

BC Colleges Strategic Retreat Summary

June 20 – 21, 2016



BC COLLEGES

Agenda – Day 1

(Lane Trotter)

Morning	
9:15 – 9:30 am	Retreat Objective
9:30 – 10:30 am	Strategic Priorities for Colleges
10:30 – 10:45 am	BREAK
10:45 – 11:00 am	Strategic Priorities cont'd
11:00 – 11:45 am	Three Breakout Groups - activity
11:45 – 12:25 pm	LUNCH

Afternoon	
12:30 – 2 pm	Presenter: George Abbott
2:00 – 2:15 pm	BREAK
2:15 – 3:20 pm	Four Breakout Groups - activity
3:30 – 4:30 pm	Reporting Back - Top Priorities
4:30 – 4:35 pm	Wrap-up and Day 2 Agenda
6:30 – 8:00 pm	Group Social Event

Retreat Objective

(Lane Trotter)

Develop shared agreement on the strategic priorities, communications plan and advocacy going forward, with a focus on the period September 2016 to June 2017

Context & Current State

(Colin Ewart)

Public Opinion (IPSOS – May 11)

- BC Liberals have support of 42% of decided voters (6 point over NDP at 36%)
- BC Liberal lead driven mostly by millennials (18-34 years) - highest level of support; highest prov. govt approval, and highest levels provincial right direction sentiment
- BC'ers split right down middle in assessments of job BC govt is doing today: 48% things heading in right direction, 34% say things on wrong track
- By region, NDP leads on Vancouver Island (39%NDP to 32% BC Libs), BC Liberals have a large lead in interior/North (44% BC Libs, 28% NDP), and smaller lead in Metro Vancouver (44% BC Libs to 39% NDP)

Public Opinion (Insights West - May 10)

- Two-in-five (39%) say govt done a good job dealing with economy and jobs; third satisfied with way crime + public safety (34%) and environment (32%) handled
- One third (34%) approve of performance of Premier, while three-in-five (59%) disapprove. Approval rating for NDP leader John Horgan stands at 40%
- BC NDP in first place with support of 40% of decided voters, followed by BC Liberals with 34%, the BC Green Party with 14% and BC Conservatives with 10%

Context & Current State

(Colin Ewart)

Government (AVED)

- **Status quo budget** – budget is flat (next 3 yrs)
- **SIF** – 90 projects considered; up to \$300M from Feds, match by BC; 22 mos to complete; fundraising element
- **Jobs Blue Print** – year 3 of 3, core govt priority; skills “gaps” incl. technology not just trades; **CoOps**
- **Applied Research & Innovation** – labour relations and mandate policy review
- **Aboriginal Service Plan** – limited \$ increases; Feds funds not at past levels; All Chiefs in Sept
- **ABE** – no reverse in policy; new approach requires AUG applications
- **International Strategy** (BCCIE) – 3 year “refresh” by September; trade missions (i.e., India); Northern Mkg
- **Sexual Violence & Misconduct** legislation – policy guidelines forthcoming; independent expertize
- **K-12 curriculum** changes – competency portfolio; under development
- **ASD** – driving internal process and policy review; expecting cost savings and ROI; **network connectivity**
- **Performance metrics** and reporting – under review
- Increasing use of government **data** sources (data warehouse) for analysis and decision making
- **Excluded Compensation** – PSEA creating compensation plans for October
- **Board Orientation** Manual – new module for all Boards
- **Election** season – visits; announcements; no surprises; positive news; limited Fall Legislative session

Strategic Priorities for Colleges

(Colin Ewart)

Pre-Retreat Materials... Overview of **Highlights**

1. June 2015 – BCC 3 year Advocacy Strategy
2. Conference Board Research Findings
3. College TRC Survey Findings
4. Input - any other strategic priorities

Strategic Priorities for Colleges

Highlights June 2015 – BCC 3 year Advocacy Strategy

- Retreat 2015 established eight investment recommendations for government. Jan 2016 - AVED asked for **four** proposals...

