



LaSalle College
Vancouver

LASALLE COLLEGE VANCOUVER

Strategic Plan 2017–2020





INTRODUCTION & PLAN PREPARATION

The schools that make up LaSalle College Vancouver (LCV) have a long history of providing quality education to the students of British Columbia.

The College traces its origins back to 1979 with the Buttertree School of Sound which later became the Center for Digital Imaging and Sound. The school was acquired by the Art Institutes in 2002, along with the Institute of Digital Arts and the Information Technology Institute. In 2003 the famous Dubrulle International Culinary & Hotel Institute of Canada became part of the combined schools, known collectively as The Art Institute of Vancouver. In 2017, the school became a member of the LCI Education network and changed its operating name to LaSalle College Vancouver. Later that year, campus operations were amalgamated into one main location.

LCI Education traces its Canadian roots back to LaSalle College in Montreal, which was founded in 1959. Present today on five continents, the LCI Education network consists of 22 select higher education institutions in cities such as Montreal, Barcelona, Melbourne, and Jakarta, just to name a few.

The 2017-2020 Strategic Plan seeks to enable LCV to achieve its vision of becoming one of Canada's premier providers of creative arts education. The Plan is guided by LCV's mission and the common values it shares within the LCI Education network of institutions.

The plan is modeled on LCI Education's strategic plan for 2015-2018 and informed by data and testimony gathered from internal and external stakeholders including faculty, staff, employers, industry professionals, and many more.

The strategic planning process began during the months of April and May 2017 with the gathering of secondary research supported by consultations that were held within each functional department. The departments formed focus groups to gather data, stakeholder perspectives and provide input to a SWOT analysis. During the same period, Program Advisory Committees made up of industry professionals provided feedback on curriculum and future industry trends. The results of these consultations formed the basis of the draft plan which was developed by the Executive Committee in several sessions between June and July 2017. The first phase of the plan was presented to the Board of Directors for approval in July 2017. Subsequent phases were presented to the Board in August and September 2017. During each review, the Board has provided valuable feedback for revision and improvement of the plan.

The plan development was stewarded by members of the college's Executive Committee:

- Dr. Jason Dewling, President
- Kathryn Bridge
- Diego Do Livramento
- Julien Gilbert
- Robin Hemmingsen
- Milan Petrovich
- Teresa Vaccaro

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VISION

To be one of
Canada's premier
providers of
professional
creative arts
education.

LaSalle College Vancouver in 2020:

“LaSalle College Vancouver is one of Canada's premier providers of professional creative arts education in Canada. LaSalle College Vancouver graduates are dominant in the BC creative arts sector in every field, and are in demand around the world. Our students come with creative passion and skills which are merged with relevant technologies and experiences. This convergence of creativity and technology leads to job ready skills and enables our graduates to contribute to society both socially and economically. They are thought leaders in the industry.

Employers visit the campus long before graduation to compete for the attention of LaSalle graduates. Our faculty are inspirational and implement engaging pedagogical practices. LaSalle College Vancouver's reputation for academic excellence puts our faculty in high demand as industry experts.

Students are drawn to LaSalle College Vancouver because of its prestigious reputation for academic rigour, student experience and proven ability to inspire students to reach their personal and creative potential. The workplace draws the best growth-minded academic, administrative and management talent, who are attracted by both the prestigious reputation of the College, and a challenging workplace that draws the very best out of everyone. Employee satisfaction is consistently high and the exemplary culture sets standards of performance excellence for both the industry and the LCI Education Network.”



Dr. Leslie "Skip" Triplett
Chair



Claude Marchand
Vice Chair & Secretary



Piero Greco
Treasurer



Dr. Jason Dewling
*President of LaSalle
College Vancouver*



Mary Boni
Member



Robert Campbell
Member



The Board has been actively involved in the formation, development and approval of this strategic plan. We believe this plan establishes LaSalle College Vancouver as a premier creative arts school within Canada and one of British Columbia's shining examples of private education. It reinforces our values in a way that honours students and staff. The plan was formally endorsed by the Board in our November 16, 2017 regular meeting and will form the basis of an accountability document for staff, faculty, administration, and the Board.

Dr. Leslie "Skip" Triplett
Board Chair

MISSION

To offer quality creative arts education that is comprehensive, current with labour market needs, and encourages self-actualization within a global context.

VALUES (SHARED WITH LCI EDUCATION)

QUALITY

Care for the quality of work in all that is undertaken must be a leitmotif for all employees. The organization aims for nothing less than excellence in all its operations.

