



DOUGLAS COLLEGE
Strategic Plan



DO WHAT YOU LOVE.
Be good at it.

[DO WHAT YOU LOVE. Be good at it.]]]

[Contents]]

- 2** Introduction
- 3** About Douglas
- 4** Core purpose, vision and values
- 6** Core commitments
- 8** Theme #1: Applied academic programming
- 10** Theme #2: Vibrant College campuses
Theme #3: Diversified international education and engagement
- 12** Theme #4: Engaged alumni and donors
Theme #5: Transformative student experience
- 14** Conclusion

[INTRODUCTION]



2

As the largest college in British Columbia, Douglas College plays a critical role in the sector, providing the most affordable, most accessible post-secondary education in the province to tens of thousands of students each year. It is through this lens that, every five years, the College embarks on a strategic review process. Each time we ask, “Are we going in the right direction?” “Is this what our students and our communities need from us?” and, “What else could we be doing?” It is a deliberate, iterative process that we try to insulate from sectoral trends and societal fads through intensive research, collaboration and consultation.

The result, we hope, is an honest assessment of our successes and failures, a check on our trajectories and an opportunity to tack in new directions – not because that’s the way the winds are taking us, but because it’s where we want to go.

So, where do we want to go? Looking at past plans and current feedback, there is a clear trendline: Douglas always seeks to do more. Whether it’s being an early adopter in international education, developing the most degree and post-degree programs of any college in B.C. or being the first college in Metro Vancouver to build student housing, Douglas College has a knack for finding gaps in the sector and purposefully working to fill them. This plan builds on that momentum, looking to leverage our experience and expertise to meet the needs of our students, our employees and the communities we serve.

[About DOUGLAS]]]



ESTABLISHED
1970

PROGRAM VARIETY



13 four-year degree programs



20+ two-year career programs



500+ academic courses transferable to universities nationwide



25,000+
students annually

THE LARGEST
COLLEGE IN
BRITISH
COLUMBIA



Our people



950+

Teaching-focused
faculty
who bring academic rigour
and real-world experience



850+

Staff and
administrators
who create an inspiring and
supportive environment

**DO
WHAT
YOU
LOVE.**



Be good at it.

Our motto reflects our unique blend
of applied and academic focus.

[CORE PURPOSE, VISION and VALUES]



Core purpose

We inspire our students to do what they love and be good at it, providing educational experiences that challenge and enlighten, and open doors to lives of passion and purpose.

Vision

To graduate resilient global citizens with the knowledge and skills to adapt, innovate and lead in a changing world.

Values

Honesty and integrity: We do the right thing. We treat one another with fairness and respect, and we model ethical behaviour in our academic, interpersonal and administrative practices.

Innovation and creativity: We challenge ourselves. We strive for excellence in our academic programs, our teaching, our student and employee services, and our administration.

Diversity and inclusion: We embrace uniqueness. We recognize, celebrate and support the cultural, ethnic, religious, physical and individual diversity of our students and employees.

Accountability and sustainability: We take the long view. We uphold our responsibility as careful stewards of the financial, physical and environmental resources entrusted to us.

Community and relationships: We care. We support one another and our community partners in our role to cultivate resilient global citizens and to advance a more prosperous, just and fair society.

[CORE COMMITMENTS]



Every new plan requires making critical decisions about strategic priorities and directions. Although this plan is focused on net new projects and goals, we still have core commitments that we have made in previous plans as well as other commitments inherent in our mandate, our core purpose, or that are otherwise crucial to the continued success of the College. These core commitments will continue to be an integral part of who we are as an institution.

Financial sustainability

Douglas College has a long track record of sound financial management. Following our value of taking the long view, we will continue to plan carefully and strategically to ensure that our finances remain healthy and that we are making calculated decisions and investments that are in the best long-term interests of our students, employees and communities.

Indigenization

We recognize that our journey of reconciliation is far from complete. Douglas College will continue to build on the learnings of our Indigenization Strategy, created in response to the Truth and Reconciliation Committee's Calls to Action. This includes developing welcoming campuses for Indigenous students, faculty and staff, building respectful partnerships with Indigenous communities, increasing Indigenous content in academic offerings and offering meaningful professional development for employees.

Equity, diversity and inclusion

Although Douglas College is already known for its welcoming, inclusive culture, we continue to strive to be better. Building on our Equity, Diversity and Inclusion Plan and our Accessibility Plan, we remain committed to fostering an equitable, accessible, diverse and inclusive community where all people feel a sense of belonging.

People and wellness

Our students and employees are at the core of what we do. Their success is the ultimate gauge of our success. We will continue to respond to their needs and ensure they have the tools and resources needed to grow. And we will continue to work on our Mental Wellness Strategy, designed to support students and employees in achieving mental wellness, while fostering a culture of resilience for all members of the College community.

Environmental sustainability

We recognize our responsibility to play a leadership role in the transition to a sustainable economy. Our continued goals include reducing the environmental impact of College facilities and operations, increasing our curriculum dedicated to climate change and sustainability, increasing engagement in climate change and sustainability issues in our communities, and ensuring administrative policies and processes include climate change and sustainability considerations.

[THEME [1]]



APPLIED ACADEMIC PROGRAMMING

With more degree and post-degree programs than any other college in B.C., Douglas is increasingly a destination of choice for both domestic and international students. But the labour market, and even the very nature of work, is changing faster than ever. To ensure our students have access to the most relevant programs, and that they graduate with the skills and knowledge they need to succeed, Douglas will invest significantly in program development and renewal.

