement exempt job descriptions and performance management system	Human Resources	<ul style="list-style-type: none"> ■ Review and update exempt job descriptions ■ Develop a monitoring plan to ensure annual performance reviews are completed ■ Review current performance management system to ensure alignment with PSEA exempt compensation guidelines
2.4.3 Assess employee needs, develop a training plan and coordinate schedule	VP Academic/Human Resources	<ul style="list-style-type: none"> ■ Implement employee Training Plan with Department Leaders and Leadership Team
	Continuing Studies	<ul style="list-style-type: none"> ■ Develop a standard operating procedures manual for all business practices
	Student Development	<ul style="list-style-type: none"> ■ Identify common professional development opportunities across all 8 service departments and streamline their access for cost efficiency and team building ■ Budget and schedule regular team socials ■ Promote and track utilization of free and open college and public resources by staff and faculty ■ Re-establish VCC participation at National and International platforms for service departments in post-secondary institutions ■ Explore internal college collaboration for one-on-one mentorship

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #2 – Operational Excellence		
		<ul style="list-style-type: none"> Identify occasions and opportunities to strengthen working relationship and communication with academic departments and internal stakeholders
2.4.4 Enhance staff orientation	Human Resources	<ul style="list-style-type: none"> Review and develop an enhanced staff orientation process
	Continuing Studies	<ul style="list-style-type: none"> Implement orientation and exit checklists
	Student Development	<ul style="list-style-type: none"> Regularize annual safety & security protocols review and workplace discrimination, harassment and violence training for staff and faculty in all 8 service departments Develop department specific new staff and faculty orientation and exit checklists in all 8 service departments
2.4.5 Increase overall level of employee engagement	Human Resources	<ul style="list-style-type: none"> Develop a comprehensive plan to address employee engagement survey results Strengthen VCC's recognition culture by enhancing College wide formal and informal recognition plans
Goal 2.5 – Review, develop, update and communicate policies		
2.5.1 Review, develop, update, implement and communicate policies	VP Academic	<ul style="list-style-type: none"> Roll out employee and student workshops on gender violence Build in training at D2 (Leader's Forum) to introduce new policies and procedures
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> Develop a plan to research and adopt policies that support Indigenous education
	Student Development	<ul style="list-style-type: none"> Participate in policy development and review discussions for compliance with legal duties, advancement of universal access model, development of comprehensive student support process for student admissions, progress, retention and success

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES
KSD #2 – Operational Excellence		
	Human Resources	<ul style="list-style-type: none"> ■ Review A.3.1 Prevention of Harassment, Discrimination and Bullying Policy
	Safety, Security & Risk Management	<ul style="list-style-type: none"> ■ Draft privacy and privacy breach policy ■ Cannabis on campus ■ Travel Risk Management
	Finance/Procurement	<ul style="list-style-type: none"> ■ Review and update B.2.16 Travel Policy ■ Update spending authority limit policy

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 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 to ensure international enrolment targets are met Participate in educational fairs to recruit international students Travel to emerging markets to recruit international students Work with Deans to create realistic international enrolment targets
3.1.2 Meet our financial budget targets	VP Academic	<ul style="list-style-type: none"> Explore Curriculum Development costing models
	Continuing Studies	<ul style="list-style-type: none"> Meet or exceed our financial budget targets
	Student Development	<ul style="list-style-type: none"> Develop department practice guidelines for Disability Services Review current scope of Disability Services for its educational mandate, professional jurisdiction, and legal duty Align hiring, training, and supervising of college funded contract student support workers to human resources process Determine appropriate legal and practical terms for operation of privately funded and arranged student support workers on campus
	Finance/Institutional Research	<ul style="list-style-type: none"> Review and improve enrolment and budget planning process
Goal 3.2 – Achieve our long-term growth strategy		
3.2.1 Carry out the annual integrated planning cycle	VP Admin	<ul style="list-style-type: none"> Monitor, update and communicate status of goals, objectives and initiatives Initiate the next integrated college planning framework cycle – 2019/20
3.2.2 Develop long term strategic objectives	President	<ul style="list-style-type: none"> The bridge between the new VCC Vision and Values and Integrated College Plan - develop the long term strategic objectives for the institution and present to the Board by fall 2018

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 INITIATIVES
KSD #3 – Financial Stability and Sustainability		
Goal 3.3 – Grow our commercial services revenue and other revenue		
3.3.1 Identify additional sources of revenue generation	Commercial Services	<ul style="list-style-type: none"> Explore revenue opportunities to expand duplicating services
	Facilities	<ul style="list-style-type: none"> Explore opportunities to expand external room bookings Continue to explore opportunities to grow filming revenue
Goal 3.4 – Develop a college infrastructure renewal plan		
3.4.1 Develop campus master plan	VP Admin/VP Academic/President	<ul style="list-style-type: none"> Develop a campus master plan for Broadway and Downtown campuses based on the 5-year academic plan and space utilization assessment <ul style="list-style-type: none"> RFP for campus master plan proponent – late spring 2018 Choose proponent for campus master plan – summer 2018 Completion of Campus Master plan – fall 2019 Presentation of business case for capital investment – fall 2019/winter 2020
3.4.2 Develop capital campaign plan	VP Admin/President	<ul style="list-style-type: none"> Assess options for developing a capital campaign fundraising business case

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 INITIATIVES
KSD #4 – Reputation Management		
Goal 4.1 Increase brand awareness		
4.1.1 Branding strategy	Marketing	<ul style="list-style-type: none"> ■ Begin investigation and discovery phases of college-wide brand refresh or rebrand ■ Implement digital strategy ■ Roll-out current refreshed brand standards throughout the college
4.1.2 Fundraising	VCC Foundation	<ul style="list-style-type: none"> ■ Continue to grow student award and bursary funding ■ Work with VCC on a plan for upcoming capital requests ■ Execute at least one major fundraiser (Flourish) each year ■ Cultivate alumni and PAC engagement – capitalizing on volunteerism and/or giving (this includes working with departments on alumni reunions, e.g. CAD/BIM group and Hospitality and deeper PAC engagement, e.g. HMT employers, etc.) ■ Run two employee giving campaigns this fiscal (spring and late fall)
Goal 4.2 Improve internal and external communications		
4.2.1 Internal Communication - Academic	VP Academic/ Marketing	<ul style="list-style-type: none"> ■ Enhance the effectiveness and relevance of D2 (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 leaderships skills ■ Establish a structure for Deans Assistant, Department Assistants and Program Assistants to network and support each other ■ Expand use of D2 forum to engage academic and student services departments ■ Expand resources available on myVCC
	Continuing Studies	<ul style="list-style-type: none"> ■ Populate myVCC CS page with instructor and staff resources