INITIATIVE

LCI Education believes in the importance of a sense of initiative, in each employee, when it comes to finding solutions to difficult situations that may occur at work. This quality enables employees to take calculated risks in order to achieve their goals.

CREATIVITY

Being open to change, inspiring innovation and continuously aiming for improvement are fundamental to maintaining a progressive edge. This openness nurtures constructive criticism in the working environment and encourages innovation.

MUTUAL CONSIDERATION

Mutual consideration, tolerance and respect for peoples' individuality and differences underpin an LCI Education – fostering employee motivation and satisfaction. Social and environmental issues are also at the heart of LCI's Education mission.

COMMITMENT

LCI Education's greatest strength resides in both the expertise and sense of belonging of the institution's staff. Here, they feel supported and fulfilled, understanding its corporate values, adopting its standards and working in harmony with their peers. To an LCI employee, the institution's successes are their successes, its failures theirs to rectify.

SHARING

The spirit of sharing is the essential LCI Education attribute that empowers the network. The institution's employees are called upon to share its successes, resources, knowledge and best practices.

SWOT ANALYSIS

STRENGTHS

- Comprehensive student services
- Specialized faculty from industry
- Recognized quality (through alumni reputation, awards)
- Program focus aligned with our vision
- Leverage of LCI brand/network
- Robust IT infrastructure and shared services
- Campus situated in a great location (Skytrain access)
- Modern facility with relevant technology to support instruction and productivity
- Flexibility in programming
- Multiple intakes
- Degree granting
- College provides affordable housing for students
- High employment rates of our students
- High quality, career building programs that set an industry standard
- LCI international reputation for fashion programs

OPPORTUNITIES

- LCI Global pathways
- Global markets diversification
- Strength of the creative sector in BC
- Adult learners and part-time studies
- Becoming an employer of choice
- Domestic student market is mostly untapped
- Alberta market is strong
- Predictive Analytics through Business Intelligence
- Vertical integration with other parts of LCI operations
- Shared curriculum with other LCI organizations
- E-Learning and applied research potential with Ellicom
- Increased public awareness
- Leverage LCI reputation for fashion
- Leverage partnerships with other private degree-granting institutions

WEAKNESSES

- Lack of enrolment plan, little to no program laddering or right-sizing strategies
- Cost of tuition is a deterrent for some
- Short term profitability focus by previous owners
- Technology upgrading within the building
- Lack of focus on the development and support of people
- Strong focus on operations, no time for strategy or process review
- No consistent faculty development strategy
- Lack of community relations/PR strategy
- Limited alumni engagement

THREATS

- Public schools increasing infrastructure and funding in similar programs
- Government and regulatory bodies skepticism of private education due to some challenging past experiences
- Decline of domestic high school demographics
- Cost of living in the region
- Competitors targeting our programs
- Cyclical nature of digital arts employment
- Price sensitivity in the domestic marketplace

ENVIRONMENTAL SCAN

The following environmental scan was produced through a rigorous review of trends in the industries we serve, the national and international landscape, and competitors in our educational space:

MACRO CONSIDERATIONS

- New NDP government creates uncertainty for private education due to negative policy views
- High School graduates to decline by 16% through 2025 in BC and 6% in Alberta
- International student population in BC has grown by 54% since 2012 and will continue to grow
- BC Creative sector identified as a growth sector
- BC Tech sector requires 200,000 more jobs by 2021
- Vancouver is the world's #1 VFX/Animation Cluster (VEC research)

COMPETITIVE LANDSCAPE

We have strong competitors in our region which include:

- Emily Carr considered top in Graphic Design
- Kwantlen considered top in Fashion
- Nimbus considered top in Audio
- Vancouver Film School considered top in Film, VFX
- Vanarts considered top in Animation
- Vancouver Community College considered top in Culinary

INTERNAL CONSIDERATIONS

- LCV is the only private degree-granting profession creative arts school in BC
- Design program population on the rise due to international student enrolment and reputation of LaSalle College Montreal
- Media program declining
- Audio program decline – 45 students, 30% of building footprint
- Interior Design degree not accredited (Council for Interior Design Accreditation)
- Culinary programs have a flat enrolment trend
- Key opportunities for growth in Fashion and Interior Design

STRATEGIES



Given the context of the previous sections of Vision, Mission, and Values along with the SWOT analysis and environmental scan, we embark upon a multi-year strategic plan with a focus on three main focus areas:



Academic Excellence



Operational Excellence



Student Experience & Success

STRATEGY: ACADEMIC EXCELLENCE



Indisputably recognized for academic excellence as one of Canada's premier providers of creative arts education.

