

VANCOUVER COMMUNITY COLLEGE

2017-2022 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 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"> ■ Dental Hygiene Degree (2016-2020) – continue with development ■ Pre-Health Sciences (2017-18) – Implement new program Sept 2017 ■ Denturist (2017-2021) – continue with development ■ Investigate re-organizing the Terms in the Bachelor of Science in Nursing program based on student feedback 	<ul style="list-style-type: none"> ■ Investigate opportunity for an orthodontic module for grads of Certified Dental Assisting ■ Investigate opportunity for an insert course in BSN ■ Implement new Bachelor of Applied Science in Dental Hygiene ■ Implement new Denturist program 	<ul style="list-style-type: none"> ■ Investigate opportunity for Practical Nurse Refresher program 		
	Hospitality, Food Services & Applied Business	Culinary Arts: <ul style="list-style-type: none"> ■ Implement Catering Course ■ Implement new Professional Cook (PC) 1 and 2 curriculum ■ Implement Continuing Studies cooking program ■ Create partnerships and student exchange programs with International culinary 	Culinary Arts: <ul style="list-style-type: none"> ■ Review PC 1 and PC2 ■ Develop 6 month program for Italian students ■ Pilot summer program ■ Pilot student exchange with KPU Asian Culinary Arts: <ul style="list-style-type: none"> ■ Pursue International Cohort in Sep 2018 	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 		

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KSD #1 – Educational Quality						
		schools <ul style="list-style-type: none"> Complete MOU with KPU for Culinary and Baking student pathways Asian Culinary Arts: <ul style="list-style-type: none"> Bridge PC 1 and PC 2 with a session of Asian Culinary Arts Applied Business: <ul style="list-style-type: none"> Explore creation of an Administrative Assistant and Legal Administrative Assistant Diploma programs Incorporate PAC feedback into programming Baking and Pastry Arts: <ul style="list-style-type: none"> Conduct needs assessment of Advanced Pathways to Baking- Indigenous perspective, 	Applied Business: <ul style="list-style-type: none"> Implement new Medical Transcriptionist program for internationally trained doctors if funding is secured. Incorporate social media training programs Review and update software for all programs 	Applied Business: <ul style="list-style-type: none"> Implement new Administrative Assistant and Legal Administrative Assistant Diploma programs 		
	Trades, Technology & Design	Auto Service Technician: <ul style="list-style-type: none"> Develop Trades Sampler, journey person upgrading courses, 	Auto Service Technician: <ul style="list-style-type: none"> Update curriculum for harmonized program. Complete 	Auto Collision Refinishing: <ul style="list-style-type: none"> Create Journey person upgrading 	Auto Collision Refinishing: <ul style="list-style-type: none"> Develop Industry/ Manufacturer 	

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KSD #1 – Educational Quality						
		update to harmonized curriculum Auto Collision Refinishing: <ul style="list-style-type: none"> Blending ICAR and VCC curriculum Heavy Mechanical Trades: <ul style="list-style-type: none"> International HMT diploma program and CVIP course Visual Communications Design: <ul style="list-style-type: none"> Identify bridge programs with Emily Carr, Capilano U and KPU Hair Design & Skin & Body Therapy: <ul style="list-style-type: none"> Conduct needs assessments for Nail technology, Barbering and Hairstyling Level 2 Implement revised Skin & Body Therapy Certificate and Hairstylist Foundation programs 	NATEF Accreditation Auto Collision Refinishing: <ul style="list-style-type: none"> Develop Aboriginal Pathway programs Heavy Mechanical Trades: <ul style="list-style-type: none"> Launch new international diploma program first cohort Visual Communications Design: <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 Hair Design & Skin & Body Therapy: <ul style="list-style-type: none"> Launch Hairstylist Level 2 apprenticeship course 	courses Heavy Mechanical Trades: <ul style="list-style-type: none"> Run 2 international diploma cohorts Hair Design & Skin & Body Therapy: <ul style="list-style-type: none"> Launch Hairstylist Level 1 apprenticeship course 	courses. Heavy Mechanical Trades: <ul style="list-style-type: none"> Run CVIP courses Hair Design & Skin & Body Therapy: <ul style="list-style-type: none"> Develop Red Seal Program for Skin & Body Therapy 	
	Arts & Sciences	University Transfer: <ul style="list-style-type: none"> Launch Associate of 	University Transfer: <ul style="list-style-type: none"> Implement 	Music: <ul style="list-style-type: none"> Offer enhanced 		