Goals:

By 2030, Douglas College will:

1. Offer a wider range of high-quality credentials characterized by an applied focus and the integration of academic and experiential learning, making Douglas a destination of choice for more students.

This includes:

- More experiential learning and applied research opportunities for students in all faculties.
- An increased number of bachelor's degrees and post-degree programs in all faculties, distinguished by applied learning or applied research.
- New or expanded programs (e.g., PDDs, bridging programs) that enable individuals educated outside of B.C. to qualify or recertify to work in the province.

2. Equip all members of the College community with the digital and information literacy knowledge, skills and abilities needed to live and work in a rapidly changing world.

This includes:

- Developing a framework and principles for the effective and ethical use of digital tools across a variety of contexts, as well as a framework for digital property oversight.
- Launching strategies for the development of digital and information literacy.

THEME

[2]



VIBRANT COLLEGE CAMPUSES

In the digital age, it would be easy to overlook the importance of physical spaces for student learning and engagement. But, arguably, in-person options for studying, collaboration and interaction are more important than ever. Douglas College is committed to growing and improving our physical spaces to build an even stronger community.

Goals:

By 2030, Douglas College will:

- 1. Establish a new, comprehensive campus master plan to meet the current needs of the College while anticipating future growth, maximizing the benefit to the College's students and broader communities.**

This includes:

- A Coquitlam Campus plan, which may include options for student housing, a campus "heart" and expansion of collaboration and event spaces.
- Assessing and planning the future of the New Westminster Campus, which may include renovations to existing spaces and additional student housing.

- 2. Respond to the new operational demands and opportunities arising from the new academic and student housing building.**

This includes:

- Operational plans for the new academic building and student housing, factoring in new technologies and services.
- An enhanced New Westminster Campus cafeteria to accommodate increased food service capacity and diverse menus for the campus community and housing food program.

THEME [3]



DIVERSIFIED INTERNATIONAL EDUCATION AND ENGAGEMENT

As one of the pioneers of international education at a post-secondary level in British Columbia, Douglas College has long taken a purposeful approach to international learning and engagement. With over 90 countries represented on our campuses, diversity is a strength that the College will build on across all our faculties as we work to achieve our vision of graduating resilient global citizens.

Goals:

By 2030, Douglas College will:

1. Attract international students from a greater number of global regions.

This includes:

- Refreshing the international recruitment plan to further diversify markets and improve enrolment.
- Enhancing international admissions service options and strengthening processes to improve communications with prospective students.

2. Ensure that international students are well represented in programs across all faculties at the College, and that all faculties are providing international education opportunities.

This includes:

- Exploring and expanding international academic partnerships, pathways and articulation agreements with international institutions.
- Expanding, enhancing and increasing participation in “internationalization at home” activities on campus to foster intercultural competencies among all members of the College community.

THEME

[4]



ENGAGED ALUMNI AND DONORS

Since 1971, Douglas College has graduated more than 260,000 students – an alumni network that spans the globe. Now, more than ever, these alumni can support current students and support one another by staying connected and leveraging the opportunities of a global network of engaged individuals. From continued career development to building connections to donors, integrating philanthropy and alumni engagement across all faculties will enable further student and alumni success.

Goals:

By 2030, Douglas College will:

1. Design and launch a comprehensive alumni program to maximize the number of alumni engaged with the College

This includes:

- Growing the number of contactable alumni.
- Expanding engagement opportunities for alumni to connect with current students.

2. Build partnerships between the Foundation and Alumni Relations (FAR) team and other departments across the College to achieve strategic advancement initiatives.

This includes:

- Improving collaboration and connections throughout the College to promote FAR's ability to engage with and articulate the needs of the faculties.
- Expanding donor engagement opportunities to increase revenues.



TRANSFORMATIVE STUDENT EXPERIENCE

13

Surveys routinely highlight the supportive Douglas culture as being a high point in our students' journeys. With change occurring faster than ever, and with more pressures on students, Douglas seeks to continually improve and evolve the student experience to ensure it gives students what they need to help them succeed.

Goals:

By 2030, Douglas College will:

- 1. Enhance student engagement opportunities and resources that support learning, wellness and success, with accessible programming for all students living on and off campus.**

This includes:

- Developing integrated, holistic programming in support of shared student success outcomes and competencies.
- Creating a student assistant and volunteer leadership development program.
- Identifying and working with external partners to connect students to community-based learning opportunities and resources.

[CONCLUSION]



Already the largest college in B.C., Douglas is reshaping the concept of what affordable, accessible post-secondary education can be. Our key areas of change in this plan – in academic programming, the student experience, campuses and housing – will ensure that Douglas is poised to tackle B.C.’s most pressing educational challenges and opportunities head on. With new and enhanced programs, inspired spaces that encourage students to learn and grow together, and transformative experiences that will set our students up for success, this plan will position Douglas to meet the needs of students, employers and the communities we serve in today’s rapidly changing world.



This strategic plan would not have been possible without extensive input from the Douglas College community. Many thanks to the dozens of faculty, staff and administrators who attended the in-person and online engagement sessions, the Douglas College Board, student representatives and our many external partners for your valuable feedback and contributions.



New Westminster Campus

700 Royal Ave.
11 Eighth St. (Anvil Office Tower)

Coquitlam Campus

1250 Pinetree Way

Mailing address

PO Box 2503

New Westminster, BC V3L 5B2

Main switchboard

604 527 5400

STAY CONNECTED WITH US!

  