STRATEGIC DIRECTION

Create and sustain a culture that supports teaching excellence and pedagogical innovation

2017-18 GOALS, ACTIONS & KPIs

1. Develop and implement a comprehensive professional development plan that supports faculty in the development of their teaching skills
2. Faculty will share best practices discovered during professional development activities
3. Structure a peer to peer evaluation and mentoring process
4. Quarterly and annual recognition of teaching excellence policy and process to be developed and implemented
5. Participate in LCI's pedagogical initiatives including teaching excellence awards and online training modules

2018-20 GOALS, ACTIONS, & KPIs

1. Implement a comprehensive professional development plan that supports faculty in the development of their teaching skills
2. Structure a peer to peer evaluation and mentoring process
3. Quarterly and annual recognition of teaching excellence policy and process to be developed and implemented
4. Participation in LCI's pedagogical initiatives including teaching excellence awards and online training modules

Offer current, differentiated, industry-driven programs

1. Comprehensive assessment of all program offerings and development of an annual enrolment plan
2. Development of an Academic plan for the next 3-5 years that supports a 30% growth mandate over that period of time
3. Sun-setting of low enrolled and low demand programs not tied to Vision
4. An assessment of all LCI partner programs to determine which programs could be offered in Vancouver that support our vision and complement our existing programs
5. Optimize program mix and capacity utilization to support growth
6. Develop an E-Learning Plan

1. Introduction of new programs aligned to our vision: five new programs over the next three years
2. Waitlists for 50% of our programs by 2020
3. Increased offerings of complementary professional development courses that are sustainable and profitable
4. Pursuit of "Best of" status for key programs
5. Implement a curriculum/program review process which requires cyclical review of programs that is primarily driven by faculty
6. Ensure we have active and dynamic annual program advisory committees
7. Implement an E-Learning plan with 20% growth over each of the next 3 years



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STRATEGIC DIRECTION

Exceed Provincial and National Benchmarks for Academic monitoring

2017-18 GOALS, ACTIONS & KPIs

- Graduation Rate**
Provincial benchmark (non-degree): 40% in 5 years or less
Provincial benchmark (bachelors): 45% in 5 years or less
- Job Placement Rate**
Provincial benchmark: 78%
- Retention Rate**
Provincial benchmark: 80.9%
- Loan Repayment Rate**
National benchmark: 85.2%
- Overall Satisfaction:**
Provincial benchmark: 92.6%
- Quality of Instruction:**
Provincial benchmark: 78%
- Practical Experience:**
Provincial benchmark: 71%
- Skills and Knowledge Useful in Current Job?** Provincial benchmark: 80%
<http://www2.bcstats.gov.bc.ca/Dashboard/>

2018-20 GOALS, ACTIONS, & KPIs

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STRATEGY: OPERATIONAL EXCELLENCE



Continuous and rigorous assessment of all corporate functions to ensure operational excellence and best use of resources and time.

STRATEGIC DIRECTION	2017-18 GOALS, ACTIONS & KPIs	2018-20 GOALS, ACTIONS, & KPIs
Embrace the new direction of Talent and Culture	<ol style="list-style-type: none"> 1. Attract, retain and develop excellent staff by reviewing the process used to attract, interview and onboard new staff 2. Develop campus Professional Development Plan to enhance institutional capacity and encourage a growth mindset. We will invest 1-2% of total payroll into Professional Development 3. Establish college policies, activities and events that support positive culture that reinforce our values 4. Develop a plan to offer flexible and comprehensive compensation plans, wellness programs, growth opportunities, leadership development, and succession planning 5. Review all compensation levels and develop pay grids for employee groups that align with the local market and with the LCI Education Network 	<ol style="list-style-type: none"> 1. By Fall of 2018, all Talent and Culture activities will have established progressive processes and checklists established to ensure our people management services are using current and meaningful practices 2. All goals are entered Taleo using SMART goals guidelines and we have 100% of employees go through an annual evaluation and formative assessment review process (By September 2018) 3. Be a healthy, inspiring workplace that cultivates well-being and high performance
Improve environmental and infrastructure sustainability, and provide a learning environment that is secure, safe, and fit for its purpose	<ol style="list-style-type: none"> 1. Audit: Each functional department to undergo a comprehensive review of policies and procedures by fall 2018 (IT, Culture and Talent, Facilities use and condition, Finance, Admissions, Student Services) 2. Space Utilization audit to be completed in summer of 2018 3. Comprehensive Facilities and Resources review 4. Implement sustainable practices 	<ol style="list-style-type: none"> 1. Annual review of facilities and learning infrastructure 2. Increased vertical integration of services within the LCI Education Network as well as LCV and CSLI 3. Develop a Facilities Master Plan and Infrastructure Capital Plan 4. Leverage LCI systems to improve operations: AGORA, CRM, Taleo, Clara, Omnivox