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KSD #1 – Educational Quality						
		<p>Arts and Associate of Science degrees</p> <ul style="list-style-type: none"> 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 Jobs Plan: Career Literacy Foundations; 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>ASL & Deaf Studies:</p> <ul style="list-style-type: none"> Complete full time UT program Music: 	<p>Environmental Science Certificate</p> <ul style="list-style-type: none"> Assess/ adapt programs/ courses to align with K-12 changes <p>Deaf and Hard of Hearing:</p> <ul style="list-style-type: none"> Design curriculum changes for advanced ASL, Deaf literature and Job Readiness Program <p>Music:</p> <ul style="list-style-type: none"> Design curriculum for enhanced Music Degree Select one post-baccalaureate program to develop 	<p>Music Degree</p> <ul style="list-style-type: none"> Implement post-baccalaureate program Explore development of another post-baccalaureate program/ module 		

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KSD #1 – Educational Quality						
		<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 				
	School of Instructor Education	<ul style="list-style-type: none"> ■ Conduct needs assessment of an 18 month Post Graduate PIDP/eLearning Certificate working in conjunction with International and Pathways 				
	Continuing Studies	<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 ■ Expansion of new courses in Culinary 				

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KSD #1 – Educational Quality						
		and Trades				
1.1.2 Renew programs that have not gone through renewal in the past 5 years	Hospitality, Food Services & Applied Business	<ul style="list-style-type: none"> ■ Conduct Program Renewals for: <ul style="list-style-type: none"> ➢ Administrative Assistant ➢ Baking & Pastry Arts 	<ul style="list-style-type: none"> ■ Develop proposals for curriculum development funds to support action items arising from program renewals <ul style="list-style-type: none"> ➢ Legal Administrative Assistant, Medical Office Assistant ➢ Medical Transcriptionist 	<ul style="list-style-type: none"> ■ Implement revised curriculum arising from program renewal 		
	Health Sciences	<ul style="list-style-type: none"> ■ Dental Reception Coordinator (revision) (2017-2019) ■ Occupational/Physical Therapist Assistant (OPTA) program (revision) (2016-2018) – continue with development ■ Medical Laboratory Assistant (MLA) program (revision) (2017-2019) 	<ul style="list-style-type: none"> ■ Implement revised OPTA curriculum Sept 2018 	<ul style="list-style-type: none"> ■ Implement revised Dental Reception Coordinator program Sept 2019 ■ Implement revised MLA program Sept 2019 		

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KSD #1 – Educational Quality						
	Trades, Technology & Design	<ul style="list-style-type: none"> ■ Conduct Program renewal for Jewellery Art & Design 	<ul style="list-style-type: none"> ■ Renew diploma program 	<ul style="list-style-type: none"> ■ Implement new technology, create new 3D software program 		
	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 				
	School of Instructor Education	<ul style="list-style-type: none"> ■ Renewal of School of Instructor Education programs 				