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 INITIATIVES
KSD #4 – Reputation Management		
	Student Development	<ul style="list-style-type: none"> Regularize faculty & staff support workshops on Duty to Accommodate & Inquire and Disability Services Referral Process through internal department webpages, direct department outreach, and human resources Regularize annual Student Service Survey with Institutional Research to begin establishing baseline data on the utilization rate and scope of student services
4.2.2 Enhance internal communication tools and platforms	Marketing	<ul style="list-style-type: none"> Implement tools and options for communicating information to the college community Develop and implement social media policy for college employees
4.2.3 External communications plan	Marketing/President	<ul style="list-style-type: none"> Implement external outreach initiatives
	Continuing Studies	<ul style="list-style-type: none"> Develop robust content and student resources on CS landing page Create and Implement social media plan Increase advertising presence
	Student Development	<ul style="list-style-type: none"> Explore partnership with unions to incorporate Duty to Accommodate & Inquire and Disability Services Referral Process in new student and new faculty/staff orientations
Goal 4.3 Improve student recruitment and retention processes		
4.3.1 Create a strategic enrolment management acquisition strategy	VP 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 Improve online acquisition process CASL audit and refresh

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 INITIATIVES
KSD #4 – Reputation Management		
		<ul style="list-style-type: none"> ■ Support CRM implementation in partnership with IT
	Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> ■ Engage social media resources to promote programming
	Student Development	<ul style="list-style-type: none"> ■ Participate in curriculum, policy, and practice development and review discussions to support the Academic Departments for compliance with legal duties, advancement of universal access model, and development of comprehensive student support process for student admission, progress, retention and success
4.3.2 Student recruitment strategy for emerging International markets and new programs	International Education	<ul style="list-style-type: none"> ■ Investigate new agent relations and business partnerships with recruiters in emerging markets ■ Connect with and support agents and business partners to promote new VCC programs ■ Visit overseas agents to build relationships and capacity for marketing and recruiting ■ Support/expand agent and business partner relationships Note: These initiatives will continue over the life of the academic plan
4.3.3 Recruitment campaign	Marketing	<ul style="list-style-type: none"> ■ Continuation of “Make Your Mark” recruitment campaign in 2018 ■ Begin research for next recruitment campaign

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 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 school boards in the Lower Mainland	Health Sciences	<ul style="list-style-type: none"> Based on the interest, enable high school students to enter the Pre-Health Sciences program as dual credit students over the duration of the academic plan Continue with Dual Credit programming in the Health Care Assistant program
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 Committee include appropriate representatives Continue to support initiatives with Metro Vancouver Alliance Implement a contract with the Aboriginal Community Career Services Society (ACCESS) re Access to Health Care Seek approval for one time funding to offer an extra intake of Health Care Assistant program starting November 2018 Continue with external rentals of Dental spaces (Dental Tech, Denturist, Certified Dental Assisting and Dental Hygiene programs)
	Arts & Sciences	<p>LINC:</p> <ul style="list-style-type: none"> Pursue contract opportunities outside the classroom for companies that want to offer classes on-site <p>Career Awareness:</p> <ul style="list-style-type: none"> Develop increased practicum opportunities with BC Partners in Workforce Innovation
	Trades, Technology & Design	<p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Update CNG program to meet changing industry needs
	Hospitality, Food Studies & Applied Research	<ul style="list-style-type: none"> Events Manager to recruit and support large scale catering events Target potential partnerships to expand Culinary Arts program with international institutions

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 INITIATIVES
KSD #5 – Business Development		
		<ul style="list-style-type: none"> ■ Build relationships for international co-op placements for Hospitality students
	Continuing Studies	<ul style="list-style-type: none"> ■ Refine process related to internal and external partnerships
	Student Development	<ul style="list-style-type: none"> ■ Explore mutually beneficial partnerships with external stakeholders such as community service agencies, school districts, and post-secondary institutions for streamlined referral processes, expanded funding and support for students with disabilities, and collaboration for common initiatives such as mental health & wellness and career services
	Partnership Development	<ul style="list-style-type: none"> ■ Explore new corporate and not-for-profit partnership opportunities ■ Implement mutually beneficial business partnerships with external stakeholders such as community development organizations, other post-secondary institutions, international institutions, etc.
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 external stakeholders such as school districts, post-secondary institutions, private language schools, agency partners, etc. over the life of the academic plan

Appendix D – 2018 – 2023 Academic Plan

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
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"> Investigate opportunity for Practical Nurse Refresher program Consider offering a 2 year Health Care Assistant ESL program for International students Consider development of a Post-Degree Diploma program in Health 				
	Hospitality, Food Studies & Applied Business	Culinary Arts: <ul style="list-style-type: none"> Develop 6 month program for Italian students Pilot summer camp program Complete MOU with KPU for Culinary and Baking student pathways Develop new programming with KPU 	Culinary Arts: <ul style="list-style-type: none"> Apprenticeship upgrade Possible new programming around agri food production Asian Culinary Arts: <ul style="list-style-type: none"> Expand curriculum Applied Business: <ul style="list-style-type: none"> Implement new Administrative 			

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		<ul style="list-style-type: none"> Develop Molecular Cuisine course for Red Seal chefs Asian Culinary Arts: <ul style="list-style-type: none"> Investigate International Cohort Bridge PC 1 and PC 2 with a session of Asian Culinary Arts Applied Business: <ul style="list-style-type: none"> Implement new Medical Transcriptionist program for internationally trained doctors if funding is secured Develop diploma program in Applied Business Hospitality: <ul style="list-style-type: none"> Investigate professional upgrading courses for industry professionals 	Assistant and Legal Administrative Assistant Diploma programs Baking and Pastry Arts: <ul style="list-style-type: none"> Implement new diploma program Hospitality: <ul style="list-style-type: none"> Launch professional upgrading courses for industry professionals 			

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
	Trades, Technology & Design	<p>Auto Service Technician:</p> <ul style="list-style-type: none"> Update curriculum for harmonized program. Complete NATEF accreditation <p>Auto Collision Refinishing:</p> <ul style="list-style-type: none"> Develop Indigenous Pathway programs <p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Launch new international diploma program first cohort <p>Visual Communications Design:</p> <ul style="list-style-type: none"> Design new pathways or modules for new diploma program Develop bridge programs with Emily Carr, Capilano U and KPU 	<p>Auto Collision Refinishing:</p> <ul style="list-style-type: none"> Create Journey person upgrading courses <p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Run two international diploma cohorts <p>Hair Design & Skin & Body Therapy:</p> <ul style="list-style-type: none"> Launch Hairstylist Level 1 apprenticeship courses <p>Computer Systems Technology:</p> <ul style="list-style-type: none"> Begin CIPS accreditation process <p>CAD/BIM:</p> <ul style="list-style-type: none"> Launch first cohort of new curriculum for Mechanical CAD/BIM certificate program 	<p>Auto Collision Refinishing:</p> <ul style="list-style-type: none"> Develop Industry/Manufacturer courses <p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Run Commercial Vehicle Inspector's Program (CVIP) courses <p>Hair Design & Skin & Body Therapy:</p> <ul style="list-style-type: none"> Develop Red Seal program for Skin & Body Therapy Launch updated Cosmetology diploma <p>Computer Systems Technology:</p> <ul style="list-style-type: none"> Develop security specialization program stream <p>CAD/BIM:</p> <ul style="list-style-type: none"> Launch second cohort of new curriculum for Mechanical CAD/BIM 	<p>Auto Collision Refinishing:</p> <ul style="list-style-type: none"> NATEF accreditation site evaluation <p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> Begin work on NATEF accreditation <p>Hair Design & Skin & Body Therapy:</p> <ul style="list-style-type: none"> Launch Red Seal program for Skin & Body Therapy <p>Computer Systems Technology:</p> <ul style="list-style-type: none"> Launch security specialization program stream Develop co-op program option 	<p>Heavy Mechanical Trades:</p> <ul style="list-style-type: none"> NATEF accreditation site visit and review <p>Computer Systems Technology:</p> <ul style="list-style-type: none"> Launch co-op program option

