In motion

STRATEGIC INNOVATION PLAN
2022 ACCOMPLISHMENTS

VANCOUVER
COMMUNITY
COLLEGE

Vancouver Community College respectfully acknowledges that we teach and learn on the traditional and unceded territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwx̱wú7mesh Úxwumixw (Squamish), and səl̓ilw̓ətaʔɬ (Tsleil-Waututh) peoples.

At the very heart of our Strategic Innovation Plan is our commitment to reconciliation. Meaningful and sustained actions to decolonize and indigenize our programs, spaces, attitudes, and practices are demonstrated throughout the plan, and are paramount to its accountability and success.

President's message

VCC is the oldest college in BC. Over our incredible history dating back to 1890, we braved challenges and realized opportunities that transformed the lives of our students and shaped our region. As the leader of access education and vocational training, VCC's Strategic Innovation Plan charts our future with fiscal readiness to continue our legacy of programmatic excellence rooted in community.

When we reimagined our institutional strategy in 2019, we could not have anticipated the all-encompassing impacts of a multi-year global pandemic. Together with our governments, industry, and partners, we pivoted quickly and creatively. We remained resilient for our learners, neighbours, and sector. And VCC emerged with renewed vigour for our vision for the next decade of innovation.

On behalf of the college's Board of Governors and VCC community, I am proud to present the key accomplishments in 2022 under our Strategic Innovation Plan. VCC is an amazing place to learn, teach, and work because of our community of students, faculty, and staff. Their collective commitment to education and community will propel us forward into the future and we will be ready.

Sincerely,

Ajay Patel
President & CEO

VCC is in motion.

We are transforming into an innovative centre of learning where communities and industries intersect, and everyone is welcome. To bring our vision to life, we are working together with governments, host nations, and partners to deliver bold new initiatives. We are open to diverse approaches and business models to respond to the evolving student and market needs.

The vision put forth in this Strategic Innovation Plan will chart VCC's path as the first choice in innovative, experiential learning for life.

It will transform our physical and virtual campus spaces; modernize our programs and courses; support our people and culture; realize strategic partnerships and opportunities; and create a fiscally sustainable future to empower VCC to continue achieving our educational and operational excellence and socioeconomic contributions to our community and region.

Strategic Innovation Plan Facts

BREAKDOWN OF OBJECTIVES BY STATUS

ACADEMIC INNOVATION

23

- 11 Pending objectives
- 9 Active objectives
- 3 **Completed**

CAMPUSES OF THE FUTURE

18

- 5 Pending objectives
- 8 Active objectives
- 5 **Completed**

EMPOWERED PEOPLE AND INCLUSIVE CULTURE
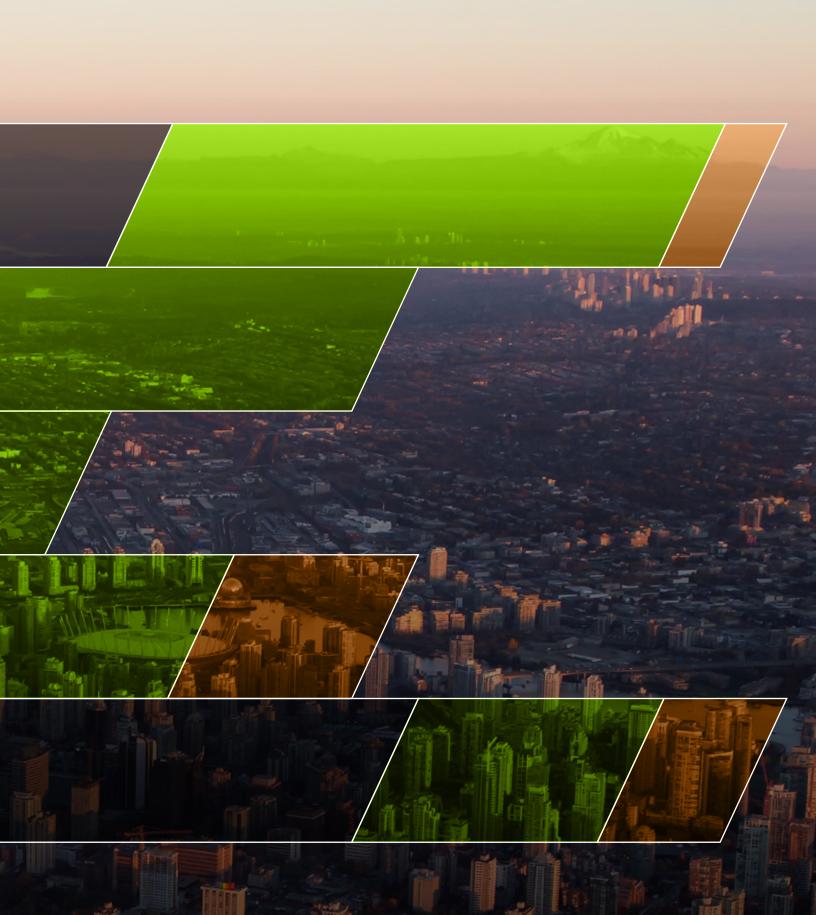
16