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KSD #1 – Educational Quality						
	Continuing Studies	<ul style="list-style-type: none"> Finalize renewal matrix for all existing CS programs to establish a schedule, costs, and resources needed to renew existing programs (Sequencing of renewal of programs, as follows: Year 1: Launch program renewal: Year 2: Ongoing renewal; Year 3: Launch of New Program) Launch renewal of Business Leadership suite of programs & Culinary through internal partnerships Launch renewal of Networking Technology (NETT) Certificate. 	<ul style="list-style-type: none"> Update renewal matrix depending on market needs and changing priorities Launch renewal of: <ul style="list-style-type: none"> ECCE Diploma (or Post-Basic) Programs Counselling Skills Programs Makeup Artistry Certificate Office Administration suite of programs 	<ul style="list-style-type: none"> Update renewal matrix depending on market needs and changing priorities Launch of Business Leadership Suite of programs Launch of Network Technology (NETT) Certificate Launch Renewal of: <ul style="list-style-type: none"> Wedding and Event Management Certificate Paralegal programs Interior Design Certificate 	<ul style="list-style-type: none"> Launch of Makeup Artistry Certificate Launch of Office Administration suite of programs Launch renewal of: <ul style="list-style-type: none"> Fashion Merchandising Associate Certificate Building Manager Certificate 	<ul style="list-style-type: none"> Launch of Wedding and Event Management Certificate Launch of Paralegal programs

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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 (2017-2019) – implement new program January 2017; LPN Bridging to BSN (revision) (2017-18) – Implement revised curriculum Aug 2017 				
1.1.4 Identify, promote, support articulation and transferability of courses/programs	Registrar's Office	<ul style="list-style-type: none"> Needs assessment of new Articulation Officer position, work with departments after new/revisions are made to courses/programs; connect agreements with Banner 	<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 	<ul style="list-style-type: none"> Roll out of transfer articulation portion of Banner 		
	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 				

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KSD #1 – Educational Quality						
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 curriculum revisions to address National/Provincial standards in all relevant programs ■ Achieve highest levels of accreditation/program approval possible 	<ul style="list-style-type: none"> ■ Curriculum revisions to address National/Provincial standards ■ Achieve highest levels of accreditation/program approval possible 	<ul style="list-style-type: none"> ■ Curriculum revisions to address National/Provincial standards ■ Achieve highest levels of accreditation/program approval possible 	<ul style="list-style-type: none"> ■ Curriculum revisions to address National/Provincial standards ■ Achieve highest levels of accreditation/program approval possible 	<ul style="list-style-type: none"> ■ Curriculum revisions to address National/Provincial standards ■ Achieve highest levels of accreditation/program approval possible
	Trades, Technology & Design	CAD & BIM Technologies: <ul style="list-style-type: none"> ■ Apply to TAC for national accreditation which is recognized by ASTTBC. Auto Service Technician: <ul style="list-style-type: none"> ■ Instructor ASE certification 	Auto Service Technician: <ul style="list-style-type: none"> ■ NATEF 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"> ■ Support applied research at VCC through training opportunities ■ Inauguration of President's Research Fund ■ Establish President's Research Day 	<ul style="list-style-type: none"> ■ Initiation of Student Research Day ■ Improve awareness of National research funding opportunities through workshops and presentations 	<ul style="list-style-type: none"> ■ Creation of Office for Applied Research Development ■ Continue to develop partnerships with other post-secondary 	<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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KSD #1 – Educational Quality						
				institutions		
	Health Sciences	<ul style="list-style-type: none"> ■ Increase research/scholarship capacity 	<ul style="list-style-type: none"> ■ Increase research/scholarship capacity ■ Implement strategies to support research activities 	<ul style="list-style-type: none"> ■ Increase research/scholarship capacity 	<ul style="list-style-type: none"> ■ Increase research/scholarship capacity 	<ul style="list-style-type: none"> ■ Increase research/scholarship capacity
	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 				
1.1.7 Develop new programs and build capacity in existing programs for international students	International Education	<ul style="list-style-type: none"> ■ Launch Canadian Business Management Post Degree Diploma (cohorts in September 2017 & January 2018) ■ Plan IT Management and Project Management Post Degree Diplomas ■ Expand pathways/opportunities for International students to meet UT English requirements ■ Plan for additional 	<ul style="list-style-type: none"> ■ Launch Post Degree Diplomas: IT Management (Sept. 2018) ■ Launch diploma in mobile application development ■ Launch additional International cohorts in Trades ■ Plan for additional International cohorts in Trades & Hospitality ■ Build capacity in UT 	<ul style="list-style-type: none"> ■ Launch Post Degree Diploma in Project Management ■ Build capacity in UT courses ■ Build ESL and other upgrading offerings for pathways and UT bridging courses ■ Plan for 	<ul style="list-style-type: none"> ■ Build capacity in UT courses ■ Build ESL and other upgrading offerings for pathways and UT bridging courses ■ Plan for additional International cohorts in Trades, Hospitality and 	<ul style="list-style-type: none"> ■ Build capacity in UT courses ■ Build ESL and other upgrading offerings for pathways and UT bridging courses ■ Plan for additional International cohorts in Trades, Hospitality and