Prioritizing Government Surpluses Through Investment In Infrastructure

- **Capital Renewal Of College Facilities:** A capital renewal strategy that introduces a multi-year investment plan to significantly increase funding for routine maintenance
- **Trades & Technology Equipment Matching Program:** \$5 million per year for three years starting 2016/17

Protecting Priority Services & Keep Life Affordable for Families

- **Expand Community-Based Delivery For Aboriginal Learners:** Doubling funding to the Aboriginal Service Plan program
- **“My Student Is Your Student”:** A Strong Transfer System Benefits BC: \$500K of one-time funding to develop and implement a system-wide project that identifies options and requirements for a BC Post Secondary Credential Framework
- **Transition Students To The Workforce Faster:** \$750,000 for the development and pilot of a Dual Credit Framework

Ensure Industry Is More Competitive

- **Produce More Graduates For High-Demand Jobs:** A 3 year plan, starting with \$15 M annually in funding for high-demand programs for 2016/17, increasing to \$30 M in 2017/18, and \$45 M in 2018/19
- **Accelerate Investment In Innovation To Drive Growth with SMEs:** Allocate \$3 million of one-time funding in 2016/17 to better leverage BC's portion of federal funding to support innovation between colleges, business and industry
- **Universal College Programs:** Allocate \$650K of one-time funding to enable the college system to develop and pilot four sector wide courses of high provincial priority (healthcare, sales & service, business & finance, and trades & technology)

- **(New) Balanced Scorecard approach to College Performance**

Strategic Retreat June 2016



Strategic Priorities for Colleges

Highlights Conference Board Research Findings (*report under development*)

- BC's skills gap costs economy \$7.9 billion in foregone GDP and \$1.8 billion in lost tax receipts annually
- BC's labour market and provincial economy are heavily reliant on skilled workers with post-secondary education. Today, approximately 70 per cent of all jobs in B.C. are held by workers with post-secondary education
- Reliance on workers with post-secondary education has increased in recent decades. As recently as 1991/1992, the share of jobs held by individuals with post-secondary education and those without was evenly split at 50/50
- Province-wide drive towards higher levels of skilled labour is expected to continue. By 2025, an estimated 77 per cent of B.C. jobs will be held by individuals with a post-secondary education
- B.C. employers have strong concerns about the future availability of skilled workers in the face of an aging population and rising retirement rates
- PSE institutions have a vital role to play in providing skilled graduates to fill the majority of the 935,000 projected job openings through 2024
- Demand for PSE-educated workers in the B.C. labour force is rising, quickly and continuously
- In the next 3 to 5 years, 9 out of 10 B.C. employers will undertake up-skilling in their places of business
- B.C. employers would like to see the province's PSE institutions place more emphasis on work-integrated learning, including co-operative education, internships, mentoring, and capstone projects

Strategic Priorities for Colleges

Highlights College TRC Survey Findings

- **Overall:** BC Colleges expect to step up the level of activity and commitment to Indigenous activities, relative to their current involvement, over the next 3 – 5 years

Culturally Appropriate Curriculum:

- Colleges including Aboriginal context in professional programming + credentials. Not predicting a significant change in levels of activity + engagement next 3-5 years
- Institutions do predict a significant change in the inclusion of Aboriginal contexts in general programming. 8 out of 10 institutions predicted high levels of activity and engagement moving forward
- Some institutions predict shift towards moderate level of activity relating to creating specific Aboriginal Credentials

Learner Success Activities:

- Ensuring access and decreasing barriers was strong or moderate area of focus for all. Almost all predict that this will increase
- Predict significant shift in story telling and promotion of success of the initiatives underway
- Predict moderate shift to higher levels of engagement and activity relating to increasing the numbers of credentials obtained by Aboriginal learners