- 9 Pending objectives
- 4 Active objectives
- 3 **Completed**

ENGAGED COMMUNITIES

18

- 4 Pending objectives
- 5 Active objectives
- 9 **Completed**

OPERATIONAL EXCELLENCE

24

- 11 Pending objectives
- 10 Active objectives
- 3 **Completed**

Academic Innovation

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

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION
Reflect and respect Indigenous knowledge, culture and history in academic planning and delivery.

JUSTICE, EQUITY, DIVERSITY & INCLUSION
Review and renew curricula and teaching practices for greater inclusion of diverse ways of knowing and being.

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

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

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

"

I joined VCC's Nursing program as a mature student. It was nerve-racking to switch careers later in life, but VCC made the transition easy and provided a lot of support that is tailored to everyone's unique education journey. As a proud Indigenous man, I was further moved by VCC's commitment to truth and reconciliation, in how we teach and learn together as an educational community."

– EDDY GOOCH, VCC NURSING STUDENT

According to B.C.'s latest Labour Market Outlook, there will be one million job openings in the province in the next 10 years — 78 per cent of which will require post-secondary training. And VCC is responding to this, both now and in the future, supporting the career goals of our students for BC's workforce.

Continuing Studies department launched a suite of microcredentials to better support niche programming and industry needs, and established a low-cost and internationally recognized credential framework in partnership with the Scottish Qualification Authority.

Registrar's Office initiated a college calendar and online services project to enhance student experience. VCC also invested in a robust student loaner laptop and tablet program with dedicated units for Indigenous learners, students with disability, and Language Instruction for Newcomers to Canada (LINC) for student access to technology.

International Education department has further strengthened its student services with a new International Peer Mentor program and increased immigration resources, opened an International Student Advisor office at the Broadway campus, and piloted an early academic alert process for better identification of students at risk. Additionally, VCC introduced an international student specific cohort of the Early Childhood Care and Education Diploma to continue meeting labour market demands.

Campuses of the Future

Design spaces and infrastructures optimized for all learner and employee success and well-being.

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION
Foster belonging and well-being by integrating the context and priorities of Indigenous communities in campus design and planning.

JUSTICE, EQUITY, DIVERSITY & INCLUSION
Demonstrate universal and intercultural principles for equitable access to spaces and diverse experiences in learning and working.

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

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

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

"VCC is committed to providing an environment that supports decolonization, equity, diversity, and inclusion in all areas of our college. By engaging with Indigenous Cultural Advisors on the Campus Plan, the college has created a standard for how other public institutions can partner with local First Nations (Musqueam, Squamish and Tsleil-Waututh Nation); learn from Indigenous knowledge holders; and integrate the context and priorities of Indigenous communities into an environment that welcomes learners from all backgrounds."

– ELDER DEANNA GEORGE, TSLEIL-WAUTUTH NATION, VCC ELDER-IN-RESIDENCE

To achieve the goals of the Campus Plan, VCC must anticipate the future needs of the college and the province while honouring the truth and history of the lands we are on. The college's physical environments should not only support teaching and learning, our people, and industry partnerships but also respond to the needs of VCC's surrounding neighbourhoods.

VCC advanced an Indigenous consultation process and engaged Indigenous Cultural Advisors for the design phase for the Centre for Clean Energy and Automotive Innovation (CCEAI). To align with the college's commitment to green and clean energy for the new building, VCC also established a sustainability committee with senior leadership representation. Key milestones on the capital development were achieved with securing of a design firm, and the business plan report was finalized and submitted to the Ministry of Post-secondary Education and Skills Training for presentation to the Treasury.

Empowered People and Inclusive Culture

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

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION
Review and reimagine People Services through the lens of decolonization and reconciliation.

JUSTICE, EQUITY, DIVERSITY & INCLUSION
Create a culturally aware and inclusive workplace that provides equitable opportunities for Indigenous and diverse representation, participation, and success.