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KSD #1 – Educational Quality						
		International Education cohorts in Trades & Hospitality	courses <ul style="list-style-type: none"> ■ Build ESL and other upgrading offerings for pathways and UT bridging courses 	additional International cohorts in Trades & Hospitality <ul style="list-style-type: none"> ■ Launch additional Post Degree Diploma cohorts 	others <ul style="list-style-type: none"> ■ Launch additional Post Degree Diploma cohorts 	others <ul style="list-style-type: none"> ■ Launch additional Post Degree Diploma cohorts
	Arts & Sciences	<ul style="list-style-type: none"> ■ Explore ELS Pathways courses and/or ESL Pathways certification can function as adjunct support for international students in Hospitality 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"> ■ Continue to revitalize Program Advisory Committees (PACs) across all Schools ■ Provide opportunities to support effective PACs 	<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 				
1.1.9 Develop supportive	Indigenous Education &	<ul style="list-style-type: none"> ■ Facilitate workshops that address the 				

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KSD #1 – Educational Quality						
partnerships within the academy and student service departments to ensure a positive experience for Indigenous students	Community Engagement	principles of the Indigenous Education Protocol <ul style="list-style-type: none"> ■ Implement an Indigenous Education Advisory Council/Committee and ensure representation from local First Nations 				
	Health Sciences	<ul style="list-style-type: none"> ■ Work with Indigenous Education and Community Engagement Department to implement strategies that support Truth and Reconciliation Commission (TRC) initiatives 	<ul style="list-style-type: none"> ■ Continue to implement strategies that support the TRC initiatives ■ Note: This will continue for the remainder of the academic plan cycle 			
Goal 1.2 – Enhanced 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 a strategy for online learning ■ Moodle Skills Development Workshops ■ Needs assessment of mandatory Basic Moodle Training module for all faculty 	<ul style="list-style-type: none"> ■ Implementation of online learning strategy over the duration of the current academic plan 			

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KSD #1 – Educational Quality						
		teaching online courses <ul style="list-style-type: none"> ■ Develop and implement e-textbook strategy at the College and in library ■ Create a framework around online course development for faculty e-learning technology ■ Complete implementation and assess copyright database 				
	Arts & Sciences	<ul style="list-style-type: none"> ■ Blended delivery option for ESL Pathways courses – beginning with development of one blended Listening and Speaking course and one blended Reading and Writing course 				
	Trades, Technology & Design	Automotive Service Technician: <ul style="list-style-type: none"> ■ Use Ebooks and Open Educational Resources (OER) Automotive Service Repair:	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 	Automotive Service Technician: <ul style="list-style-type: none"> ■ Increase OER use by 10% Heavy Mechanical Trades:	Automotive Service Technician: <ul style="list-style-type: none"> ■ Increase OER use by 10% Heavy Mechanical Trades:	Automotive Service Technician: <ul style="list-style-type: none"> ■ Increase OER use by 10% Heavy Mechanical Trades:

