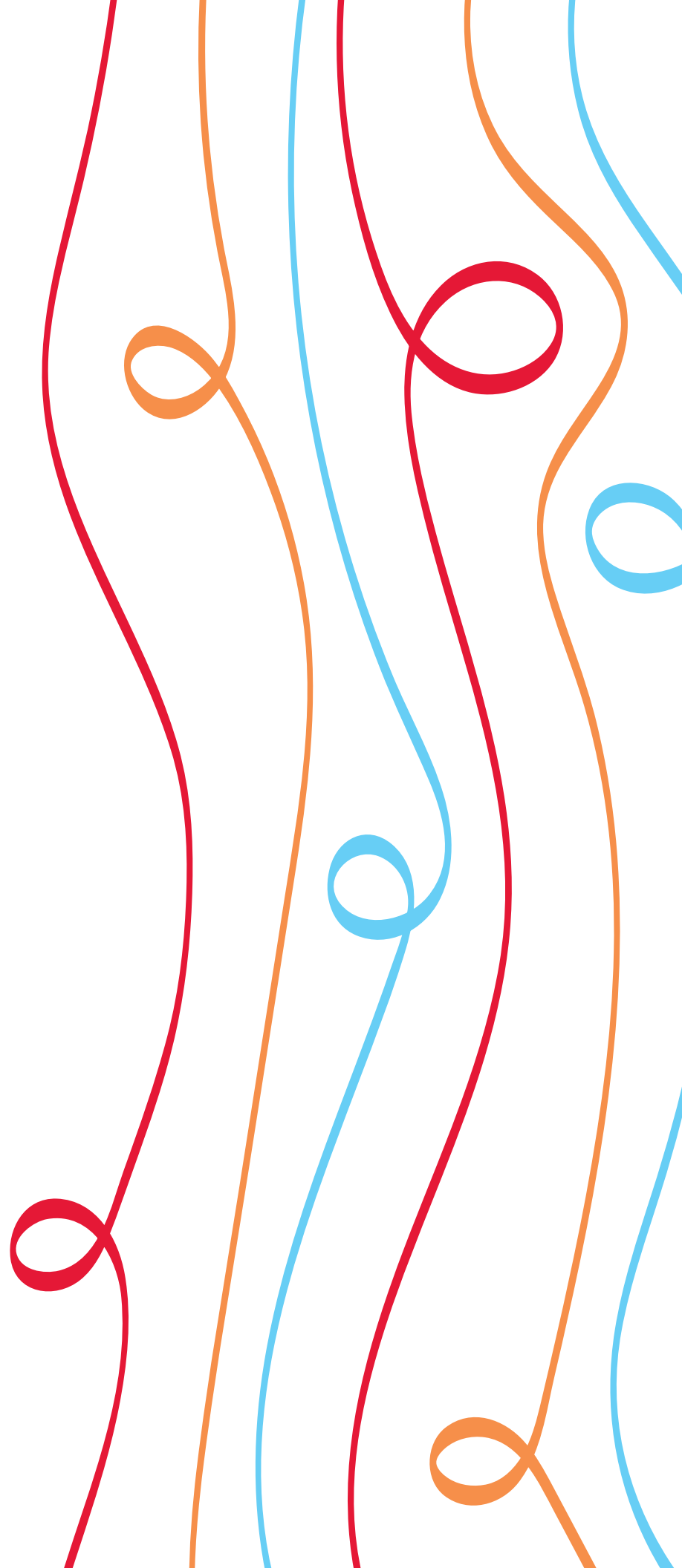


Strategic Plan
Student Success Plan

2021
2026





Land Acknowledgement

Vanier College is located on the unceded lands of the Kanien'kehá:ka (Mohawk) nation, which is part of the Haudenosaunee Confederacy. There is also a strong historic presence of Anishinaabe peoples in what has become the Greater Montreal area. Tiohtià:ke (Mooniyang), or Montreal, has also long been, and continues to be, a gathering place for many First Peoples. The present-day administration, faculty, staff and student population of the college both honour and thank the traditional custodians of this land as we work toward promoting the ongoing process of reconciliation and the success of future generations.



John McMahon
Director General

Words from the Director General

This Strategic Plan 2021-2026 represents the tremendous work and input of the Vanier community throughout a comprehensive consultation process of more than a year. I would like to acknowledge and thank everyone who participated in the process, whether through surveys, town halls, group discussions or written submissions. Your individual and collective contributions are immeasurable.

The Strategic Plan will serve as a guide as we strive to improve upon the high-quality Cegep education and experience we have been providing to our students for more than 50 years. Annual reviews and evaluation processes will help ensure the Strategic Plan remains a living document.