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

MENTAL HEALTH & WELL-BEING
Promote employee well-being by embedding all aspects of health into work culture.

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

"

I am proud to work for a post-secondary institution that builds its reputation on its commitment to equal access and communication. As a member of VCC's Interpreting Services team, it is exciting to work for one of the only colleges in the province to have full-time Registered Sign Language Interpreters on staff. I am also happy to see the college's commitment to support employees through initiatives like the 'Not Myself Today' mental health program and being recognized as one of B.C.'s Top Employers."

– SARAH ZELITT, SIGN LANGUAGE INTERPRETER, VCC INTERPRETING SERVICES

In a post-pandemic world, attracting and retaining quality employees have become a challenge across all sectors. Recruitment strategy and professional support have never been more important for the college. To meet these demands, People Services department underwent an operational review and reorganization for specialized and responsive services and programs for human resource management at the college. A non-emergency remote work program for employees was piloted, evaluated, and implemented for successful post-pandemic return to campus. Additionally, a Leadership Development project for administrators was initiated for employees across all areas.

Supporting mental health and well-being is closely tied to VCC's commitments to justice, equity, diversity, inclusion, and decolonization. VCC launched its Mental Health and Well Being Framework with six key commitments and signed on to the Okanagan Charter: an international charter for health-promoting universities and colleges.

Engaged Communities

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

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION
Deepen our relationships with Indigenous communities that are reciprocal and respectful of their perspectives and priorities.

JUSTICE, EQUITY, DIVERSITY & INCLUSION
Engage equity-deserving groups and local cultural diaspora in meaningful collaborations that contribute to our diverse communities.

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

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

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

"

I'd never encountered a literacy text with any mention of 2SLGBTQIA+ people until I authored a textbook series myself. I wanted my students, who also come from various marginalized identities and communities, to see themselves reflected in our learning materials. And at VCC, this kind of work is not only supported but championed."

– SHANTEL IVITS, VCC BASIC EDUCATION DEPARTMENT LEADER AND 2SLGBTQIA+ RIGHTS AND EDUCATION ADVOCATE

Equity, diversity, inclusion, and truth and reconciliation are principles to how VCC serves students, responds to industries, collaborates with partners, and honours host nations. In 2022, VCC worked with external subject experts and our college community to complete an institutional Indigenization readiness assessment in advance of framework development. VCC also established a multi-disciplinary committee in a pan-institutional approach to EDI projects at VCC, one of many being the three rainbow art installations across our campuses in pride for 2SLGBTQIA+ rights.

As part of our internationalization strategy, VCC became the International Secretariat for University Mobility in Asia and the Pacific (UMAP) and developed new partnerships and processes; building Culinary and Gemology program capacities through the TVET-25 Young Africa Works in Kenya initiative; and initiating MOUs with Taiwanese and Filipino higher education institutions.

To drive and grow VCC's visibility, value, and impact, a public relations communication and outreach framework was developed and a new President's Office webpage was launched. Brand refresh and web redevelopment projects were initiated and are underway. VCC's Foundation completed major capital campaign readiness assessment, policy renewals, and department review and reorganization.

Operational Excellence

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

INDIGENIZATION BY DECOLONIZATION & RECONCILIATION
Review College policies and procedures through the lens of decolonization and reconciliation.

JUSTICE, EQUITY, DIVERSITY & INCLUSION
Renew operational practices and languages for greater access, equity, and inclusion.

RISK REGISTER
Identify formalized strategies and processes to mitigate institutional risk.

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

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

Operational excellence means sustainability and fiscal stability for VCC to continue what we do best: accessible education. And that's how we pursue our projects, from the new Seiffert's Market that will be more public friendly with its new street front entrance, to our latest partnership with SUVCC for the 'About ME – Menstrual Equity' project that made available free menstrual products across our campuses."

– SLADJANA BOROVCANIN, DIRECTOR, FACILITIES MANAGEMENT AT VANCOUVER COMMUNITY COLLEGE (VCC)

Robust operational systems are imperative for business continuity and efficiency. In response to the increasing cybersecurity risks, VCC created an active Enterprise Risk Management (ERM) Risk registry. While addressing security concerns, this system also balances the need for ease of information access for our students and employees through an implemented an online registration, payment portal, and student information system in the Continuing Studies department. The ERM also integrates with the college's existing system, providing cost savings for the college.

VCC also has launched a new web time entry system to empower employees, reduce vacation carry over, and increase accuracy of time reporting. And as part of the college's commitment to equity and inclusion, all VCC policies were reviewed and revised with gender neutral language.