System Redesign

- Biggest area of current and future activity is in the area of Post-Secondary Collaboration and Partnership with Aboriginal Communities
- Predict high activity and engagement around changing institutional culture to reflect and respect Aboriginal ways of learning and knowing
- Increased activity/commitment to provision of training or engagement of employees to bring awareness to an Aboriginal context.
- Increased level of activity in reporting successes around programming or institutional changes

Breakout Group Activities

1. Break into Three Assigned Groups
2. Focus on 2 parts
 1. Discuss and confirm top 1-2 priorities for Colleges up to June 2017
 2. Discuss and confirm top 1-2 priorities for Colleges post June 2017 to 2019
3. Groups will be self organizing and reporting
 1. Chair / Time Keeper / Recorder (using PPT template) / Presenter

Breakout Groups

(Colin Ewart)

Group A - Copper Room	Group B - Silver Room	Group C - Brass Room
Lane Trotter - LC	John Bowman - NIC	Angus Graeme - SC
Andrew Hay - OC	Bryn Kulmatycki - NLC	Anndra Graff - NLC
Christine Ulmer - OC	Charlotte Kishner - OC	Heather Jackson - COTR
Colin Fowler - NIC	Dianne Teslak - COTR	Henry Reiser - CNC
David Walls - COTR	Jessica Hogg - NWCC	Ian Humphreys - LC
Gary Leier - SC	Jim Hamilton - OC	Joan Yates - CC
Jay Notay - CNC	John Boraas - CC	Laurel Campbell - NWCC
Justin Kohlman - NWCC	Karen Wilson - VCC	Lisa Fisher - LC
Loren Lovegreen - NLC	Kathryn McNaughton - VCC	Peter Nunoda - VCC
Marlene Kowalski - VCC	Maggie Keczan - SC	Roy Daykin - OC
Randall Heidt - NIC	Pat Bowron - COTR	Stan Chung - COTR
Sherri Bell - CC	Sue McAllister - CNC	Tony Bellavia - NIC
Susan Hunter - NLC	Viktor Sokha - LC	

Guest Presenter

George Abbott

- Presentation followed by roundtable discussion / Q&A
- **Presentation provided separately**

Breakout Group Activities

(Colin Ewart)

Group D - Communications Leads

- Meet to discuss **positioning** and **communications priorities** (focus on Sept 2016 – June 2017)
 1. Priority Activities
 2. Shared Approach – including roles
 3. Resources
- Input from AVED & ITA communication leads
- Output shared during Day 2

Breakout Groups

Group A Copper Room	Group B Silver Room	Group C Silver Room	Group D Brass Room
Lane Trotter - LC	John Bowman - NIC	Angus Graeme - SC	Joan Yates - CC
Andrew Hay - OC	Bryn Kulmatycki - NLC	Anndra Graff - NLC	Christine Ulmer - OC
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Sherri Bell - CC	Viktor Sokha - LC		

Reporting Back

(Colin Ewart)

Top Priorities: 1. To June 2017 2. To June 2019 (3 years)

1. Group A presentation
2. Group B presentation
3. Group C presentation

Summary of Group Priorities

Group Summary Top Priorities: 1. To June 2017

Group A

- Indigenization or support for aboriginal
- Infrastructure IT – required platform for innovation

Group B

- Aboriginal / Indigenization
- Applied Research

Group C

- Colleges as drivers of workforce integration - job creation / success stories.
- Colleges as drivers of innovation - solving tomorrow's problems today

Group Summary Top Priorities: 1. To June 2019

Group A

- Profile / marketing
- Sustainability – redesign to a more sustainable business enterprise

Group B

- Changing societies' perception on the value of college education
- Sustainability – Fiscal; HR & Talent; Infrastructure
- Social and Economic Development

