

VISION  2020

# LEARNING INTO THE FUTURE



A Report to the Community

The background of the image consists of numerous triangular rays of varying shades of orange and light orange, all radiating from a central point. The rays create a sunburst or starburst effect. The text "Thank you." is centered in the middle of the image.

**Thank you.**

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# CHAIR AND PRESIDENT'S MESSAGE

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In December 2010, as a board-driven initiative, our College embarked on an extraordinary community engagement process to set the direction of our College over the next ten years. We called this *Vision 2020*.

First, we engaged our Board, our executive, and our College leaders. Then at a major public event on May 12, opened by Mayor Naheed Nenshi, more than 1,500 of the College's staff, faculty, students, alumni and donors, as well as community visionaries, government officials, business leaders, and the public gathered together to share their vision for Bow Valley College at its best in the year 2020. Subsequent consultations with a further 500 internal and external stakeholders put the total number of participants to more than 2,000.

*Vision 2020* was a superb follow-up to the regional stewardship survey we carried out in southern Alberta as part of our College Regional Stewardship mandate. Between that survey and *Vision 2020*, we reached out to the 1.3 million Albertans we serve.

*Vision 2020* has been one of the largest community-based engagements ever held by a post-secondary institution in Canada.

The dreams, hopes, and expectations shared through this profoundly transformative process will serve as the foundation for the College's strategic planning over the next decade. By listening to the voices of our community, we have created genuine excitement for the future of Bow Valley College and have ensured that it will continue to meet the needs of the many diverse communities it serves as Calgary and region's only comprehensive community college.

By imagining our future and by building upon the already strong work of *Vision 2015*, we are confident that in 2020 we can say:

*We listened in 2011 and now in 2020 our College has a lifelong learner connection with more than 500,000 learners, alumni, employees, employers, and community members who turn to us for their next step in their learning journey of a lifetime, receiving education and services any time, any place, along any path, and at any pace.*

What a wonderful and transformative journey this has been for all of us! By using the power of community-based inquiry, we understand the path we have to travel to engage the learners of the future. **THANK YOU** to each and every one of you for generously giving of your time to share your wisdom and insights. You are *Vision 2020*.



**Sharon Carry**  
President and CEO

**Joanne Stalinski**  
Board Chair



Let's imagine...

As we listened deeply to our communities of influence and began the journey of developing Vision 2020, we contemplated what the next decade would bring to college education.

There was no Facebook, no Twitter, no Flickr, and no LinkedIn. Today social media has a profound influence on the process of learning and interacting with the college community. Online learning has moved from text on computers to virtual learning communities. The digital divide amongst learners continues to decrease.

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## ENVISIONING THE FUTURE OF EDUCATION

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Although it is impossible to predict the future, there are trends and influences upon the horizon that will change the work we do today into the work of tomorrow.

Looking back at the last decade, we can see the **incredible influence of technology** on the teaching and learning experience and on the very structure of the organization. We have moved from overhead slides and PowerPoint in the classroom to virtual interfaces. Learners came to the College ten years ago with vastly divided digital capability. The power of content available on the internet was just beginning to boom.

We have also seen a shift over the last decade in the nature of learners within the College. Learners are coming to the College with ever increasing responsibilities of working part-time, raising families, and managing demanding lives outside the College. **People from every part of world now attend Bow Valley College**, increasing and enhancing the evolving diversity of the College. They come to *Learn a better living™* and *Live a better life* and the College has responded over the last decade by delivering responsive education that ensures them a place in the Calgary and region's economy.



Envisioning the future, we continue to see the profound influence of technology on education. We hope that technology will allow the expansion of virtual learning communities so that learners can develop the skills they need in multiple platforms and simulated environments.

On the horizon looms the skills shortage for employers, the nature of which is very hard to predict. It's not difficult to foresee a future just 10 years out in which employers will not be able to find the workers that they need for as many as 1.5 million positions in Canada.\* We will respond by helping to create a multi-skilled and multi-educated workforce to begin to meet the demands of a skills shortage world. Learners will demand and employers will need courses, credentials, and experiences available to them when they need them, where they need them, and how they need them. **We are readying to respond.** We will work with learners and employers to maximize the available workforce.