VCC IS IN MOTION

PROJECTS IN PROGRESS

ACADEMIC INNOVATION

- Create a program development framework and program audit that simplifies and standardizes the registration process and credit structure

- Implement the program development framework to simplify and standardize term based delivery, the registration process and credit structures (following program audit) Develop, optimize, and embed workflows to transform student experience by meeting learners where they are in a student-centred approach

- Complete a Prior Learning Assessment and Recognition (PLAR) Environmental Scan

- To align with VCC's micro-credential strategy, implement one stop digital credential wallet for micro-credentials

- Develop program audit tools and rubric necessary for assessing critical risk and sustainability with existing and proposed programs

- Develop program change framework that identifies and orders the process for all program change and creation at the college, including obligations for enrolment risk, financial sustainability, and educational quality

- Online learning strategy - part 1: Develop plan to recreate the online digital learning strategy and expand digital learning technologies (online learning strategy 2.0)

- Develop a micro-credential framework

- Develop a financial costing framework and implementation plan/process to analyze program sustainability

CAMPUSES OF THE FUTURE

- Establish a focus group that can provide specific feedback on issues of universal design to ensure greater equitable access in newly designed buildings

- CCEAI PHASE 2: Finalize design, permitting, and award of initial construction tender packages the Centre for Clean Energy and Automotive Innovation

- Build a business plan for financial support of phases two to six of the Campus Master Plan

- Establish a comprehensive space standards program that outlines criteria for the management of existing resources

- Optimize the use of the existing campuses by developing and implementing a space management program

- Introduce a College-wide education program focused on waste minimization and energy conservation
- Shift VCC data to cloud-based system and update data architecture for efficiency and cost-effectiveness
- Improve accessibility to teaching and learning tools

EMPOWERED PEOPLE AND INCLUSIVE CULTURE

- PILOT: Develop and implement an Indigenous hiring strategy
- Implement Not Myself Today employee mental health initiative throughout the college
- Update Annual Performance Management program and policy
- To comply with new Accessible BC Act by creating an Accessibility committee; developing a plan to remove and prevent barriers; and establishing a process to receive comments from the public

ENGAGED COMMUNITIES

- Develop a formal territorial acknowledgement
- Commission an Every Child Matters campus art display in consultation with Indigenous communities
- Review and renew web infrastructure and design
- Complete Brand Refresh
- Evaluate our student recruitment and marketing strategy

OPERATIONAL EXCELLENCE

- Develop Institutional ERM policy and procedures
- Establish an active ERM Risk registry for the institution including all departments and schools with accountabilities
- Evolve business processes to inform and align with a more role-based enterprise resource planning (ERP) system
- Cyber security Phase 1: develop a cyber security and data privacy strategy that secures all of our data
- Cyber security Phase 2: Implement a cyber-security and data privacy strategy that secures all our data
- ERP Data Cleanup Phase 2: Implement ERP data-entry fixes as advised in phase 1 recommendation report
- Implement additional self-service functionality for students within the enterprise resource planning (ERP) system
- Implement online time entry system to all college employees
- Implement appropriate business intelligence tools & reports (dependent on #3503-data lake)
- Complete data lake to allow for timely and efficient reporting

Partnerships in Action

From our industry and community partners for development of relevant, in-demand job training, to our individual donors and corporate sponsors for student scholarships and bursaries, collaboration is key to success at VCC.

6

Number of Memorandums of Understandings (MOUs) signed with international post-secondary institutions in 2022.

20

Number of boxes of food supplies delivered by SPUD.ca to support students impacted by food insecurity.

$110,540

Amount raised for VCC's Giving Tuesday campaign in 2022 that will go to student awards and projects.

1. Former Minister of Advanced Education and Skills Training, Hon. Anne Kang, attends an international education summit, hosted by VCC. 2. VCC hosts events highlighting Indigenous communities throughout the year. 3. Industry partner Dilawri Vancouver meets with VCC automotive department. 4. Community partner SPUD.ca's generosity fills VCC's Gathering Space Pantry. 5. VCC Student Union at Welcome Days 6. Reps from Snow Cap Enterprises, including President, Linda Seiffert tour Seiffert Bakery. 7. VCC students participate in the MICHELIN® Guide Vancouver announcement. 8. VCC acquires the Toyota Mirai for student training in clean tech. 9. VCC's Pride wall installations symbolize the inclusive community VCC strives to be.

Join us.

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VCC CAMPUSES

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VCC

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