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		Hair Design & Skin & Body Therapy: <ul style="list-style-type: none"> Launch Hairstylist Level 2 apprenticeship courses Computer Systems Technology <ul style="list-style-type: none"> Launch new program CAD/BIM <ul style="list-style-type: none"> Develop new curriculum for Mechanical CAD/BIM certificate program 		certificate program Jewelry Arts and Design: <ul style="list-style-type: none"> Launch updated diploma program 		
	Arts & Sciences	University Transfer: <ul style="list-style-type: none"> Implement Environmental Science Certificate Assess/adapt programs/courses to align with K-12 changes Explore new courses such as food chemistry, physics and music, organic chemistry, 	Music: <ul style="list-style-type: none"> Design curriculum for enhanced Music Degree Select one post-baccalaureate program to develop Deaf and Hard of Hearing: <ul style="list-style-type: none"> Design curriculum changes for advanced ASL, Deaf literature 	Music: <ul style="list-style-type: none"> Offer enhanced Music Degree Implement post-baccalaureate program Explore development of another post-baccalaureate program/module 		

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		flexible pre-biology majors for Associate of Science degree Deaf and Hard of Hearing: <ul style="list-style-type: none"> Conduct needs assessment for advanced ASL, Deaf literature and Job Readiness Program Basic Education: <ul style="list-style-type: none"> Propose curriculum development for Basic Education Career Explorations tied to provincial labour market demand: Basic Literacy and Numeracy for Trades Music: <ul style="list-style-type: none"> Conduct needs assessment for an enhanced Music Degree program 	and Job Readiness Program University Transfer: <ul style="list-style-type: none"> Launch Associate of Arts and Associate of Science degrees 			

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		<ul style="list-style-type: none"> Conduct needs assessment for post-baccalaureate programs and certificates, including teacher training workshops 				
	School of Instructor Education	<ul style="list-style-type: none"> Needs assessment of an 18 month Post Graduate PIDP/eLearning Certificate working in conjunction with International and Pathways Review PIDP and ONEL curriculum, considering new pathways and structures 				
	Continuing Studies	<ul style="list-style-type: none"> Refine and implement assessment tool to evaluate suitability of new programs and partnerships proposed to CS 				

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		by internal and external stakeholders <ul style="list-style-type: none"> ■ Develop new courses and programs as partnerships arise with external partners and other internal VCC departments ■ Develop professional development courses in existing program areas ■ Creation of new “one-off” courses in Culinary, Fashion, ECCE and Trades 				
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Conduct Needs Assessment with local Indigenous communities to identify opportunities for VCC (community delivery) 	<ul style="list-style-type: none"> ■ Conduct Needs Assessment with local Indigenous communities to identify opportunities for VCC (community delivery) 	<ul style="list-style-type: none"> ■ Conduct Needs Assessment with local Indigenous communities to identify opportunities for VCC (community delivery) 	<ul style="list-style-type: none"> ■ Conduct Needs Assessment with local Indigenous communities to identify opportunities for VCC (community delivery) 	<ul style="list-style-type: none"> ■ Conduct Needs Assessment with local Indigenous communities to identify opportunities for VCC (community delivery)

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
1.1.2 Renew programs that have not gone through renewal in the past 5 years	Hospitality, Food Studies & Applied Business	<ul style="list-style-type: none"> ■ Develop curriculum to support action items arising from program renewals <ul style="list-style-type: none"> ➢ Administrative Assistant ➢ Baking and Pastry Arts 	<ul style="list-style-type: none"> ■ Implement revised curriculum arising from program renewal ■ Renew Diploma and Degree in Hospitality Management 	<ul style="list-style-type: none"> ■ Review new programming ■ Implement renewal recommendations in Hospitality Management 		
	Health Sciences	<ul style="list-style-type: none"> ■ Health Unit Coordinator program (renewal) ■ Practical Nursing (provincial renewal) ■ Access to Practical Nursing (provincial program renewal) ■ Pharmacy Technician program (renewal) ■ Music Degree 	<ul style="list-style-type: none"> ■ Dental Reception Coordinator program (renewal) ■ Health Care Assistant and Health Care Assistant ESL ■ Bachelor of Sciences in Nursing Program (prep for CASN accreditation) 	<ul style="list-style-type: none"> ■ Medical Laboratory Assistant (MLA) program (renewal) ■ Certified Dental Assisting (onsite and Distance) 	<ul style="list-style-type: none"> ■ Dental Technology Sciences program (renewal) 	<ul style="list-style-type: none"> ■ Denturist Sciences program
	Trades, Technology & Design	Jewelry Arts and Design: <ul style="list-style-type: none"> ■ Update curriculum for Jewelry diploma 	Jewelry Arts and Design: <ul style="list-style-type: none"> ■ Implement new technology, create new 3D 	HAIR/SBT: <ul style="list-style-type: none"> ■ Implement curriculum changes to Cosmetology 		

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		program based upon renewal	software program HAIR/SBT: ■ Begin program renewal work on Cosmetology diploma	diploma		
	Arts & Sciences	<ul style="list-style-type: none"> ■ Deaf and Hard of Hearing Program ■ Basic Education ■ College & Career Access ■ ABE Intermediate Program for Youth ■ Access to Career Education ■ Academic Upgrading – Computers ■ TESOL Certificate and Diploma 				
	Continuing Studies	<ul style="list-style-type: none"> ■ Update renewal matrix, based on market needs and changing priorities ■ CS formally reviews programs as 	<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"> ■ Ongoing renewal 	<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"> ■ Launch renewal 	<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"> ■ Ongoing renewal 	<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"> ■ Ongoing renewal

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		<p>follows: Year 1, Launch program renewal; Year 2, Ongoing renewal/ Redesign; Year 3, Launch of New Program</p> <ul style="list-style-type: none"> CS to initiate a “curriculum review and revision” for minor program changes and non-credit courses, as needed <p><u>Specific Program Activities:</u></p> <ul style="list-style-type: none"> Ongoing renewal (program redesign) of Counselling Skills Programs (Foundation and Advanced Certificates) Launch Curriculum Review and revision of 	<p>(program redesign) of Business Leadership suite of programs</p> <ul style="list-style-type: none"> Launch renewal of Wedding and Event Management Certificate Launch renewal of Interior Design Certificate Launch renewal of Building Manager Certificate 	<p>of Makeup Artistry Certificate (two years following curriculum review)</p> <ul style="list-style-type: none"> Launch renewal of Fashion Merchandising Associate Certificate (two years following curriculum review and revision) Ongoing renewal (program redesign) of Building Manager certificate Ongoing renewal (program redesign) of Interior Design Certificate Launch renewal of Office Administration suite of programs Launch of Business & 	<p>(program redesign) of Make Up Artistry Certificate</p> <ul style="list-style-type: none"> Ongoing renewal of Fashion Merchandising Associate Certificate Ongoing renewal (program redesign) of Office Administration suite of programs Ongoing renewal (program redesign) of Business & Technical Writing certificate 	<p>(program redesign) of Wedding and Event Management certificate</p> <ul style="list-style-type: none"> Ongoing renewal (program redesign) of Paralegal programs Ongoing creation of Counselling Skills diploma Launch renewal of Fashion Design and Production Diploma <u>Program Renewals</u> for the future: ECCE, MDRT