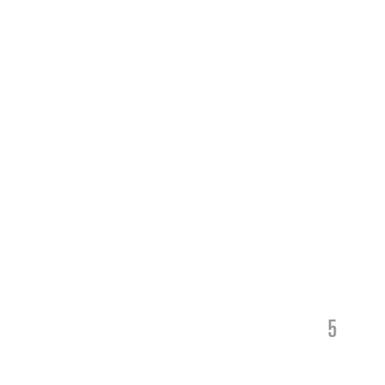
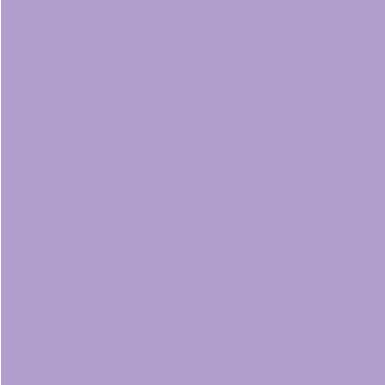
We see a learner of the future that wants to partner for life with their institution. We see learners becoming **Bow Valley College Learning Partners for Life** so that wherever their life and work take them we are here partnering with them, making the next step a seamless process in an entire life of learning and work.

\* ACCC's "Driving Canada's Long-Term Prosperity," August 2011, pg. 1

We can't predict the future, but we can see that technology, and enriched availability of content via the internet, the decrease in available skilled employees, and the increasing need for the creation of learning communities will influence everything we do over the next years. Now and in the future, the College will play a paramount role in economic, community, and social vitality in Calgary and region. We have created Vision 2020 with **strong strategies to meet the future** — to meet those things we can predict and to respond to those things that arise unpredicted as powerful opportunities for the College.



**Rajesh rubbed his eyes, took one last long sip of coffee, and checked his watch before walking into the Library & Learning Commons. “7 a.m. – I never thought I could start studying this early!” he thought as he slipped into a work station and scanned his ID card. As his courses, assignment schedule, and reminders appeared, he realized he would need to make a few adjustments to accommodate his work schedule this week. “Oh good,” he sighed with relief, “That lecture is available online as well.” Touching the screen, he quickly notified his instructor that he would choose the alternative course format this week and got down to business.**



The background features a sunburst pattern of green rays radiating from the center. The rays vary in length and angle, creating a dynamic, energetic feel. The text is centered and rendered in a clean, white, sans-serif font.

**Listen.  
Collaborate.  
Dream.**

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# LISTENING TO OUR COMMUNITY: COMMUNITY-BASED INQUIRY

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Imagine for a moment sitting in a room with 1,500 people. Each person is fully engaged—drawing, writing, and dialoguing about their College of the future.



On that “one day in May,” that’s exactly what happened when the College and its communities came together to create its future. At several subsequent smaller sessions, business, government, and communities leaders gathered as well to imagine Bow Valley College at its best in 2020.

Almost a year ago, Bow Valley College set out to listen and respond to its stakeholders in the development of Vision 2020. Through a process of community-based inquiry, the College actively engaged more than 2,000 people in designing its future direction. Appreciative Inquiry, or Community Based Inquiry, seeks to understand the strengths of an organization and builds from that understanding to a desired future state.

Over the course of several months, board members, staff, faculty, learners, alumni, employers, government, and community members came together in person or via the web to tell stories of what Bow Valley College meant to them and to develop strategies for the future.

The process engaged every individual who attended a session or wrote in via the web. They dialogued about what Bow Valley College is currently, created images of the future, and provided concrete ideas for strategies and direction. Every idea, design, image, and proposition was gathered from these sessions and from that incredibly rich data, a plan emerged that will serve the College over the years to come.

## *Vision*

To be an innovative world-class college, rooted in communities, enabling people to *Learn a better living™* and *Live a better life*.

## *Mission*

Where people live and work, Bow Valley College will contribute to the vitality of communities and the strength of the economy through innovative adult education programs and services that equip people for successful living, lifelong learning, and work in a global knowledge-based economy.



# MANDATE

**Bow Valley College is a public, board-governed college operating as a comprehensive community institution under the Post-secondary Learning Act of Alberta.**

Operating in Calgary and throughout the surrounding region, our multi-campus College provides broad programming, including certificates, diplomas, foundational learning, and upgrading programs. Our programs and services are learner-centred, outcome-focused, and designed to provide graduates with opportunities to improve their lives, prepare for further education, and advance their careers.