While student success is our number one priority, as evidenced by the importance of the Student Success Plan, each of the focus areas represent major priorities for the Vanier community. To achieve the ambitious objectives within the Plan will require a collective effort over the next five years. Together we created this Strategic Plan and together we will work to contribute to its success.

I look forward to our collaborations over the next few years to make the vision of our Strategic Plan a reality.

Words from the Academic Dean

The Student Success Plan is an important orientation tool that will guide us for the next five years. Its integration into the Strategic Plan is an indication of its importance and we aim for it to be known, understood and used. We hope that everyone finds themselves in it and works towards achieving the focus areas and objectives. This living document will help us focus on priorities, aligned with our mission and our students. It also identifies our priorities with respect to actions we undertake and the resources we choose over the next five years.

Every single Vanier faculty, staff and student has a role to play in student success. The smile that welcomes students when they come to the College or a department for help, the attention given to answering their questions as if it was the first time we answer them, the support adapted to various individual contexts and needs all make a difference in their level of comfort in our institution. We need to support all students throughout their individual pathways from admission to graduation, recognizing different needs and our different roles at each step on their road to success.

For students, their success is first and foremost academic: they want to succeed in their courses and graduate. Their program, where their courses are situated, is their home at the College. Their success is dependent on their ability to find balance in their psychosocial, financial, safety, inclusion, health and other needs. Student success is attainable when we all work together towards that success from four perspectives: institutional means, support to Faculty, support to students and in-class actions. We need to use the evidence from all four of these pillars to guide our decisions and use best practices to guide us efficiently and effectively in our objectives. We should increase high impact actions, the ones that are evidence-based, and have the greatest impact on the quality of learning and on the largest number of students. All our individual actions have an impact, but our concerted collective teamwork multiplies the benefits for students and ensures student-centered decisions.



Annie-Claude Banville
Academic Dean



Introduction

Vanier College will move forward facing the challenges of the 21st century, inspired by the Three Pillars of the Haudenosaunee Great Law of Peace: skén:nen (peace), ka'nikonhrí:io (righteousness, good mind, justice), and ka'shatsténshera (power, strength in unity, one-mindedness).

The future of the college involves the task of developing a more caring, reflective and engaging community that strives to fulfill the Three Pillars of the Great Law of Peace while, at the same time, meeting the needs of the students of the college.

As an institution of higher learning, Vanier College is committed to offering excellent programs of study that ensure that students are empowered to build, lead and contribute to a just and sustainable society. Over the next five years, focus will be given to reconciliation by means of the Indigenous Education Protocol; anti-racism through the framework of equity, diversity and inclusion; gender equity in programs and college practices, and sustainable practices that respect the UNSDG accord and reflect a commitment to carbon neutrality.

The Strategic and Student Success Plan 2021 - 2026 upholds the traditions and cultural practices that have guided us in the past while looking forward to an exciting future with its possibilities for change and growth.

Staff, faculty and particularly departments and committees, are all responsible for playing their part in the implementation of the plan and for completing the tasks necessary to attain stated goals within the five-year time frame of the plan.

Each Focus Area includes some specific indicators that will be used to evaluate the success of action priorities designed to achieve strategic goals. Other indicators may also be used and/or developed, the results of which will form part of the Strategic Plan annual reporting process.

The tasks are ambitious and challenging but achievable with collective effort and accountability.

The future of the college involves the task of developing a more caring, reflective and engaging community that strives to fulfill the Three Pillars of the Great Law of Peace while, at the same time, meeting the needs of the students of the college.

Strategic Plan



1 Engaging Meaningfully in the World

Vanier College is committed to ensuring equity, fairness, and opportunity for all members of its community. To that end, the College is committed to developing initiatives and organizing activities that foster an attitude of awareness and engagement for everyone at the college.

2 Building a Respectful and Supportive Community

Ensuring personal growth and professional development for the Vanier College community demands a respectful and supportive environment. Offering employees opportunities to realize their personal and professional goals is critical for engagement and commitment to the institution.

Strategic Plan



3 Honouring the Indigenous Education Protocol

The Indigenous Education Protocol (IEP) is founded on seven principles that guide and affirm the commitment of post-secondary institutions. As a signatory of the CiCan Indigenous Education Protocol and informed by the Viens Commission Report, Vanier College affirms these seven principles and is committed to the implementation of the Protocol and the exemplary practices outlined therein.

Strategic Plan & Student Success Plan



Strategic Plan & Student Success Plan



4 Focusing on Sustainability and Innovation

The Vanier College commitment to sustainability and innovation is evidenced by the integration of these focus areas into academics, extra-curricular activities, and operations. Innovation, both within academic areas and without, ensures best practices that result in evidence-based solutions to complex issues.