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		Makeup Artistry Certificate <ul style="list-style-type: none"> ■ Launch renewal of Business Leadership suite of programs ■ Complete NETT renewal ■ Launch of curriculum review and revision of Fashion Merchandising Associate Program 		Technical Writing certificate <ul style="list-style-type: none"> ■ Develop curriculum for Counselling Diploma 		
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Complete Education Services Renewal for the Library 				
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"> ■ Dental Technology Sciences – implement Year 2 ■ Bachelor Of Allied Science in Dental Hygiene degree – achieve DQAB and Board approval ■ Denturist 	<ul style="list-style-type: none"> ■ Bachelor of Applied Science in Dental Hygiene degree – implement Year 1 ■ Denturist Sciences Program – implement Year 1 ■ Occupational/ 	<ul style="list-style-type: none"> ■ Bachelor of Applied Science in Dental Hygiene degree – implement Year 2 ■ Denturist Sciences Program – implement Year 2 ■ Practical Nursing 	<ul style="list-style-type: none"> ■ Bachelor of Applied Science in Dental Hygiene degree – implement Year 3 ■ Denturist Sciences Program – implement Year 3 	<ul style="list-style-type: none"> ■ Bachelor of Applied Science in Dental Hygiene degree – implement Year 4

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		Sciences Program – achieve Ministry and Board approval <ul style="list-style-type: none"> Occupational/ Physical Therapist Assistant program – implement major changes Year 1 Acute Care Skills for Health Care Assistants – implement approved changes Pre-Health Sciences – implement new program 	Physical Therapist Assistant program – implement major changes Year 2 <ul style="list-style-type: none"> Practical Nursing and Access to Practical Nursing Programs – implement changes to the Provincial Curriculum Year 1 	and Access to Practical Nursing Programs – implement changes to the Provincial Curriculum Year 1		
	Continuing Studies	<ul style="list-style-type: none"> Implement and launch ECCE Diploma/Post Basic Programs 	<ul style="list-style-type: none"> Implement and launch Counselling Skills (Foundations and Advanced Certificates) 	<ul style="list-style-type: none"> Implement and launch Business Leadership suite of programs 	<ul style="list-style-type: none"> Implement and launch Building Manager certificate Implement and launch Interior “Decorating” certificate 	<ul style="list-style-type: none"> Implement and launch Office Admin Implement and launch Business and Technical Writing Certificate

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
	School of Instructor Education	<ul style="list-style-type: none"> Develop a 3-5 year Action Plan from the recommendations from the renewal Implement first year changes from the Action Plan 				
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 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 			

Academic Plan 2018-2023

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
	Arts & Sciences		<ul style="list-style-type: none"> Explore potential pathway to graduate MA or MEd TESOL programs at UBC or SFU whereby they recognize VCC TESOL programs for credit 			
	Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> Explore articulation agreements for international exchanges for Hospitality, Culinary and Baking students 				
1.1.5 Seek accreditation and/or external program approval status and implement strategies to fulfill accreditation requirements	Health Sciences	<ul style="list-style-type: none"> Make recommended curriculum revisions to address national/provincial standards and accreditation reports Achieve highest levels of accreditation/program approval possible 	<ul style="list-style-type: none"> Make recommended curriculum revisions to address national/provincial standards and accreditation reports Achieve highest levels of accreditation/program approval possible 	<ul style="list-style-type: none"> Make recommended curriculum revisions to address national/provincial standards and accreditation reports Achieve highest levels of accreditation/Program approval possible 	<ul style="list-style-type: none"> Make recommended curriculum revisions to address national/provincial standards and accreditation reports Achieve highest levels of accreditation/program approval possible 	<ul style="list-style-type: none"> Make recommended curriculum revisions to address national/provincial standards and accreditation reports Achieve highest levels of accreditation/program approval possible

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
	Trades, Technology & Design	Auto Service Technician: <ul style="list-style-type: none"> ■ NATEF accreditation 	Computer Systems Technology: <ul style="list-style-type: none"> ■ CIPS accreditation 	Auto Collision Repair: <ul style="list-style-type: none"> ■ Instructor ASE 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 	
1.1.6 Develop a Scholarship and Research Initiatives Plan	Library, Teaching & Learning Services/ Vice President Academic	<ul style="list-style-type: none"> ■ Initiation of Student Research Day ■ Improve awareness of national research funding opportunities through workshops and presentations ■ Develop Library Research Framework ■ Library pursue Institutional Repository to archive and make accessible VCC's research output 	<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 	