Bow Valley College responds to regional, community, industry, and learner demand. Our career certificates and diploma programs are primarily focused on business, administration, health, human services, legal and security, early learning and education, as well as information, communications, and design technologies.

Our extensive foundational learning programs include adult literacy, essential skills, academic upgrading, and English as a second language, offered either independently or integrated with skills training and career development support.

As a comprehensive community College with regional stewardship responsibilities, we work with community-based adult learning partners to meet literacy and foundational learning needs and ensure access to a full spectrum of learning opportunities in the city and surrounding region. As a Campus Alberta partner, we collaborate with other educational organizations, post-secondary institutions, governments, business, and community agencies to contribute our organizational expertise to the economic and social well-being of our province.

Bow Valley College is committed to expanding access for adults of varied social, cultural, economic, geographic, and academic backgrounds. As an access college, we have a special focus on creating educational opportunities for immigrants, Aboriginal peoples, international learners, persons with disabilities, older workers, at-risk youth, and the unemployed and underemployed. Our curriculum and support services reflect the diversity of our learners. We emphasize small classes, high quality instruction, applied learning, focused work experience, and extensive learner support services.

Bow Valley College offers credit and non-credit instruction year round, on a full-time, part-time, and distributed learning basis, both independently and through partnerships and collaboration.

To meet emerging workforce needs, our programs, curricula, and educational services are also customized to meet the specific requirements of industries, educators, communities and workplaces, locally, provincially, nationally, and internationally.

Bow Valley College pursues applied research activities to enhance teaching and learning and foster innovation in support of industry sectors where our academic expertise enables such a contribution. The College is known for and engaged nationally in the research, development, and commercialization of assessment and training tools used to measure and enhance the essential skills of adults in educational and workplace settings.

Bow Valley College is dedicated to providing people in our city and region with access to high-quality, efficient, and effective lifelong learning opportunities and to the responsible educational, fiscal, and environmental stewardship of resources.

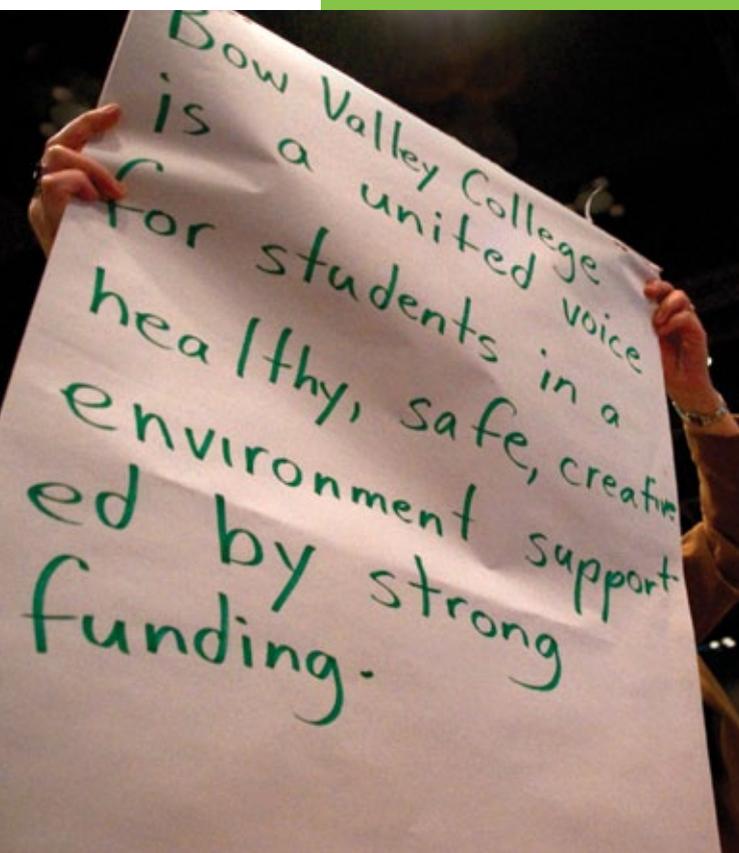
*Approved by the Minister of Advanced Education and Technology*

May 26, 2009

# VALUES

Excellence  
Integrity  
Learner-centred

Respect for diversity  
Concern for people  
Accountability  
Teamwork and trust



Terry walked into the afternoon class with some hesitation. It had been a few years since he had taken a face-to-face course from Bow Valley College and he wondered what it would be like working with a group in the classroom again.