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KSD #1 – Educational Quality						
		<ul style="list-style-type: none"> Blending ICAR and VCC curriculum in Moodle Train instructors to use Moodle Heavy Mechanical Trades: <ul style="list-style-type: none"> Develop Moodle courses apprenticeship level 1 CAD & BIM: <ul style="list-style-type: none"> Create instructor skills training needs plan 	courses apprenticeship level 2 CAD & BIM: <ul style="list-style-type: none"> Implement instructor skills training plan 	<ul style="list-style-type: none"> Develop Moodle courses apprenticeship level 3 	<ul style="list-style-type: none"> Develop Moodle courses apprenticeship level 4 	<ul style="list-style-type: none"> Develop Moodle courses international diploma
1.2.2 Identify new educational technologies and software that could be supported and resourced	Health Sciences	<ul style="list-style-type: none"> Increase use of computers for tests/exams Increase capacity in Simulation Lab Increase exam bank in CDA/DRC Ensure adequate hardware and software is available to keep programs current Develop E-Portfolios in BScN and Dental Hygiene programs Increase capacity of Interprofessional 	<ul style="list-style-type: none"> Expand the use of Simulation in labs Increase the number and quality of IPE activities across the School of Health Sciences 	<ul style="list-style-type: none"> Increase number of simulators to meet enhanced use 		

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KSD #1 – Educational Quality						
		Education (IPE) and Simulation work				
	Trades, Technology & Design	Heavy Mechanical Trades: <ul style="list-style-type: none"> Keep instructor training up to date with technology changes through individual and group learning opportunities 				
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Support development of Teaching & Learning Framework and Institutional Learning Outcomes 	<ul style="list-style-type: none"> Implement Institutional Learning Outcomes across College 			
	Continuing Studies	<ul style="list-style-type: none"> Implement plan for online course development and instructor training plan identified in 2016-2017 Strengthen instructor support 				
	Arts & Sciences	LINC: <ul style="list-style-type: none"> Expand online delivery using eduLINC and Moodle 				
1.2.3 Continue to develop Learning Commons	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Explore and implement short term projects arising from students' Learning 	<ul style="list-style-type: none"> Explore long term goals for Learning Commons Initiate fundraising 			

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KSD #1 – Educational Quality						
		Commons survey	for Learning Commons			
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"> Review admission requirements and English Language Proficiency requirements in each program Advocate for longitudinal research studies to review success based on admission requirements 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 		
	Vice President Academic	<ul style="list-style-type: none"> Explore and implement a process to review English Language Proficiency Requirements across all Schools Ensure English Language Proficiency expectations are clear, consistent and equitable 	<ul style="list-style-type: none"> Conduct review for targeted programs and bring forward changes through governance 	<ul style="list-style-type: none"> Evaluate new English Language Proficiency Requirements and modify as required 		
	Student Development	<ul style="list-style-type: none"> Create an implementation plan to introduce student development 	<ul style="list-style-type: none"> Implement case management approach Participate in 	<ul style="list-style-type: none"> Act on recommendations from Educational 	<ul style="list-style-type: none"> Expand First year experience programming 	<ul style="list-style-type: none"> Continue ASE programming initiatives In conjunction

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KSD #1 – Educational Quality						
		approach to the College community <ul style="list-style-type: none"> ■ Improve examination space for Disabilities Services ■ Completion of prevention of sexual violence policy ■ Develop plan for case management approach ■ Review and complete the Access and Accommodation of Students with Disabilities Policy (D.4.1) ■ Finalize Mental Health and Wellness Strategy and begin implementation 	Educational Services Review <ul style="list-style-type: none"> ■ Review and update cultural competency workshops ■ Develop plan for advanced records management systems to support prospective tracking and retention (Assessment Centre) ■ Draft business case for diversified revenue-generating services (Assessment Centre) ■ Implement Mental Health and Wellness Strategy ■ Implement a DeafBlind accommodation strategy 	Services Review process <ul style="list-style-type: none"> ■ Create and implement First Year experience program; pilot in two schools ■ Update Student Conduct training ■ Spearhead funding proposals for enhancing Adult Special Education programming ■ Implement advanced records management plan for Assessment Centre 	to remaining schools <ul style="list-style-type: none"> ■ Review and update records management for all departments ■ Review and update policies and procedures related to safe learning environments ■ Implement projects to enhance Adult Special Education (ASE) programming ■ Implement business case for diversified revenue-generating services 	with SUVCC, evaluate student life initiatives and create recommendations
	Arts & Sciences	ASL & Deaf Studies: <ul style="list-style-type: none"> ■ Develop an ASL 				