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
	Health Sciences	<ul style="list-style-type: none"> ■ Increase research/scholarship capacity in the Bachelor of Sciences in Nursing Program ■ Implement strategies to support research activities 	<ul style="list-style-type: none"> ■ Implement strategies to support ongoing research activities 	<ul style="list-style-type: none"> ■ Implement strategies to support ongoing research activities 	<ul style="list-style-type: none"> ■ Implement strategies to support ongoing research activities 	<ul style="list-style-type: none"> ■ Implement strategies to support ongoing research activities
	Arts & Sciences		<ul style="list-style-type: none"> ■ Establish connections with SFU and UBC TESOL MA and MEd programs for graduate level research initiatives using the VCC EAL student population 			
	Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> ■ Explore Foods research with external partners 	<ul style="list-style-type: none"> ■ Explore Foods research with external partners 	<ul style="list-style-type: none"> ■ Implement Foods research with external partners 		
	Vice President Academic	<ul style="list-style-type: none"> ■ Host annual President's Research Symposium ■ Launch President's Research Fund 	<ul style="list-style-type: none"> ■ Grow President's Research Fund and seek collaborations with other PSIs and industry 			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
1.1.7 Develop new relevant programs and build capacity for international students	International Education	<ul style="list-style-type: none"> ■ Launch Business and Project Management Post Degree Diploma ■ Launch Heavy Mechanical Technology Diploma ■ Plan for additional International cohorts in Post-Degree Diplomas ■ Build capacity in UT courses 	<ul style="list-style-type: none"> ■ Plan for additional international cohorts in Trades, Technology, Hospitality & Business programs ■ Plan for additional post-degree diplomas ■ Examine options for evening/ weekend cohorts and programs ■ Build capacity in UT courses and programs 	<ul style="list-style-type: none"> ■ Plan for additional international cohorts in Trades, Technology, Hospitality and Business programs ■ Plan for additional post-degree diplomas ■ Offer evening/ weekend cohorts and programs ■ Build capacity in UT courses and programs 	<ul style="list-style-type: none"> ■ Plan for additional international cohorts in Trades, Technology, Hospitality and Business programs ■ Plan for additional post-degree diplomas ■ Offer evening/ weekend cohorts and programs ■ Build capacity in UT courses and programs 	
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 PAC event 	<ul style="list-style-type: none"> ■ Host college wide PAC event 	<ul style="list-style-type: none"> ■ Host college wide PAC event 	<ul style="list-style-type: none"> ■ Host college wide PAC event 	<ul style="list-style-type: none"> ■ Host college wide PAC event
	Continuing Studies	<ul style="list-style-type: none"> ■ Continue to expand and launch the number of PACs for all CS programming areas 				
	School of Instructor Education	<ul style="list-style-type: none"> ■ Re-establish PAC 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
1.1.9 Develop supportive partnerships within the academy and student service departments to ensure a positive experience for Indigenous students	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> Develop an Indigenization strategy 				
	Health Sciences	<ul style="list-style-type: none"> Implement strategies to support Indigenous students 	<ul style="list-style-type: none"> Implement strategies to support Indigenous students 	<ul style="list-style-type: none"> Implement strategies to support Indigenous students 	<ul style="list-style-type: none"> Implement strategies to support Indigenous students 	<ul style="list-style-type: none"> Implement strategies to support Indigenous students
	Student Development	<ul style="list-style-type: none"> In conjunction with Indigenous Education, explore liaison and/or regular meeting approach to regularize communication, strengthen working relationship and realize synergy in overlapping service scope 				
Goal 1.2 – Enhance instruction, instructional strategy and educational technology						
1.2.1 Develop an online educational technology strategy	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Develop an online learning strategy Post and hire an Instructional Designer manager position 	<ul style="list-style-type: none"> Implementation of online learning strategy over the duration of the current academic plan 	<ul style="list-style-type: none"> Implementation of online learning strategy over the duration of the current academic plan 		

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		<ul style="list-style-type: none"> ■ Implementation of online learning strategy over the duration of the current academic plan ■ Continue to offer Moodle workshops and development opportunities for the college ■ Expand e-textbook and e-learning platform use. Establish set procedures/ guidelines for e-text adoption. 				
	Arts & Sciences	<ul style="list-style-type: none"> ■ Expansion of blended delivery option for ESL Pathways courses to include all of levels 7 and 8 				
	Trades, Technology & Design	Automotive Service Technician: <ul style="list-style-type: none"> ■ Increase OER use by 10% Heavy Mechanical Trades: <ul style="list-style-type: none"> ■ Develop Moodle courses 	Automotive Service Technician: <ul style="list-style-type: none"> ■ Increase OER use by 10% Heavy Mechanical Trades: <ul style="list-style-type: none"> ■ Develop Moodle courses 	Automotive Service Technician: <ul style="list-style-type: none"> ■ Increase OER use by 10% Heavy Mechanical Trades: <ul style="list-style-type: none"> ■ Develop Moodle courses 	Automotive Service Technician: <ul style="list-style-type: none"> ■ Increase OER use by 10% Heavy Mechanical Trades: <ul style="list-style-type: none"> ■ Develop Moodle courses 	Computer Systems Technology: <ul style="list-style-type: none"> ■ Develop online courses for first year classes

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		apprenticeship level 2 CAD & BIM: <ul style="list-style-type: none"> Implement instructor skills training plan 	apprenticeship level 3	apprenticeship level 4	international diploma	
	School of Hospitality, Food Studies and Applied Business	Culinary Arts: <ul style="list-style-type: none"> Expand e-text offerings Expand on-line offerings Hospitality: <ul style="list-style-type: none"> Develop on-line courses for diploma in HM Expand e-text offerings Expand on-line offerings Applied Business: <ul style="list-style-type: none"> Develop on-line courses for diploma program in Applied Business 	Culinary Arts: <ul style="list-style-type: none"> Expand e-text offerings Expand on-line offerings Hospitality: <ul style="list-style-type: none"> Develop on-line courses for diploma and degree in HM Expand e-text offerings Expand on-line offerings Applied Business: <ul style="list-style-type: none"> Launch on-line courses for diploma program in Applied Business 	Hospitality: <ul style="list-style-type: none"> Develop on-line courses for diploma and degree in HM 		
1.2.2 Identify new educational technologies and software that could	Health Sciences	<ul style="list-style-type: none"> Expand the use of Simulation in the Nursing labs Submit capital request for new video recording technology in 	<ul style="list-style-type: none"> Replace aging simulators in the Nursing Simulation Lab to meet enhanced use 	<ul style="list-style-type: none"> Continue to research new technologies in all program areas Increase the number and 	<ul style="list-style-type: none"> Continue to research new technologies in all program areas Increase the number and 	<ul style="list-style-type: none"> Continue to research new technologies in all program areas Increase the number and