Quickly scanning the room for an empty seat, he noticed Priya from his company's logistics department and went to sit with her.

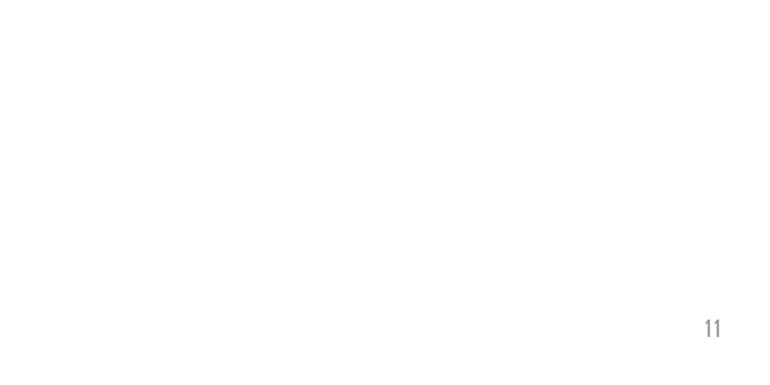
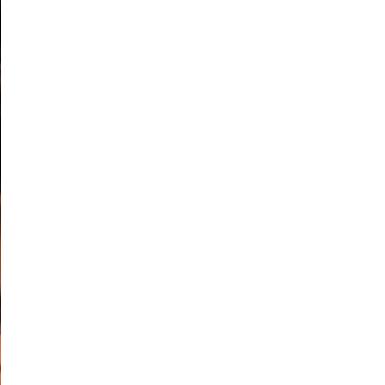
"Back for more?" she said with a wink. "I've still got 15 learning credits on my BVC account and the office is partnering on the rest of my program," he replied as he opened his Learning Agent and watched as it connected with all the other open devices in the room. "I can't lose on this deal!"



Collette stood on the platform of the Cochrane C-Train station, anxiously awaiting the start of her first day as part of the College's work placement program. She smiled to herself, remembering the stories her parents had shared about their college experience.

Would they even recognize what college life is like these days? Being a student at Bow Valley College was preparing Collette for a world of possibilities.

Her device chirped: the alert told her that C-Train service was at 95% capacity and running seven minutes late. She wondered whether she should connect to her work placement supervisor and her instructor on the C-Train ride into town. She chuckled a little and recalled one of her dad's expressions: "*One day* they'll have an app for that." Oh, dad, she thought, you wouldn't believe what's possible now.



Joshua paused to take a deep breath before hitting 'submit' on his device and sending his résumé to the employers that had expressed such interest in him. He was quite proud of what he had accomplished to date. And to think, all of these skills and accomplishment grew out of his experience at Bow Valley College with a program he started in the College's Aboriginal Centre.

He remembered something his instructor had said at that first day of classes. *The job you will have after graduation may not even exist today.*

How could he even imagine that even then Bow Valley was preparing him for this career today. Skills. Accomplishments. Work Placement. International Experience. Community-Service. Applied Research. Joshua was confident he included all the right elements for an effective résumé. Time to take the plunge: Joshua synced his device immediately with the interested companies he knew wanted the skills he had developed at Bow Valley College. Now they would have his résumé along with his complete portfolio. He was on his way.

# The Results

Bow Valley College is an innovative world-class comprehensive college rooted in communities enabling people to *Learn a better living™* and *Live a better life*. We are dedicated to the responsible educational, fiscal, and environmental stewardship of resources. Anticipating economic, social, and educational needs, we ignite the transformational learning of the future by:

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## STRATEGIES FOR BECOMING THE FUTURE OF LEARNING

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- 1 BEING A LEARNING PARTNER FOR LIFE;
- 2 DELIVERING EXCELLENCE IN APPLIED EDUCATION;
- 3 OPTIMIZING OUR COMMUNITY CONNECTEDNESS;
- 4 ADVANCING THE DIVERSITY ADVANTAGE; AND
- 5 GROWING OUR CAPACITY FOR THE FUTURE.