STRATEGIC DIRECTION

2017-18 GOALS, ACTIONS & KPIs

2018-20 GOALS, ACTIONS, & KPIs

Increase efforts towards financial sustainability	<ol style="list-style-type: none"> 1. Assess student acquisition costs and reduce student acquisition costs by 5% each of the next three years 2. Establish a rigorous and accurate budget process that encourages stewardship, fiscal restraint and accountability 3. Optimize revenue sources resulting in increasingly more positive financial statements 4. Maintain our Category 1 status with PTIB 5. Hire a Financial Analyst that can evaluate processes that support good fiscal and operational activities 6. Maximize the use of shared and contracted services to optimize resources 7. Add additional revenue sources at 1% per year 8. Development of a Risk Registry and Action Plan 	<ol style="list-style-type: none"> 1. Assess student acquisition costs and reduce student acquisition costs by 5% each of the next three years 2. Implement zero base budgeting for future budgets (FY18 and beyond) 3. Develop budgetary performance measures for each department based on yearly goals (FY19 and beyond) 4. Year over year increases in our EBITDA (earnings before computing interests, taxes, depreciation and amortization) 5. Ensure LCV financial sustainability by aligning resources with the College's Vision and deploying them in a sustainable and effective manner 6. Maintain our Category 1 status with PTIB 7. Conduct annual review of Risk Registry with action plan to mitigate risks
Admissions Revitalization	<ol style="list-style-type: none"> 1. Develop an Admissions plan that is LCV specific. (Win in our own Backyard) 2. Create targeted and multifaceted marketing campaigns to increase domestic enrolment (See Enrolment Plan) 3. Develop a standardized training program that results in getting Admissions staff into production faster, maintains currency and promotes teamwork: <ul style="list-style-type: none"> • Provide continuous learning that is sales focused • Establish an appropriate bonus/ incentive plan • Review admissions policies and procedures 4. Increase Brand awareness in Vancouver and surrounding area through events, advertising and community engagement 5. Develop a deliberate international strategy through identification of key countries 6. Leverage of Global Admission team by sharing in targets 	<ol style="list-style-type: none"> 1. Apply enrolment economics lens to right-size programs and maximize space utilization (FY18 and beyond) <ul style="list-style-type: none"> • Strategic Recruitment Plan for each program (FY18 and beyond) • Grow the Part-time studies (new market) for continuing professional education (FY18) • Implement a program costing model (FY18) • Implement a business case approach to expenditure (cost/benefit analysis) 2. Accountable and measured marketing and digital advertising 3. Increase our conversion rates in each area of lead generation overall by 1% per year for 5 years through the implementation of Business Intelligence, predictive analytics and better lead stewardship



STRATEGY: STUDENT EXPERIENCE & SUCCESS

Students will have an integrated student experience that focuses on personal and professional success which will result in greater self-actualization, high persistence rates, exceptional employment rates and exceptional campus life.



STRATEGIC DIRECTION

2017-18 GOALS, ACTIONS & KPIs

2018-20 GOALS, ACTIONS, & KPIs

Improve the engagement of the student experience in the learning environment

1. Annual assessment of student satisfaction through a comprehensive survey
2. Implement intervention measures for any course, instructor or program with less than 80% student satisfaction
3. Implement a September pre-intake program with a focus on integration, academic and student success

Implementation of the recommendations of student satisfaction survey

Improve Response Time to Student Inquiries: Immediate point of contact response time for inquiries and 24 hrs on e-mails

Faculty Training: One faculty training session per annum on student engagement

Extracurricular Activities: Student Affairs to hold at least eight activities per term

Student Association: Increase participation to 25 students

Student Mentorship: Each new student assigned a mentor

Student Survey Results: Quality of Instruction – 78% Provincial benchmark

Satisfaction with Staff on Student Survey: Goal of 90% satisfaction on student survey