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
be supported and resourced		the Simulation Lab <ul style="list-style-type: none"> ■ Submit capital request for new Denturist Sciences technology ■ Advocate for Coordinator and Technician support in the Simulation Lab ■ Increase the number and quality of Interprofessional Education (IPE) activities across the School of Health Sciences 	(submit capital request) <ul style="list-style-type: none"> ■ Continue to research new technologies in all program areas ■ Increase the number and quality of Interprofessional Education (IPE) activities across the School of Health Sciences 	quality of Interprofessional Education (IPE) activities across the School of Health Sciences	quality of Interprofessional Education (IPE) activities across the School of Health Sciences	quality of Interprofessional Education (IPE) activities across the School of Health Sciences
	Trades, Technology & Design	Automotive Collision and Refinishing: <ul style="list-style-type: none"> ■ Use of virtual welding simulators and virtual paint simulators 	Jewelry Arts and Design: <ul style="list-style-type: none"> ■ 3D Design and Printing of Jewelry 		Computer Systems Technology: <ul style="list-style-type: none"> ■ Development of IOT devices 	Computer Systems Technology: <ul style="list-style-type: none"> ■ Development of AR/VR programs
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Implement Institutional Learning Outcomes across College 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		<ul style="list-style-type: none"> Investigate feasibility of Blackboard Ally accessibility software If funded, implementation plan for Kaltura video hosting and streaming service Implementation of Library Technology Plan (e.g. replace ILS) 				
	Arts & Sciences	LINC: <ul style="list-style-type: none"> Expand online delivery using eduLINC and Moodle 				
	Vice President Academic	<ul style="list-style-type: none"> Host annual Education Technology Showcase 				
	Indigenous Education & Community Engagement		<ul style="list-style-type: none"> Replace aging computer stations in Gathering Places (submit capital request) 			
1.2.3 Continue to develop Learning Commons	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Explore long term goals for Learning Commons 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		<ul style="list-style-type: none"> ■ Implement Learning Commons initiatives 				
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 				
	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 ■ Provide training and development opportunities on cultural 	<ul style="list-style-type: none"> ■ Evaluate new English Language Proficiency Requirements and modify as required 			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		awareness amongst VCC employees and students				
	Student Development	<ul style="list-style-type: none"> ■ Participate in Educational Services Review ■ Participate in cultural competency workshops and initiatives ■ In conjunction with SUVCC, evaluate student life initiatives and create recommendations 	<ul style="list-style-type: none"> ■ Act on recommendations from Educational Services Review process ■ Spearhead funding proposals for enhancing Adult Special Education programming 	<ul style="list-style-type: none"> ■ Review and update policies and procedures related to safe learning environments, student conduct and procedural fairness ■ Implement projects to enhance Adult Special Education (ASE) programming ■ Implement business case for diversified revenue-generating services 	<ul style="list-style-type: none"> ■ Continue ASE programming initiatives 	
	Arts & Sciences	College and Career Access: <ul style="list-style-type: none"> ■ Creation of an ABE Hub that would bring all adult upgrading programming together in the same space, and 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		include intake, assessment and advising support to optimally plan an educational pathway for students. In addition to offering a variety of delivery options – self paced, class-based, and blended (online/self-paced)				
	Hospitality, Food Studies & Applied Business	Hospitality Management: <ul style="list-style-type: none"> ■ Pilot English language support for domestic and international students ■ Pilot EAL support for Hospitality instructors 	Hospitality Management: <ul style="list-style-type: none"> ■ Adoption of English language support for domestic and international students ■ Adoption of EAL support for Hospitality instructors 			
	Registrar's Office	<ul style="list-style-type: none"> ■ Revision to admissions process estimated to go live in March, 2018. Additional 	<ul style="list-style-type: none"> ■ Additional revision to admissions processes including the elimination of 			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		clean up and supporting reporting of Admission/ Registration reports planned to come online shortly after.	wait lists as necessitated by revision to Education Planner common application service			
	Continuing Studies	<ul style="list-style-type: none"> Evaluate changes made to CS online registration; make further improvements as required 				
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Continue 3-year research study on impact of Learning Centre tutoring on student success. Begin analysis. 				
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> Review support services for Indigenous learners currently offered through IECE Review and update policies and procedures related to safe use of Gathering Places 	<ul style="list-style-type: none"> Participate in educational services review 	<ul style="list-style-type: none"> Act on recommendations from educational services review 		

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
1.3.2 Provide timely and relevant international student support	International Education	<ul style="list-style-type: none"> Engage with Deans and Dept. Heads to ensure intercultural and English language support for international students and faculty Hire RISIA certified Manager, International Student Services to provide immigration-related student support Evaluate processes and implement strategies to increase efficiencies in international student support in relation to admission and advising Liaise with VCC India office to ensure timely and relevant international 	<ul style="list-style-type: none"> Continue to engage with Deans and Dept. Heads to ensure intercultural and English language support for international students Hire RISIA certified international student coordinator to provide immigration-related student support Increase capacity within International Education to provide timely and relevant international student support 	<ul style="list-style-type: none"> Identify and operationalize projects to enhance the academic and personal success of international students Increase capacity within International Education to provide timely and relevant international student support 	<ul style="list-style-type: none"> Identify and operationalize projects to enhance the academic and personal success of international students Increase capacity within International Education to provide timely and relevant international student support 	

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #1 – Educational Quality						
		student support for Indian students				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 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	Institutional Research	<ul style="list-style-type: none"> Conduct labour market research for new program development and program renewals Transition from COGNOS to Tableau reporting Develop communications strategy for the deployment of data, Information and insight Increase course evaluations Increase program evaluations Develop College, School and ORG profiles Develop a self-service model for reporting of student data Research into the 	<ul style="list-style-type: none"> Conduct labour market research for new program development and program renewals Development of a data analytics dashboard College, School and ORG Prepare report on the development and implementation of a VCC Data-mart Continue to support the College, Schools and Departments with student surveys Deploy the Student Development student survey Complete all Ministry submissions and 	<ul style="list-style-type: none"> Conduct labour market research for new program development and program renewals Implementation of a VCC Data-mart Continue to support the College, Schools and Departments with student surveys Deploy the New Students Survey Complete all Ministry submissions and reporting requirements 		

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		development of a VCC Data-mart <ul style="list-style-type: none"> Continue to support the College, Schools and Departments with student surveys Deploy the Student Development student survey Complete all Ministry submissions and reporting requirements 	reporting requirements			
	Registrar's Office	<ul style="list-style-type: none"> Introduction of real term admissions processing and supporting reporting changes Course clean up within Banner to better support timetabling processing and EMS implementation Build out of detailed project 	<ul style="list-style-type: none"> Pre-requisite checking clean up within Banner Priority registration configuration and implementation Ongoing development of standardization of processes with information available online 	<ul style="list-style-type: none"> Education Planner Transcript Exchange implementation 		

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		plan to track inventory, decision points and develop a decision log that tracks information related to assessment and changes within Banner ■ CAPP implementation commences. ■ Support for Banner 9 upgrade and retraining Banner Student users ■ Development of standardized documentation related to Banner processes ■ Full EMS implementation	■ Implementation of End of Term processing ■ Graduation processing clean up within Banner ■ Assessment Test Result clean up within Banner ■ Student Development Banner system review with recommendations			
	Vice President Academic	■ Support SEM working groups' goals in student recruitment, student retention, data	■ Review internal and external partnerships with respect to advising and counselling of			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		management and teaching/learning space needs <ul style="list-style-type: none"> ■ Pilot more programs as part of ELPR project ■ Participate in Ministry's Quality Assurance Process Audit (QAPA) Review ■ Implement Program Renewal process ■ Implement Curriculum Management Software (CourseLeaf) and align with public website 	sequential students and international student support <ul style="list-style-type: none"> ■ Respond to Ministry's recommendation from Quality Assurance Process Audit (QAPA) Review 			
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Review and update Gateways program evaluation procedure to ensure student feedback is captured 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
	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 ■ Implement and refine monthly reporting structure ■ Implementation of revised marketing strategies 				
2.1.2 Identify, evaluate, recommend and implement software applications to increase efficiencies	International Education	<ul style="list-style-type: none"> ■ Evaluate software options, including Banner, for efficient agent and service commission tracking, billing and invoicing 	<ul style="list-style-type: none"> ■ Examine international processes and initiate strategies to increase efficiencies through technology and automation as required throughout the 			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		<ul style="list-style-type: none"> ■ Participate in and investigate options for CRM ■ Examine current international admissions processes and initiate strategies to increase efficiencies through technology and automation 	life of the academic plan			
	Student Development	<ul style="list-style-type: none"> ■ Participate in CRM discussions and ensure the requirements of all 8 service departments are captured in the new system 	<ul style="list-style-type: none"> ■ Implement and operationalize the new CRM customized to each department ■ Provide adequate training and support to staff and faculty in each department 	<ul style="list-style-type: none"> ■ Monitor department utilization rate and compliance, and provide additional training and support where needed ■ Begin compiling data for baseline interpretations 	<ul style="list-style-type: none"> ■ Develop consistent, reliable and evidence based case management approach using the new CRM ■ Continue to monitor department utilization rate and compliance, and provide additional training and support where needed 	<ul style="list-style-type: none"> ■ Implement new case management strategies ■ Continue to monitor department utilization rate and compliance, and provide additional training and support where needed