7 Building Respect for Diversity and Removing Barriers to Racial and Social Equity

The college is committed to equity, diversity and inclusion and acknowledges the work we must undertake to address social inequities within our practices. The framework to advance this focus area rests on awareness, skills, resource development and equitable actions.

Student Success Plan



Focus Areas

5 Achieving Engaging and Inclusive Student Learning

Student learning that is inclusive and engaging demands an environment that focuses on the needs of students. The pursuit of academic success for each student prioritizes the learning process and enriches students' experience both inside and outside of the classroom, helping them to advance to their next challenge.

Student Success Plan



6 Supporting the Holistic Well-Being of Students

To support holistic well-being is to recognize all dimensions of students' wellness including the social, emotional, physical, spiritual, financial, environmental, intellectual and cultural aspects of their lives. Supporting wellness improves learning and promotes academic success.

Introduction Student Success Plan & Strategic Plan

Vanier students are the core of all that transpires in the college. The mission, vision and values reflect a commitment to provide a transformative educational experience in an optimal learning environment that encourages and motivates students to pursue activities that have a positive influence on society.

Mission

To provide a life-enriching learning experience that prepares students to succeed academically and professionally as engaged citizens of the world.

The college is, therefore, committed to the highest standards both in terms of programs and services to students. The college assumes responsibility for student success collectively and collaboratively. To that end, students are presented with opportunities that engage and challenge them.

Vision

To provide an equitable learning environment that mentors all learners along their educational journey, assisting them in attaining their personal goals on their way to becoming just and morally engaged members of a more balanced and sustainable world.*

Values

Education, as a transformative process, involves the cultivation of values including:

- Creativity, critical thinking and excellence
- Accessibility, inclusiveness and diversity
- Lifelong learning and continuous improvement
- Commitment, community engagement and openness to the world

An emphasis on and valuation of collaborative approaches involves:

- Respect, responsibility toward self, others and the environment
- Cooperation, communication, transparency and accountability
- Fairness and equity
- Engagement
- Creativity and innovation
- Inclusiveness
- Critical thinking
- Integrity

* The vision statement was modified in consultation with Diane Labelle, pedagogical counsellor at the First Nations Adult Education School Council.



External Trends

The process of creating this combined Strategic and Student Success Plan involves an analysis of the external environment. An awareness of the trends and changes that may affect the future of higher education in Quebec is central to this analysis.

The analysis of external trends in this Plan was informed by experts in the areas of Sustainability, Indigenous Studies, Well-Being, Innovation, Women's and Gender Studies, Equity, Diversity and Inclusion and Digital Technologies. Discussions and the collection of information revolved around concerns directly affecting student success in the 21st century.

Current societal concerns are both large and complex, including issues of climate change, income inequity, food insecurity, discrimination, and racism, among others. Addressing the social impact of these complex issues and improving the lives of affected communities will require collaboration, innovation and passion. Vanier College is committed to supporting engaged and inspired young people who will seek solutions to these significant problems.

The profound and increasingly rapid advances in social and technological developments are both a help and a hindrance in meeting today's challenges. Change in any form can be challenging but the rapid change that society and industry are currently facing can be overwhelming and, in this respect, a hindrance to meeting important challenges. On the other hand, innovative technologies and improved and varied means of communication can be harnessed in the service of meeting these same challenges.

The past two years have seen societies around the world face the challenges of the COVID-19 pandemic. This global health crisis has paradoxically both isolated people from one another while at the same time made us aware of the inextricable connections between all peoples. The pandemic has also accentuated deep economic, technological and social disparities, both local and global, providing fertile ground for teaching and research for years to come.

Global challenges are important to the young adults attending Vanier College but so are neighborhood and community challenges. Vanier is situated in the borough of St. Laurent, which is on the unceded lands of the Kanien'kehá:ka (Mohawk) nation. The borough of St. Laurent has a multi-cultural essence; approximately 60% of residents are bilingual speakers of French and

English, while close to 40% of borough residents speak a language other than French or English in their homes. This community is almost a global village in itself.

The challenge for educators, like those at Vanier College, is to make students aware of the issues, help them see solutions to the problems of the world and their community and encourage them to participate in working toward those solutions. Students need to understand the commitments that the province and country have made to Indigenous communities as well as to external partners in various parts of the world, and what those commitments mean to them. In the end, what they need is an understanding of their place in the community, locally and globally.

In order to meet future challenges, Vanier College encourages a culture of innovation that provides students with experiences that build their confidence and prepare them to face those challenges. Classroom experiences can introduce students to multiple means of action and expression nurturing a culture of experimentation and creative problem-solving. Collaborative learning teaches students how to succeed in often unfamiliar environments and thus contributes significantly to their ability to succeed in the future. Even classroom design, based on both high tech and low tech approaches, along with a universal design for learning benefits all students and helps them prepare for future challenges.