1

Learning Partner  
for Life

# "Guarantee grads up-skilling and training once on the job"

– Vision 2020 Participant

## **LIFE TIME ATTACHMENTS**

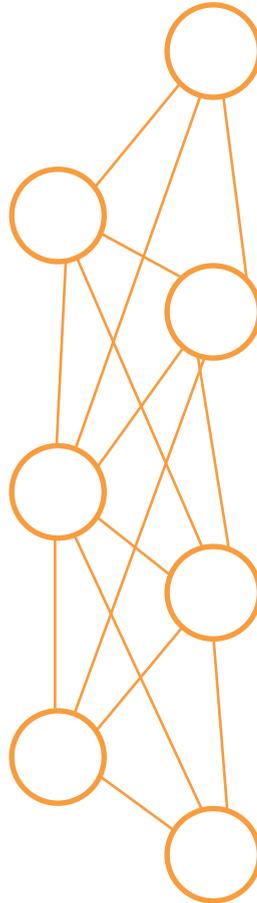
Create the systems, policies, practices, and programming that will lead to a lifetime attachment for learners, alumni, employees, employers and communities.

## **STRATEGIC PARTNERSHIPS**

Engage our stakeholder groups and Campus Alberta partners to create the seamless learning relationships required to keep learning for a lifetime.

## **NEW MODELS OF LEARNING PARTNERSHIP**

Build new systems of learning that engage employers, learners, and the College directly in the learning process and outcomes.



## **LEARNER-CENTRED CUSTOMIZATION**

Further develop pathways, programming, services, and curricula design that promote a highly flexible, interactive and supportive environment.

## **APPLIED RESEARCH AND INNOVATION**

Pursue ventures in applied research and innovation that result in outcomes that are enriched by the diversity of the partnerships and contribute to economic and social development.

## **INTERNATIONALIZATION**

Expand to position the college competitively to respond to global citizenry, diversity and international opportunities.

## **AFFORDABLE LEARNING**

Build new strategies through advancement and partnership to open the doors to learners with socio-economic challenges.



2

# Excellence in Applied Education

“It’s the community college I need to move up the career ladder.”

– Vision 2020 Participant

### **INTEGRATED LEARNING**

Foster a community of learning and service that champions a shared focus on holistic education and learner engagement.

### **LEADING EDGE PROGRAMMING AND SERVICES**

Deliver relevant and market-driven educational programming and services.

### **ACCESS MISSION**

Evolve access designed to engage the maximum number of potential participants, including Aboriginal peoples.

### **LEARNING NAVIGATOR**

Establish a model to provide guidance and support to learners.

### **PATHWAYS**

Build upon the current systems of transfer, articulation, advanced placement and dual credit programs to create seamless options for our lifelong learners.

### **CREDENTIAL LEARNING**

Develop innovative models to recognize, credential, and bridge learning from formal and informal sources.

### **TRAINING SOURCE**

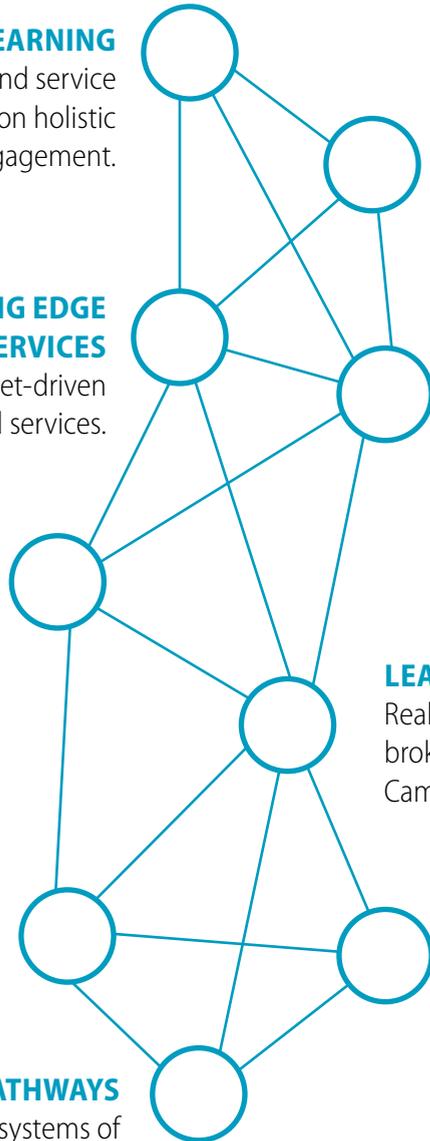
Become the strategic source for professional development and training for professional organizations, accreditation bodies, employers, unions and regulatory agencies.