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
Goal 2.2 – Ensure a safe student and working environment						
2.2.1 Promote an environment of safety and compliance	Trades, Technology & Design	Automotive Service Technician Automotive Collision and Refinishing: <ul style="list-style-type: none"> Upgrade shop space and classrooms' capacities 	Automotive Service Technician Automotive Collision and Refinishing: <ul style="list-style-type: none"> Upgrade shop space and classrooms' capacities 	Automotive Service Technician Automotive Collision and Refinishing: <ul style="list-style-type: none"> Upgrade shop space and classrooms' capacities 		
	Student Development	<ul style="list-style-type: none"> Review current scope of Disability Services for its educational mandate, professional jurisdiction, and legal duty Align hiring, training, and supervising of college funded contract student support workers to human resources process Determine appropriate legal and practical terms for operation of privately funded 	<ul style="list-style-type: none"> Implement determined strategies 			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		and arranged student support workers on campus				
2.2.2 Promote health and wellness	Health Sciences	<ul style="list-style-type: none"> Support Health and Wellness initiatives for students and staff for the duration of the academic plan 	<ul style="list-style-type: none"> Support Health and Wellness initiatives for students and staff for the duration of the academic plan 	<ul style="list-style-type: none"> Support Health and Wellness initiatives for students and staff for the duration of the academic plan 	<ul style="list-style-type: none"> Support Health and Wellness initiatives for students and staff for the duration of the academic plan 	<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"> Initiate Positive Space training for LLC employees and establish service/space guidelines Create plan for mental health, wellness, and sense of community services in LLC 				
	Vice President Academic	<ul style="list-style-type: none"> Implement initiatives from Health & Wellness Plan Advocate the importance of mental health at provincial forums and events such as 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		the Festival of Learning				
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> Support health & wellness initiatives for students, staff and Elders 	<ul style="list-style-type: none"> Support health & wellness initiatives for students, staff and Elders 	<ul style="list-style-type: none"> Support health & wellness initiatives for students, staff and Elders 	<ul style="list-style-type: none"> Support health & wellness initiatives for students, staff and Elders 	<ul style="list-style-type: none"> Support health & wellness initiatives for students, staff and Elders
	Student Development	<ul style="list-style-type: none"> Regularize annual safety & security protocols review and workplace discrimination, harassment and violence training for staff and faculty in all 8 service departments Support socials, PD/CD, and other mental health & wellness initiatives 				
Goal 2.3 – Maximize our campus facilities and resources						
2.3.1 Assess space requirements and utilization	Heath Sciences	<ul style="list-style-type: none"> Secure a consultant to advise on renovations to the Dental spaces to accommodate new Denturist 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		<p>Sciences program including an additional Dental clinic</p> <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 (Practical Nursing and Dental Technology Sciences) ■ Begin renovations to Dental Technology Sciences and Denturist physical space (labs and clinic) 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		to be able to accommodate annual intakes of students				
	Student Development	<ul style="list-style-type: none"> ■ Explore and implement an interim design for Downtown Campus Student Development Area that includes at least six new soundproof private exam rooms for Disability Services ■ Review the current space and signage arrangements of Student Development presence at Annacis Island 	<ul style="list-style-type: none"> ■ Identify access to shared and/or designated computer lab for use by the Assessment Centre 			
	Hospitality, Food Studies & Applied Business	<ul style="list-style-type: none"> ■ Identify space for possible new Post-Degree Diploma – September 2018 ■ Work with RPG on a redesign of the Culinary/ 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		Baking and Hospitality				
	Arts & Sciences	■ Conduct needs assessment for UT programming				
	Registrar's Office	■ Look to leverage opportunities for creating new pathways into programming via flexible admission policy				
	Continuing Studies	■ Optimize CS space for customer service and advising	■ 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	■ Implement Faculty Performance Appraisal cycle throughout the life of the academic plan				
	Student Development	■ Ensure performance appraisals and strength & development reviews occur as per schedule prescribed in the	■ Monitor department utilization rate and compliance of appraisals and reviews, and annual checklist		■ Lead service renewals for Advising and Disability Services	■ Lead service renewals for Offices of Arbiter of Student Issues and Officer of Student Conduct & Judicial Affairs

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		collective agreements ■ Develop a standard annual checklist to document and track: vacation accruals, sick day usage, PD/CD access, etc. ■ Lead service renewals for Counselling and Interpreting Services	■ Lead service renewals for Assessment Centre, Peer Helpers, and Reception Services			
2.4.2 Assess employee needs, develop a training plan and coordinate schedule	Vice President Academic	■ Implement employee Training Plan with Department Leaders and Leadership Team				
	Continuing Studies	■ Develop a standard operating procedures manual for all business practices				
	Student Development	■ Identify common professional	■ Implement, review and improve			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		<p>development opportunities across all 8 service departments and streamline their access for cost efficiency and team building</p> <ul style="list-style-type: none"> ■ Budget and schedule regular team socials ■ Promote and track utilization of free and open college and public resources by staff and faculty ■ Re-establish VCC participation at National and International platforms for service departments in post secondary institutions ■ Explore internal college collaboration for one-on-one mentorship 	identified strategies			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		<ul style="list-style-type: none"> Identify occasions and opportunities to strengthen working relationship and communication with academic departments and internal stakeholders 				
2.4.3 Enhance Staff Orientation	Continuing Studies	<ul style="list-style-type: none"> Implement orientation and exit checklists 				
	Student Development	<ul style="list-style-type: none"> Regularize annual safety & security protocols review and workplace discrimination, harassment and violence training for staff and faculty in all 8 service departments Develop department specific new staff and faculty orientation and exit checklists in all 8 service departments 	<ul style="list-style-type: none"> Implement orientation and exit checklists 			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
Goal 2.5 – Review, develop update and communicate policies						
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 ■ Build in training at D2 (Leader's Forum) to introduce new policies and procedures 				
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Develop a plan to research and adopt policies that support Indigenous education 				
	Student Development	<ul style="list-style-type: none"> ■ Participate in policy development and review discussions for compliance with legal duties, advancement of universal access model, development of comprehensive student support process for student 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #2 – Operational Excellence						
		admissions, progress, retention and success				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 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"> ■ Work with Deans to create realistic international enrolment targets ■ Support agents and maintain agent relationships to ensure international enrolment targets are met ■ Participate in local, national and international educational fairs to recruit international students ■ Travel to emerging markets to recruit international students ■ Implement diversification strategy 	<ul style="list-style-type: none"> ■ Work with Deans to create realistic international enrolment targets ■ Support agents and maintain agent relationships to ensure international enrolment targets are met ■ Participate in local, national and international educational fairs to recruit international students ■ Travel to emerging markets to recruit international students ■ Monitor and adjust diversification 			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #3 – Financial Stability and Sustainability						
		<ul style="list-style-type: none"> ■ Support VCC India office in marketing and recruiting in India ■ Streamline admissions processes to ensure that practices support meeting enrolment targets ■ Examine strategies for recruiting more local international students ■ Monitor impact of IRCC SDS changes 	<p>strategy as required</p> <ul style="list-style-type: none"> ■ Support VCC India office in marketing and recruiting in India ■ Monitor admissions processes to ensure that practices support meeting enrolment targets ■ Examine strategies for recruiting more local international students <p><u>Note:</u> Each of these initiatives will be pursued over the course of the five-year academic plan</p>			
3.1.2 Meet our financial budget targets	Vice President Academic	<ul style="list-style-type: none"> ■ Explore Curriculum Development costing models 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #3 – Financial Stability and Sustainability						
	Continuing Studies	<ul style="list-style-type: none"> ■ Meet or exceed our financial budget targets 				
	Student Development	<ul style="list-style-type: none"> ■ Develop department practice guidelines for Disability Services ■ Review current scope of Disability Services for its educational mandate, professional jurisdiction, and legal duty ■ Align hiring, training, and supervising of college funded contract student support workers to human resources process ■ Determine appropriate legal and practical terms for operation of privately funded and arranged 	<ul style="list-style-type: none"> ■ Implement identified strategies 			