Internal Analysis

A review of Vanier College's Strategic Plan and Student Success Plan, 2015-2020, was undertaken before defining the objectives and goals of the new plan. The review was conducted by a subgroup of the Strategic Plan Steering Committee using information from the Director-General's bi-annual reports to the Board of Directors. The Committee's analysis affirms that the goals of the last strategic plan have largely been realized, thanks to the concerted efforts of administration, faculty and staff. The analysis also identified areas of strength as well as areas of concern.

The last Student Success Plan focused attention on enhancing student success and supporting excellence and innovation in all aspects of learning and teaching. To that end, new projects and programs were established, including: LaunchBox, new Program Majors, new college-wide Majors, Model United Nations, Sustainability Across the Curriculum, Indigenization Across the Curriculum, and Vanier Gardens, among others.

Efforts to enhance student success include: TASC, Writing Center, STEM, and various other actions taken by the Learning Commons and Student Services. In addition to individual faculty-led projects, the college has supported "task forces", composed of faculty committed to student success within and across programs of study. These task forces enhanced our understanding of best practices as per Universal Design for Learning and Accessibility by sharing with faculty during pedagogical day activities.

Research continues to be an area of development at Vanier College. Numerous researchers from a variety of disciplines have worked both collaboratively and independently on significant projects that align with the College's major areas of focus. These projects include research into artificial intelligence, extended reality, literacy, and language, as well as a multitude of projects on equity, diversity, inclusion, anti-racism, gender equality, anti-Semitism, and the lived experiences of Vanier's Muslim students. Projects such as the Majors in Indigenous Studies and Sustainability and Innovation allow students new opportunities, engaging them in authentic tasks and topics of significance to them and their futures. The pandemic has contributed to the further development of innovative educational practices and projects, supported and encouraged by the College.





Vanier College Students

Enrollment in the English language Colleges of Quebec is expected to decrease between 2020 and 2022, according to the Government of Quebec. Thereafter, slight increases are expected up to 2027. This pattern of decreasing and increasing enrollments will affect all colleges on the Island of Montreal.

Most students do not live in the borough of St. Laurent but rather travel from various parts of the surrounding communities to attend classes. Most students transit to Vanier from different parts of the City of Montreal while others commute to the college from Laval and South Shore communities. A few come from communities still further from the city.

Vanier College is proudly the most multicultural college in the Quebec system. The college boasts 94 different countries of origin among its students. Twenty-five percent of these students were born outside of Quebec. The major languages spoken by students in the college are English, French, Mandarin-Cantonese, Spanish

and Arabic. In short, Vanier's student population is multi-ethnic, multi-lingual, and multi-cultural.

Vanier College students come from both English and French high schools. Between 2015 and 2019, 51% of students came from French high schools and 49% from English high schools. Regular day students account for over 85% of the total college population, with 15% in Continuing Education. During that same time period, 80% of the college population consisted of Population A (students who had never taken a college course before) and the remaining 20% of Population B (students who had taken a college course before).

In terms of gender, the college has traditionally had a higher ratio of females to males in the population with females averaging 56% and males 44% of enrolled students. The majority of the students (almost 68%) are in the 16-to-17-year age group, 15% are 18 years of age, 7% are 19 years of age, with the remaining 10% ranging in age from 20 to 60.

In terms of program distribution from 2015 to 2019, 64% of Vanier students were in pre-university programs, 31% in technical programs and 5% in Explorations. The great majority of students, over 80%, remained in their original program, 16% changed programs once, while less than 3% of students changed programs twice. Retention rates for third semester Population A students in technology programs are in the 75% to 80% range while in pre-university programs they are in the 85% to 90% range. English Exit Examination results for Vanier students reveal a success rate of approximately 95% for pre-university programs and 91% for those in the technical programs. Graduation rates from pre-university programs average 72%, and from technical programs 63%.

The college has noted a steady increase over time in the number of students with learning difficulties and perceives a growing need for literacy and numeracy skills development to help students complete their programs in the prescribed number of semesters.

Almost all students in the regular day programs are full-time, but many do not complete their DEC in the prescribed time. Many students do not take a full complement of courses per semester and consequently take an additional semester or more to complete their studies. This is an ongoing trend with over 70% of pre-university students and 55% of technical program students taking partial course loads.

Strategic Plan



1 Engaging Meaningfully in the World

Vanier College is committed to ensuring equity, fairness, and opportunity for all members of its community. To that end, the College is committed to developing initiatives and organizing activities that foster an attitude of awareness and engagement for everyone at the college. This commitment ensures that we work collectively towards a more just, balanced, and sustainable world.