Group C

- Driving the competitiveness and prosperity agenda (from self serving to serving society)
- Drive/lead/define vision of the PSE system rather than react to the “vacuum”.
 - address consequences of: demographic, healthcare, learning for life, entrepreneurship, knowledge economy shift

Day 1 Wrap up

- Day 1 progress
- Day 2 Agenda

Agenda – Day 2

(Lane Trotter)

Morning	
8:15 am	Arrive at meeting
8:30 – 8:45	Strategic Priorities
8:45 – 9:55	College Positioning
9:55 – 10:00	BREAK
10:10 – 11:00	Communication Plan
11:00 – 11:30	Advocacy & Influencer Strategy
11:30 – 11:45	Retreat Wrap-up – Next Steps

College Positioning

(Joan Yates)

1. Presentation
2. Roundtable discussion
3. Agreement - positioning statement & shared approach

College Positioning

Who operates in our market?



B C C O L L E G E S



Positioning – Key Questions

Shared Campaign and alignment is essential...

Who is our primary audience?

- Government (Political & Public servants)
- Students (incl Mature) & Families
- Business leaders

How do BC's colleges create market value?

As a system we create value for BC by supporting economic activity through helping business with skilled employees, locally

Who are our primary customers?

Students; Employers

How are we different?

Applied Learning; Program flexibility & speed; Accessibility

Communications Plan

(Randall Heidt)

1. Communications Plan: focus on September 2016 – June 2017
 1. Priority Activities
 2. Shared Approach – including roles
 3. Resources
2. Roundtable discussion
3. Agreement

#BCColleges – Key Message Ideas

1. B.C.'s colleges propel industry. Collaboration with employers enables us to responsively deliver non-traditional, innovative education and training for a high-skilled workforce
2. Collaborating with employers enables BC Colleges to deliver non-traditional, responsive, innovative education and training for a highly-skilled workforce and evolving economy
3. B.C.'s colleges build communities. We transform lives and drive the socio-economic health of the province by providing supportive, practical career training and academic pathways for everyone

#BCColleges – Campaign Taglines

1. Training you for tomorrow's careers today
2. Experience applied innovation in action
3. Experience applied learning and innovation in action

#BCColleges – Campaign Tactic Ideas

1. **Online Campaign:** “#BCColleges *worked for me...*” – focus on student success stories; link to [Retreat Priorities – Innovation & Aboriginal](#)
2. **Regional Presidents Meeting** – Media Release: meeting and talking about...
3. **Online Newsletter:** BC Colleges “What’s Happening” – interesting stories that align with government priorities

Advocacy Strategy

(Colin Ewart / Denise Amyot)

1. Approach & typical content
2. Steps to develop a shared advocacy strategy
3. Linkage with CICan & support

Advocacy Strategy

Approach & typical content

Create “Strategy Map” – *for period Sept 2016-June 2017*

“Map” document defines:

- Goals – Primary & Secondary
- Key Dates
- Hi Level Strategy
- Must See
- Nice To See
- Champions
- Key Influencers
- Detailed Activities – Sep-Nov; Dec; Jan-Mar; Apr-May; Post election

Assign roles and task; develop advocacy support materials; coordinate roll-out with Presidents (October+...)

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Advocacy Strategy

Steps to develop a shared advocacy strategy – July to mid Sept

1. Use outcomes from 2016 Strategy Retreat
2. Assess priorities “fit” with government priorities
3. Assess existing “case for support” materials; develop materials as required
4. Draft “Strategy Map” – share/discuss/agree with COP in September
5. Define “roll-out” plan – including linkage with Communications Plan

Advocacy Strategy

Linkage with CIGan & support: CIGan Priorities:

1. Applied Research
2. Aboriginal access and upskilling
3. Employment opportunities – information; apprenticeships; youth

New national strategy for 2017/18 Federal Budget

New Government Relations Network; Increased collaboration with BC Colleges

Wrap-up – Next Steps

Lane

- Next Steps
- Feedback

John

- Farewell comments