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #3 – Financial Stability and Sustainability						
		student support workers on campus				
Goal 3.2 – Achieve our long-term growth strategy						
3.2.1 Develop Facilities Master Plan	All areas	<ul style="list-style-type: none"> ■ Participate in consultation activities and other preparation required to create a Campus Master Plan ■ Actively contribute to the development of a 5 year Space Plan 				
Goal 3.3 – Grow our commercial services revenue and other revenue						
3.3.1 Identify additional sources of revenue generation	Student Development		<ul style="list-style-type: none"> ■ Explore licensing opportunities for external assessment tools and administration contracts 	<ul style="list-style-type: none"> ■ Develop necessary infrastructure and capacity to implement identified opportunities 		

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 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 D2 (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 leaderships skills ■ Establish a structure for Deans Assistant, Department 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #4 – Reputation Management						
		Assistants and Program Assistants to network and support each other				
	Continuing Studies	<ul style="list-style-type: none"> Populate myVCC CS page with instructor and staff resources 				
	Student Development	<ul style="list-style-type: none"> Regularize faculty & staff support workshops on Duty to Accommodate & Inquire and Disability Services Referral Process through internal department webpages, direct department outreach, and human resources Regularize annual Student Service Survey with Institutional Research to begin establishing baseline data on 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #4 – Reputation Management						
		the utilization rate and scope of student services				
4.2.2 External communications plan	Continuing Studies	<ul style="list-style-type: none"> ■ Develop robust content and student resources on CS landing page ■ Create and Implement social media plan ■ Increase advertising presence 				
	Student Development	<ul style="list-style-type: none"> ■ Explore partnership with unions to incorporate Duty to Accommodate & Inquire and Disability Services Referral Process in new student and new faculty/staff orientations 	<ul style="list-style-type: none"> ■ Implement identified opportunities 			
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 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #4 – Reputation Management						
		Management (SEM) <ul style="list-style-type: none"> ■ Develop and communicate short and long-term goals of the SEM Student Recruitment group 				
	Arts & Sciences		<ul style="list-style-type: none"> ■ Investigate potential for TESOL Diploma being eligible for the Canada Student Loan program 			
	Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> ■ Engage social media resources to promote programming 				
	Student Development	<ul style="list-style-type: none"> ■ Participate in curriculum, policy, and practice development and review discussions to support the Academic Departments for compliance with legal duties, advancement of universal access 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #4 – Reputation Management						
		model, and development of comprehensive student support process for student admission, progress, retention and success				
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 relations and business partnerships with recruiters in emerging markets ■ Conduct agent training in new markets ■ Examine option of in-country representatives in emerging markets ■ Connect with and support agents and business partners to promote new VCC programs ■ Visit overseas agents to build 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #4 – Reputation Management						
		<p>relationships and capacity for marketing and recruiting</p> <ul style="list-style-type: none"> ■ Visit Trade Commissioners and Canadian Embassy Officials in international markets to build relationships and promote VCC programs ■ Support/expand agent and business partner relationships <p><u>Note:</u> These initiatives will continue over the life of the academic plan</p>				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 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 school boards in the Lower Mainland	Health Sciences	<ul style="list-style-type: none"> Based on the interest, enable high school students to enter the Pre-Health Sciences program as dual credit students over the duration of the academic plan Continue with Dual Credit programming in the Health Care Assistant program 				
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 Committee include appropriate representatives Continue to support initiatives with Metro 				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #5 – Business Development						
		Vancouver Alliance ■ Implement a contract with the Aboriginal Community Career Services Society (ACCESS) re Access to Health Care ■ Seek approval for one time funding to offer an extra intake of Health Care Assistant program starting November 2018 ■ Continue with external rentals of Dental spaces (Dental Tech, Denturist, Certified Dental Assisting and Dental Hygiene programs)				
	Arts & Sciences	LINC: ■ Pursue contract opportunities outside the classroom for companies that				

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #5 – Business Development						
		want to offer classes on-site Career Awareness: <ul style="list-style-type: none"> ■ Develop increased practicum opportunities with BC Partners in Workforce Innovation 				
	Trades, Technology & Design	Heavy Mechanical Trades: <ul style="list-style-type: none"> ■ Update CNG program to meet changing industry needs 	Automotive Service/Automotive Collision and Refinishing: <ul style="list-style-type: none"> ■ Increase Youth Train in Trades Programs and Trades Samplers 	Automotive Service/Automotive Collision and Refinishing: <ul style="list-style-type: none"> ■ Increase Youth Train in Trades Programs and Trades Samplers 		
	Hospitality, Food Studies & Applied Research	<ul style="list-style-type: none"> ■ Events Manager to recruit and support large scale catering events ■ Target potential partnerships to expand Culinary Arts program with international institutions ■ Build relationships for international co- 		<ul style="list-style-type: none"> ■ Take a regional team to the 2020 Culinary Olympics 		

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #5 – Business Development						
		op placements for Hospitality students				
	Continuing Studies	<ul style="list-style-type: none"> Refine process related to internal and external partnerships 				
	Student Development	<ul style="list-style-type: none"> Explore mutually beneficial partnerships with external stakeholders such as community service agencies, school districts, and post secondary institutions for streamlined referral processes, expanded funding and support for students with disabilities, and collaboration for common initiatives such as mental health 	<ul style="list-style-type: none"> Pilot and/or implement identified opportunities 	<ul style="list-style-type: none"> Continue to review and expand upon the identified and pursue new opportunities 		

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES	2022/23 INITIATIVES
KSD #5 – Business Development						
		& wellness and career services				
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 external stakeholders such as school districts, pathway partners, agencies, etc. over the life of the academic plan ■ Explore option of in-country representation in emerging markets ■ Liaise with Trade Commissioners and Canadian Embassy Officials to develop relationships and examine potential business partnerships 	<ul style="list-style-type: none"> ■ Explore mutually beneficial business partnerships with external stakeholders such as school districts, pathway partners, agencies, in-country representatives etc. over the life of the academic plan 			