### **LEARNING BROKER**

Realize our potential as a learning broker and steward within Campus Alberta.

### **FRANCHISING MODEL**

Develop systems and criteria to maximize delivery of the Bow Valley College credential and learning experience through franchising agreements locally and internationally.





3

# Community Connectedness

“Bow Valley College is an integrated hub for learning, partnerships, and community engagement.”

– Vision 2020 Participant

### **CONNECTIVITY**

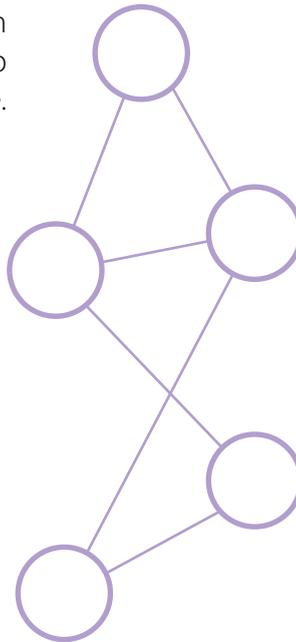
Catalyze the human resources in the community to add value to the learning experience.

### **ENGAGEMENT**

Co-create an environment where people feel that they are at the heart of all we do whether they work, learn or visit.

### **COMMUNITY SERVICE**

Generate opportunities for learners and staff to work in service of community as part of their learning for life.



### **INTERFACE**

Advance the interaction and alignment among all the communities that Bow Valley College serves.

### **CITIZENSHIP AND INTERCULTURAL COMPETENCY**

Engage the internal and external community in being part of the local and the global world.

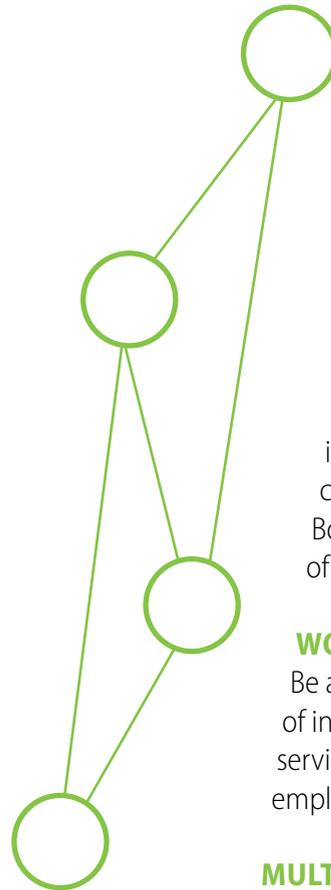


4

# The Diversity Advantage

“Wherever students come from, they’ll feel comfortable here . . . embracing Canada’s diversity.”

– Vision 2020 Participant



### **WORLD VIEW (UNIDIVERSITY)**

Model the systems, policy, inclusive practices, and abilities to honour people. No matter their diversity, people find a place at Bow Valley College.