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KSD #1 – Educational Quality						
		<p>Language Proficiency assessment screening tool</p> <p>Basic Education:</p> <ul style="list-style-type: none"> Continue to advocate for seamless/invisible grant funding process <p>College and Career Access:</p> <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 Services & Applied Business	<p>Hospitality Management:</p> <ul style="list-style-type: none"> Develop a comprehensive plan 	<p>Hospitality Management:</p> <ul style="list-style-type: none"> Implement English language support for 			

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KSD #1 – Educational Quality						
		to address English language support for domestic and international students <ul style="list-style-type: none"> ■ EAL support for Hospitality instructors ■ Complete renovations in the Bistro 	domestic and international students			
	Registrar's Office	<ul style="list-style-type: none"> ■ Review and revise admissions procedures to ensure a better student experience 				
1.3.2 Provide timely and relevant international student support	International Education	<ul style="list-style-type: none"> ■ Work with Hospitality Department to develop a comprehensive plan to address sociocultural and English language support for international students ■ Work with deans and dept. leaders to integrate domestic and international student orientations for some programs ■ Provide ongoing orientation and workshops for new 	<ul style="list-style-type: none"> ■ Engage with Deans and Dept. Heads to ensure sociocultural and English language support for international students ■ Liaise with Canadian Business Management Dept. Head to monitor student success and provide support where needed 	<ul style="list-style-type: none"> ■ Continue to engage with Deans and Dept. Heads to ensure sociocultural and English language support for international students ■ Explore options for hiring or training for international student advisors, known as 	<ul style="list-style-type: none"> ■ Identify and operationalize projects to enhance the academic and personal success of international students 	<ul style="list-style-type: none"> ■ Identify and operationalize projects to enhance the academic and personal success of international students

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OBJECTIVES	SCHOOL	2017/18 INITIATIVES	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES
KSD #1 – Educational Quality						
		and current international students <ul style="list-style-type: none">■ Liaise with IRCC, BCPNP and community organizations to delivery immigration-related sessions■ Update and maintain current student section of website as well as student newsletters to ensure current students are getting information they need		Regulated International Student Immigration Advisors (RISIAs).		

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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 the projects identified ■ Prepare Program Renewal data collection ■ Process Review of the Banner Operational Data Store (ODS) functionality and cost ■ Upgrade COGNOS ■ Complete the Space Utilization Report 2016-17 – Ministry Advanced Education ■ Provide monthly reporting actuals to budget and forecast 				
	Registrar's Office	<ul style="list-style-type: none"> ■ Articulate Banner projects and keep college community informed of different tasks underway – data quality clean up; revise curriculum structure ■ Implement Timetabling and Roombooking processes 	<ul style="list-style-type: none"> ■ Ongoing Banner clean up and introduce enhanced functionality. ■ CAPP implementation 			

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KSD #2 – Operational Excellence						
	Vice President Academic	<ul style="list-style-type: none"> ■ Develop and implement a Strategic Enrolment Plan (SEM) ■ Monitor SEM pilot projects ■ Review admission requirements for Health Care Aide as part of English Language Proficiency Requirements (ELPR) project ■ Prepare programs for Ministry's Quality Audit Process Review ■ Evaluate and develop Program Renewal process in collaboration with Education Council 	<ul style="list-style-type: none"> ■ Expand additional SEM pilot projects ■ Pilot more programs as part of ELPR project ■ Participate in Ministry's Quality Audit Process Review ■ Implement Program Renewal process 	<ul style="list-style-type: none"> ■ Review internal and external partnerships with respect to advising and counseling of sequential students and international student support ■ Respond to Ministry's recommendation from Quality Audit Process Review 		
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Create an orientation/training plan for IECE staff ■ Complete IECE Department Handbook including Elders guide 				
	Continuing Studies	<ul style="list-style-type: none"> ■ Review and update course evaluation procedure to capture data in a more 	<ul style="list-style-type: none"> ■ Seek approval to implement a new online "shopping cart" registration 			