Achieving meaningful engagement in the world will be attained by pursuing the following objectives and action items. Success will be measured based on the action items implemented, as well as other action items developed by the community.

Pursue opportunities for equitable and sustainable cultural exchange

- Offer students and staff cultural experiences through international exchange
- Ensure implementation of signed agreements with external partners
- Develop locally based cultural exchanges

Conduct research to contribute to the broader community

- Improve opportunities for research by students, staff, and teachers
- Foster collaborative research across the college and university network
- Develop community-based projects
- Support sustainability research, including action-oriented climate change research
- Encourage students to develop sustainability research initiatives
- Create partnerships with local Indigenous communities to engage in sustainability projects

Develop Vanier's research and expertise in understanding systemic racism and promoting social justice education

- Create a research centre with a focus on anti-racism education and Indigenous issues
- Provide support for anti-racism education and research
- Create opportunities to enhance our understanding of anti-racism, diversity, accessibility and inclusion
- Develop and offer community services that focus on anti-racism education
- Provide support for gender equity projects
- Provide support for Indigenous research projects

Cultivate relationships with Vanier alumni and other external partners

- Develop a communications plan that engages alumni and external partners
- Engage with members of the broader Vanier community

Success Indicators Include:

- The number of externally funded research projects
- The number of ongoing research projects or community partnerships on diversity
- The number of international opportunities and experiences

2 Building a Respectful and Supportive Community

Ensuring personal growth and professional development for the Vanier College community demands a respectful and supportive environment. Offering employees opportunities to realize their personal and professional goals is critical for engagement and commitment to the institution. Developing policies and processes that provide these opportunities and support will help guide and orient the future of the community.

Building a respectful and supportive community will be attained by pursuing the following objectives and action items. Success will be measured based on the action items implemented, as well as other action items developed by the community.

Improve communication across the college network

- Develop effective and transparent modes of communication across the college
- Review and streamline communication channels
- Improve internal communication between college groups
- Cultivate a sense of belonging among employee groups
- Provide communication tools for addressing challenges and conflicts

Ensure ongoing evaluation of processes and policies

- Develop processes for revising college policies
- Ensure implementation of college policies
- Ensure that action plans from internal and external evaluations are implemented

Improve professional development and training opportunities for all staff

- Establish community-building events for all staff categories
- Formulate professional development practices for all employees
- Establish opportunities for learning about issues of bias, equity, anti-racism and cultural safety
- Offer sensitivity training focussing on language as an approach to respectful communication

Success Indicators Include:

- Community Satisfaction Surveys
- The percentage of employees trained for emergency protocols
- The percentage of employee participation in professional development and/or training opportunities
- The number of harassment and discrimination cases
- Implementation and monitoring of campus safety audit
- The number of staff and students who took “It Takes All of Us” training

Ensure a safe and secure environment

- Establish and maintain channels of communication to respond to potential emergencies
- Undertake a campus safety audit
- Develop mechanisms to reduce systemic barriers for students and staff
- Increase awareness of the Vanier Emergency Operation Plan and other specific protocols
- Ensure effective implementation of all policies designed to create and maintain a safe environment

Improve employee well-being

- Expand support and resources for Continuing Education teachers
- Explore flexible work conditions to address concerns involving work/life balance
- Foster and enhance a community-wide culture of wellness
- Develop approaches to nurturing healthy workspaces
- Develop opportunities for employee self-care

Enhance diversity in recruitment, hiring and retention of staff and faculty

- Commit to increasing the number of indigenous employees
- Conduct an audit of current recruitment and hiring practices
- Identify and address systemic barriers in hiring practices that affect racialized and indigenous communities
- Ensure proper training among hiring committees on issues of bias and equity
- Identify obstacles to the retention of marginalized employees



Strategic Plan & Student Success Plan



3 Honouring the Indigenous Education Protocol

Strategic Plan & Student Success Plan

The Indigenous Education Protocol (IEP) is founded on seven principles that guide and affirm the commitment of post-secondary institutions. As a signatory of the CiCan Indigenous Education Protocol and informed by the Viens Commission Report, Vanier College affirms these seven principles and is committed to the implementation of the Protocol and the exemplary practices outlined therein.

Honouring the Indigenous Education Protocol will be attained by pursuing the following objectives and action items. Success will be measured based on the action items implemented, as well as other action items developed by the community.