STRATEGY: STUDENT EXPERIENCE & SUCCESS CON'T

STRATEGIC DIRECTION	2017-18 GOALS, ACTIONS & KPIs	2018-20 GOALS, ACTIONS, & KPIs	STRATEGIC DIRECTION	2017-18 GOALS, ACTIONS & KPIs	2018-20 GOALS, ACTIONS, & KPIs
<p>Continuously improve students' progression and retention through a data driven feedback loop</p>	<ol style="list-style-type: none"> 1. Development of an annual retention plan with integrated retention efforts across all divisions 2. Annual review of courses that have the highest failure rate 3. Develop and implement a Student Life Plan which includes social integration, housing and community integration 4. Evaluation of all student services and facilities to ensure we are meeting needs of students 	<ol style="list-style-type: none"> 1. Retention plan renewed annually with goal of achieving 90% or greater persistence rates 2. Annual review of courses that have the highest failure rate 3. Increased screening processes to ensure students are adequately prepared for success 4. Improve employment rates through more workplace-related experiences, co-op experiences and learning spaces modeled on industry 5. Continue to promote Career Services, Housing, Student Life opportunities and activities, Student Advising, Peer Mentors & Tutors, Admissions Advising, and Disability Support Services 6. Improve monitoring of Student experience through: <ul style="list-style-type: none"> Improve Student Surveys: Faculty Evaluations – once per course Student Satisfaction Surveys – once per year New Student Interviews: Academic Advisors to interview each new student Town Hall Meetings: Each department to hold quarterly town hall meetings Graduate Surveys: Exit surveys for every graduate Review: Quarterly review of survey results by Executive Committee 	<p>Promote sustainability, social inclusion, diversity and reconciliation through our staff, our students and our engagement with external partners</p>	<ol style="list-style-type: none"> 1. Resource sustainability plan to be developed by fall 2018 2. An Adhoc Diversity Committee will be established by spring 2018 3. First Nations will be acknowledged prior to every public event on campus 4. Engagement of Provincial officials by Board Chair and President at least twice per year 	<ol style="list-style-type: none"> 1. A Diversity Plan will be developed by fall 2018 2. In partnership with First Nations, an event will be scheduled twice a year 3. Hold one external event each quarter 4. Invite one external group to the campus each quarter 5. Engagement of Provincial officials by Board Chair and President at least twice per year 6. Annual review of outreach efforts by Executive Committee
			<p>Continuous Improvement in Student Experience</p>	<ol style="list-style-type: none"> 1. A complete assessment of the student experience from lead generation to alumni to be conducted 2. Alumni engagement to be developed and implemented through an alumni database 3. Increase occupancy in student housing to above 90% 	<ol style="list-style-type: none"> 1. Implementation of recommendations from review of student experience and updated annual review 2. Identify and celebrate local and LCI alumni success in the local marketplace through advertising and website (FY19) 3. Hold an alumni event each term (FY19)
			<p>Attract and educate an excellent and diverse body of students</p>	<ol style="list-style-type: none"> 1. Assess current domestic and international student population by program and implement a marketing strategy that supports both domestic and international recruitment 2. Development of new and relevant admission standards 3: Launch of new High School Strategy 	<ol style="list-style-type: none"> 1. Monitor and assess on a quartile basis international and domestic recruitment approaches to ensure an optimized marketing approach 2. Annual review of Admission process 3. Annual review High School Strategy



LCI EDUCATION
22 campuses
5 continents

ABOUT LASALLE COLLEGE VANCOUVER

Established in 1998, LaSalle College Vancouver (LCV) is a boutique design school accredited by Private Training Institutions Branch (PTIB) of the Ministry of Advanced Education of British Columbia and which meets the provincial British Columbian Education Quality Assurance (EQA) standards. LCV offers over 35 exciting applied arts programs in the fields of Fashion, Game Design & VFX, Audio & Film, Culinary, Interior Design, and Graphic Design, with credentials ranging from Bachelor degrees to certificates. E-learning programs are also offered in Fashion Marketing, Administrative Assistant, Video Game 3D Modeling, Interior Design, Graphic Design – Branding and Event Planning and Management.

ABOUT THE LCI EDUCATION NETWORK

LCI Education traces its origins back to LaSalle College in Montreal, which was founded in 1959. Present today on 5 continents, the LCI Education network consists of 22 select higher education institutions, and some 1,500 employees offering instruction to over 10,000 students throughout the world each year. LCI Education is also known as a leader in online training in Canada. LCI Education encourages program harmonization across the various countries in order to ensure greater flexibility, better control over the quality of its services and respect for cultural diversity.

MAKE CREATIVITY YOUR WAY OF LIFE

 **LCI EDUCATION NETWORK**
MEMBER