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KSD #2 – Operational Excellence						
		meaningful way <ul style="list-style-type: none"> ■ Improve online registration experience ■ Implement and refine monthly reporting structure ■ Implementation of revised marketing strategies 	system			
2.1.2 Identify, evaluate, recommend and implement software applications to increase efficiencies	International Education	<ul style="list-style-type: none"> ■ Implement Phase II of International Student Programs software project to increase efficiencies in agent and service commission tracking, billing and invoicing. 	<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"> ■ Ensure software applications are supporting needs of agent and service commission tracking, billing and invoicing and make upgrades as required throughout the life of the academic plan 		
Goal 2.2 – Ensure a safe student and working environment						
2.2.1 Ensure compliance with WorkSafe BC and other safety regulations	Trades, Technology & Design	Automotive Service Technician: <ul style="list-style-type: none"> ■ Upgrade shop space and classrooms capacities 				

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KSD #2 – Operational Excellence						
		Hair Design & Skin & Body Therapy: <ul style="list-style-type: none"> ■ In house workshop for Instructors on dealing with challenging situations 				
2.2.2 Focus on promoting 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 				
	Vice President Academic	<ul style="list-style-type: none"> ■ Work with Human Resources to institute a college wide health and wellness plan that incorporates Healthy Minds, Healthy Campus and the Okanagan Charter 	<ul style="list-style-type: none"> ■ Implement initiatives from Health & Wellness Plan 			
Goal 2.3 – Maximize our campus facilities and resources						
2.3.1	Heath Sciences	<ul style="list-style-type: none"> ■ Develop budget for 	<ul style="list-style-type: none"> ■ Continue to enhance 			

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OBJECTIVES	SCHOOL	2017/18 INITIATIVES	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES
KSD #2 – Operational Excellence						
Assess space requirements and utilization		<p>ongoing annual funding for lab equipment in Nursing, Allied Health and Dental labs for the duration of the academic plan</p> <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) ■ Increase computers/desks and chairs in the office space of the 6th floor Broadway to accommodate part time faculty ■ Renovate Dental Technology Sciences and Denturist physical space (labs and Clinic) to be able to accommodate annual intakes of students (2017-2020) ■ Conduct needs 	physical space for Dental Technology Sciences, Denturist and other dental programs for the duration of the academic plan			

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OBJECTIVES	SCHOOL	2017/18 INITIATIVES	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES
KSD #2 – Operational Excellence						
		assessment of a new Dental Clinic to support growth potential of the Denturist program and demands of other dental programs ■ Purchase up to date software for Health Unit Coordinator, Dental Reception Coordinator and Dental Technology Sciences programs				
	Hospitality, Food Studies & Applied Business	■ Renovations to deliver new Culinary program at the Downtown Campus	■ Identify space for possible new Post-Degree Diploma – September 2018			
	Trades, Technology & Design	■ Explore new location for Jewellery Arts & Design program				
	Arts & Sciences	■ Conduct needs assessment for UT programming				
	Registrar's Office	■ Explore mature students admission – “open” study concept allows student to take university-level credit courses for credit but not towards a specific				