Honour the commitment to the Indigenous Education Protocol*

- Commit to making Indigenous education a priority
- Ensure that governance structures recognize and respect Indigenous peoples
- Honour the intellectual and cultural traditions of Indigenous peoples through curricular and learning approaches relevant to learners and communities
- Support students and employees in increasing their knowledge and understanding of Indigenous peoples
- Commit to increasing the number of Indigenous employees
- Establish Indigenous-centered holistic services and learning environments

Build and maintain accountable relationships with Indigenous Communities

- Build accountable relationships with Indigenous communities in support of self-determination through education, training and applied research*
- Consult with the Indigenous Advisory Committee to ensure the effective implementation of the IEP
- Foster respectful partnerships with Indigenous organizations
- Increase understanding and reciprocity among Indigenous and Non-Indigenous peoples
- Provide training on decolonization and cultural safety to all college employees

Ensure Indigenous pedagogy and content is reflected in the Program Approach

- Include Indigenous knowledge, issues and pedagogical approaches in programs
- Create a cultural space for Indigenous students
- Collaborate with Indigenous communities to develop resources and support for alternative progression through programs
- Increase knowledge of Indigenous research methods
- Recognize the diverse lifeways of Indigenous students

Success Indicators Include:

- Recruitment, hiring and retention of Indigenous employees
- Recruitment, support and success of Indigenous students
- Increase in programs and/or courses integrating Indigenous content
- The development of ongoing institutional relationships with Indigenous communities

* From the Indigenous Education Protocol, <https://www.collegesinstitutes.ca/policyfocus/indigenous-learners/protocol/>.



4 Focusing on Sustainability and Innovation

The Vanier College commitment to sustainability and innovation is evidenced by the integration of these focus areas into academics, extra-curricular activities, and operations. Operations at the college are dedicated to sustainable actions and practices that will contribute to the reduction of our carbon footprint. Innovation, both within academic areas and without, ensures best practices that result in evidence-based solutions to complex problems. The many and complex issues that affect our world demand innovative solutions and an ideological outlook that generates change and transform beliefs and past structures.

It is in the use of innovative approaches to problem-solving that attitudes toward sustainability are guided. The United Nations “Greening Technical and Vocational Education and Training Guide” of 2017 made specific reference to these attitudes when it stated, “In practice, a whole institution approach suggests the incorporation of sustainable development not only through the aspects of the curriculum, but also through an integrated management and governance of the institution; the application of a sustainability ethos, engagement of community and stakeholders, long-term planning, and sustainability monitoring and evaluation.”

Focusing on sustainability and innovation will be attained by pursuing the following objectives and action items. Success will be measured based on the action items implemented, as well as other action items developed by the community.

Strategic Plan

Become carbon neutral by 2030 or 2050 at the latest

- Conduct an annual carbon audit
- Focus attention on the United Nations Accord dates of 2030 or 2050
- Identify and implement reduction and offsetting solutions
- Create incentives to encourage public and active transport
- Prioritize sustainability and energy efficiency in new and existing buildings

Integrate sustainability and innovation into daily college operations

- Integrate sustainability into procurement, purchasing procedures and contracts
- Improve monitoring and evaluation of waste management, procedures
- Protect and increase green space on campus
- Continue to commit to the Vanier Collective Gardens and other sustainable initiatives
- Aim for Silver AASHE certification, with a commitment to Bronze, at the minimum
- Develop “embedded and stable practices” and sustainability goals for institutions as per United Nations Technical and Vocational Education and Training (TVET)

Build innovative college spaces and initiatives that improve the Vanier experience

- Develop and support college spaces and initiatives that prioritize sustainability
- Develop and support STEM and STEAM spaces to increase collaboration across the college
- Ensure collaboration in social innovation spaces
- Encourage the use and development of outdoor classrooms, gardens and living labs
- Explore post-Covid 19 online learning and digital opportunities

Student Success Plan

Integrate sustainability into institutional culture

- Ensure that educational offerings are responsive to developments in sustainability
- Increase the delivery of environmental and sustainability education
- Integrate sustainable concepts and perspectives into programs

Develop community partnerships linked to sustainability

- Support student-led sustainability and climate change initiatives
- Create opportunities for students to conduct action-oriented research on climate change
- Collaborate across departments and programs to incorporate sustainability-related content

Encourage innovation that reflects societal needs

- Increase innovative practices within and between programs to address issues
- Create STEM and STEAM opportunities for students inside and outside academic programs
- Implement essential ICT (Information and Communication Technology) skills within disciplines and programs
- Implement the Digital Competency Framework across programs
- Promote ethical digital citizenship within programs
- Increase industry 4.0 practices in relevant programs

Build relationships with external partners through applied research opportunities

- Increase collaborative research projects that have a social benefit
- Increase grant applications for applied research opportunities
- Improve interdisciplinary research opportunities
- Develop partnerships that build innovative practices and use innovative technologies

Success Indicators Include:

- The percentage of programs integrating sustainability and innovation
- The number of externally funded research projects
- The progress toward carbon neutrality
- The percentage of sustainability projects incorporated into college operations
- New construction and major renovation projects that have been LEED certified

Student Success Plan

5 Achieving Engaging and Inclusive Student Learning

Student learning that is inclusive and engaging demands an environment that focuses on the needs of students. The pursuit of academic success for each student prioritizes the learning process and enriches students' experience both inside and outside of the classroom, helping them to advance to their next challenge. High-impact practices enhance the learning experience for all students, recognize the diversity of the student population and honour Indigenous ways of learning.

Achieving engaging and inclusive student learning will be attained by pursuing the following objectives and action items. Success will be measured based on the action items implemented, as well as other action items developed by the community.

Support the development and design of student-centered pedagogical approaches in both courses and programs

- Facilitate the development of active and collaborative learning approaches
- Support the creation of assessments for learning
- Facilitate the implementation of learning approaches tailored to the diverse talents and needs of students
- Improve student literacy, numeracy, and digital skills
- Identify and work to eliminate obstacles to student success

Support innovative, flexible, and experiential learning approaches that benefit various learning styles inside and outside the classroom

- Develop local and global opportunities that engender cultural awareness among students
- Develop structures to support student research
- Provide pedagogical strategies and tools for digital teaching and learning
- Further interdisciplinary collaborative learning opportunities
- Explore post-Covid 19 flexible learning options

Offer a full range of support for quality teaching

- Offer ongoing opportunities for faculty onboarding, mentoring, and reflective practice
- Provide training on inclusive pedagogical approaches
- Provide support for teacher-led pedagogical research and innovation
- Ensure program progression and pathways are coherent and meet the needs of students
- Develop resources for the implementation of academic institutional policies

Strengthen the Program Approach and Competency-Based Education

- Engage students through authentic assessments and learning activities
- Implement policies and processes that promote quality in programs of study
- Further the development of transversal competencies
- Support departments and program committees in ensuring that programs are coherent and relevant to students
- Reinforce the role of General Education in all programs

Optimize college spaces and technology to support innovative pedagogy and student wellness

- Improve design standards and functionality in classrooms
- Establish shared spaces for pedagogical innovation
- Provide more study rooms and versatile spaces for group work
- Use space to promote a sense of community and student engagement

Success Indicators Include:

- Strategic Enrollment Plan
- Student Satisfaction and other survey data
- First Semester Success Data
- Third Semester Retention Data
- Graduation in PT+2
- Monitor the creation of innovative practices that impact college life

A photograph showing a group of diverse students in a classroom. In the foreground, a young woman with dark hair is looking towards the right. Behind her, other students are visible, some looking at a screen or paper. The setting appears to be a modern educational environment.

6 Supporting the Holistic Well-Being of Students

To support holistic well-being is to recognize all dimensions of students' wellness including the social, emotional, physical, spiritual, financial, environmental, intellectual and cultural aspects of their lives. Supporting wellness improves learning and promotes academic success. A holistic understanding of students from all racial backgrounds, genders, and abilities demands collaboration across college services and departments and promotes the multi-faceted elements of student wellness both inside and outside the classroom.

Supporting the holistic well-being of students will be attained by pursuing the following objectives and action items. Success will be measured based on the action items implemented, as well as other action items developed by the community.

Enhance student access to programs and services

- Increase opportunities for peer tutoring and mentoring
- Improve accessibility and navigability of services to students
- Increase access to services for Continuing Education students
- Increase the knowledge and understanding of mental health and wellness in the Vanier community

Foster a safe, supportive, and collaborative climate

- Support the development of pedagogical approaches that create a supportive classroom climate
- Provide support for teachers, staff and students to gain a better understanding of the continuum of sexual violence prevention and response, in keeping with the obligations of Law 151 and the Sexual Violence Prevention and Response Policy
- Develop support and training around issues of race-based violence and systemic racism
- Raise awareness of the resources available to students
- Improve communication and collaboration between services
- Improve the understanding of how neurodiversity affects the needs of students

Facilitate the transition to college studies

- Develop a more comprehensive understanding of incoming students
- Develop resources to facilitate the acquisition of basic first-year skills
- Provide orientation that is responsive and engaging
- Encourage cohort identity through extracurricular participation

Enhance the student experience

- Encourage co-curricular activities outside the classroom
- Promote opportunities for social connection
- Create safe spaces for engaging in sensitive conversations
- Create opportunities for connecting with Nature
- Promote wellness activities for students

Success Indicators Include:

- Student satisfaction and other survey data
- First semester success rates
- Third semester retention rates
- Graduation in PT+2

7 Building Respect for Diversity and Removing Barriers to Racial and Social Equity

The college is committed to equity, diversity and inclusion and acknowledges the work we must undertake to address social inequities within our practices. The framework to advance this focus area rests on awareness, skills, resource development and equitable actions. It is through the collective work of the community that we will understand our implicit biases and the actions required to remove systemic barriers based on gender, sexuality, disability, ethnicity and religion.