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KSD #2 – Operational Excellence						
		degree or diploma program. New policy in development.				
Goal 2.4 – Develop a high-performing college team						
2.4.1 Implement an enhanced performance management system	Vice President Academic	<ul style="list-style-type: none"> In collaboration with VCC's Faculty Association roll out faculty performance appraisal processes 	<ul style="list-style-type: none"> Implement Faculty Performance Appraisal cycle throughout the life of the academic plan 			
2.4.2 Assess employee needs and develop a training plan	Vice President Academic	<ul style="list-style-type: none"> In collaboration with Human Resources develop and implement an employee Training Plan 	<ul style="list-style-type: none"> Implement employee Training Plan with Department Leaders and Leadership Team 			
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"> Develop and implement new Prevention of Sexual Violence policy Develop a plan to review and develop new and existing policies. Identify college training needs to roll out new/ revised policies 				

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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 educational fairs to recruit international students ■ Travel to emerging markets to recruit international students ■ Note: Each of these initiatives will be pursued over the course of the five-year academic plan 				
	Health Sciences	<ul style="list-style-type: none"> ■ Discuss with the Ministry of Advanced Education and the Ministry of Health developing a new Access to Practical Nursing program stream for 				

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OBJECTIVES	SCHOOL	2017/18 INITIATIVES	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 INITIATIVES
KSD #3 – Financial Stability and Sustainability						
		international nurses wanting to move to Canada.				
3.1.2 Meet our financial budget targets	Vice President Academic	<ul style="list-style-type: none"> In collaboration with Education Council Program Review & Renewal Committee, explore effective costing models for Curriculum Development 	<ul style="list-style-type: none"> Implement revised Curriculum Development costing model 			
Goal 3.2 – Achieve our long term growth strategy						
3.2.2 Develop Facilities Master Plan	All areas	<ul style="list-style-type: none"> Actively contribute to the development of a 5 year Space Plan 				
Goal 3.3 – Grow our commercial services revenue						
3.3.1 Identify additional sources of revenue generation	Student Development	<ul style="list-style-type: none"> Explore revenue generating opportunities 				

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OBJECTIVES	SCHOOL	2017/18 INITIATIVES	2018/19 INITIATIVES	2019/20 INITIATIVES	2020/21 INITIATIVES	2021/22 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"> Expand use of D2 forum to engage academic and student services departments Expand resources available on myVCC 				
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"> Develop a formal process for departments to plan ahead and request for Marketing support 				
	Arts & Sciences	<ul style="list-style-type: none"> Investigate potential for TESOL Diploma being eligible for the Canada Student Loan program 				
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 Connect with and support agents and business partners to promote new VCC programs 				

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KSD #4 – Reputation Management						
		<ul style="list-style-type: none">■ 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				

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KSD #5 – Business Development						
Goal 5.1 Develop new partnerships and collaboration						
5.1.1 Expand dual credit programming options by partnering with more schools boards in the Lower Mainland	Health Sciences	<ul style="list-style-type: none"> ■ Revise the Pre-Health Sciences program admission requirements to support high school student entry for dual credit programming 	<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 			
	Continuing Studies	<ul style="list-style-type: none"> ■ Expand dual-credit opportunities for Early Childhood Education 				
5.1.2 Develop and expand partnerships	Health Sciences	<ul style="list-style-type: none"> ■ Conduct needs assessment related to implementing recognition strategies for our clinical and community partners ■ 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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KSD #5 – Business Development						
		Vancouver Alliance ■ Explore partnership with VCHA and OPTA program to provide exercise classes for community physio clients				
	Arts & Sciences	LINC: ■ Pursue contract opportunities outside the classroom for companies that want to offer classes on-site Career Awareness: ■ Develop increased practicum opportunities with BC Partners in Workforce Innovation				
	Trades, Technology & Design	Heavy Mechanical Trades: ■ Launch CNG/LNG curriculum with Fortis and the CNGVA	Heavy Mechanical Trades: ■ Update CNG program to meet changing industry needs			
	Hospitality, Food Studies & Applied Research	■ Target potential partnerships to expand Culinary Arts program with international institutions			■ Take a regional team to the 2020 Culinary Olympics	

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KSD #5 – Business Development						
	Continuing Studies	■ Build on Samsung relationship to offer a new vocational training program				
5.1.3 Develop new international business partnerships to support international enrolment	International Education	■ 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				