Building respect for diversity and removing barriers to racial and social equity will be attained by pursuing the following objectives and action items. Success will be measured based on the action items implemented, as well as other action items developed by the community.

Identify and remove systemic barriers to student admission and retention

- Develop a plan for recruiting, retaining, and supporting students with financial needs
- Develop resources to support alternative progression through programs
- Evaluate entrance requirements and criteria to ensure access
- Better promote and support the personal and academic success of marginalized students
- Identify gender imbalances in programs

Ensure accessible and inclusive student learning opportunities

- Increase awareness and understanding of intersectionality, gender equity, anti-racism, anti-Semitism, Islamophobia, and other social constructs
- Develop training on universal design to enhance the student learning experience
- Encourage the development of course content that reflects the diversity of Vanier College students
- Provide teacher training to expand the diversity of representation within course content

Increase accessibility on campus

- Continue to improve wheelchair accessibility
- Increase the availability of gender-neutral facilities
- Increase multi-lingual signage

Success Indicators Include:

- The increase in accessibility within and around the college

Compiling information for the Strategic Plan and Student Success Plan has been the result of a fully collaborative process.

Consultation Process

The Vanier College community has been involved in the consultation process throughout 2019-2020 and 2020-2021. Surveys to faculty, staff and students allowed for the identification of key focus areas which became the orientations for the combined Student Success and Strategic Plan.

Data from the various surveys was compiled and collated. That data was shared during an Institutional Day held in January of 2020 where staff, faculty, students and administrators participated in activities to help home in on the areas requiring most attention and focus. Main objectives and actionable items demanding attention over the next five years were identified through this collaborative exercise. The Vision Statement of the college was reviewed and modified to reflect current trends and social responsibilities.

Institutional Day was only the beginning of several community consultations which helped to define future orientations. The extensive exchange of ideas by various groups in the college has made this current Strategic and Student Success Plan the result of a fully collaborative process.

Throughout the 2020 year, presentations were ongoing, and participants were invited to consultative events. Presentations and updates were held during various meetings such as Joint Coordinators, Academic Council, and the Vanier College Board of Directors. Communication of the information from those meetings was disseminated throughout the college community by means of Intercom, the college's internal newsletter.

A survey circulated in the fall of 2020, provided students with the opportunity to define student success. For most students, this meant academic success and so it is a core value in the plans and considerations of the college's strategic orientations. The views and ideas expressed by students and teachers were prioritized in the formulation of the new Plan. This result could only be achieved by extensive community consultation, of which the College is very proud.

During the winter and fall of 2020, as plans were being drafted, the global pandemic halted all activities. Vanier College's Board of Directors approved an extension from June 2020 to June 2021. This allowed for continued public and community consultation and further development of the plans. Academic Council recommended the Strategic and Student Success Plan in early June 2021 and the Board of Directors approved it shortly thereafter.

Annual Review Process

An annual system of review of the plan will be established that will review work plans in the context of the Strategic Plan and Student Success Plan. This will ensure alignment between the activities of the various sectors at the college with the Strategic Plan and Student Success Plan. The Management Executive Committee — composed of the Directors, the Academic Dean and the Director General — will review their annual work plans in the context of the Strategic Plan and Student Success Plan, as will the Academic Steering Committee composed of the Deans and the Academic Dean. The review process will include an annual report on progress to Academic Council and the Board of Directors. Academic Council will have the opportunity to recommend changes to the Strategic Plan and Student Success Plan. These changes will be reviewed and approved by the Board of Directors. These objectives will reflect the priorities in the work plans of both the Director General and Academic Dean. Modifications to the Strategic Plan and Student Success Plan will occur annually in this context.

There were diverse and specific concerns expressed in meetings that may have evaded the attention they deserved. Though no strategic plan can accommodate and prioritize all the concerns of the college community to everyone's satisfaction, the College values the input of all committed groups that came forward to express their concerns and expectations. Furthermore, the initial approval of the Strategic and Student Success Plan does not mark the end of consultation. In fact, the Director General and Academic Dean encourage groups and individuals to continue to voice their concerns, large and small, to help move the college forward over the next five years.

Acknowledgements

Thanks have to be given to all participants and committees that were engaged in the process of drafting the plan. The Steering Committee and the writing committee were instrumental in determining and defining the process and the path forward. Subject experts helped form future needs and areas of development requiring focus. Based on evidence collected throughout the preparatory stages of the plan, the Management Executive Committee and the Academic Steering Committee helped ensure the plan focused on areas of importance and significance to Vanier College as it moves into a new period of growth and development.

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