### **INCLUSIVE COLLEGE**

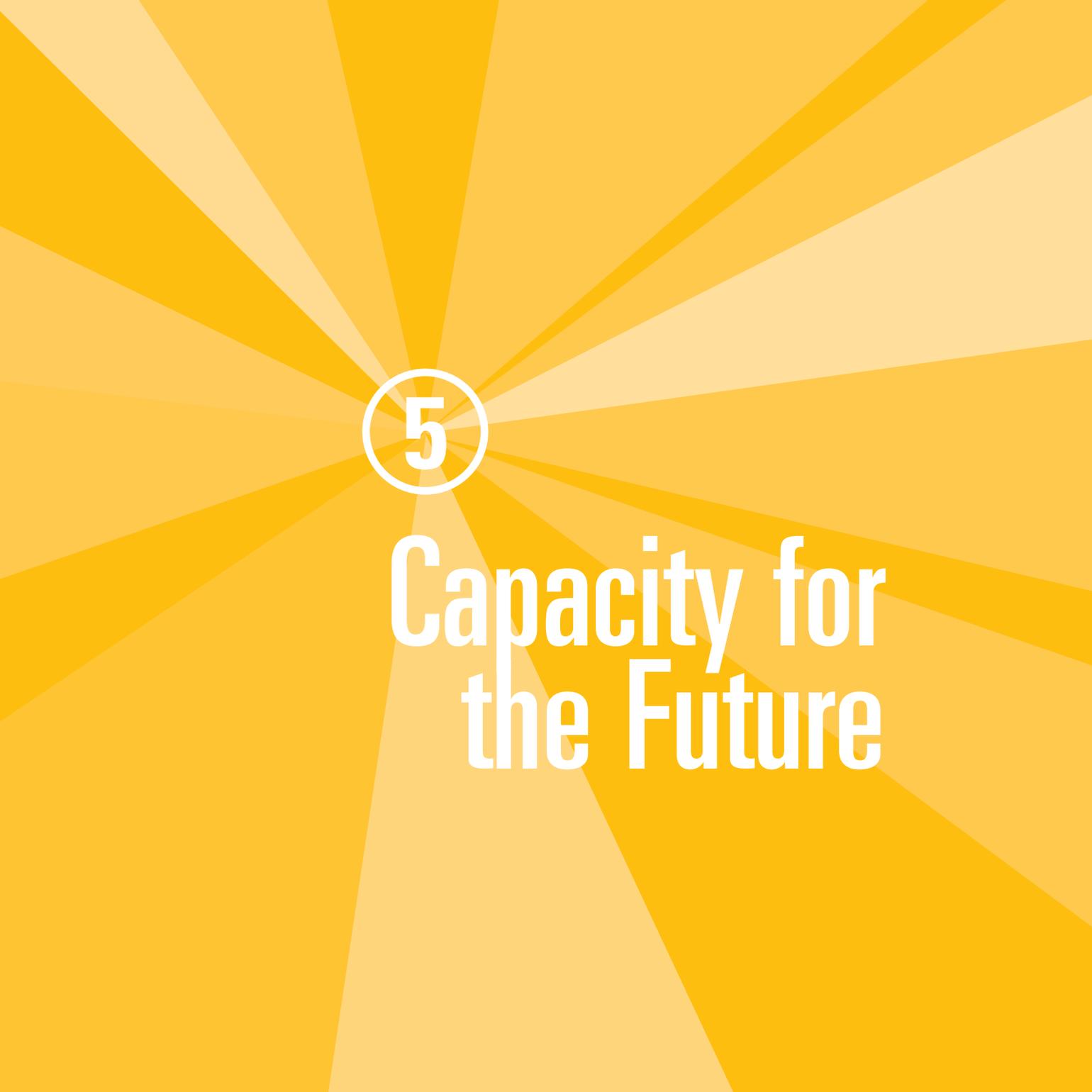
Facilitate a culture in which learners and staff create the initiative to come together to celebrate all dynamics of Bow Valley College’s richness of diversity.

### **WORKFORCE TRAINING**

Be a leader in the delivery of inclusive support, training, service, advocacy and employer engagement.

### **MULTI-LANGUAGE OPTIONS**

Explore and expand possibilities of offering services and programming in multiple languages.



5

Capacity for  
the Future

“Our community connects people and builds our future through cutting edge technology and comprehensive support.” – Vision 2020 Participant

### **COMMUNITY ACCESS**

Leverage, expand, and optimize relationships, facilities and resources to support Calgary and region and Campus Alberta.

### **WELLNESS**

Enhance our approaches to wellness through partnerships and increased opportunities for the College community.

### **EXPLOIT TECHNOLOGY**

Change the way learning and services are delivered beginning with mobile technology and other advances to keep on the cutting edge.

### **FINANCIAL SUSTAINABILITY**

Raise, steward and advance the resources the College will need through new financial models and partnerships.

### **ENVIRONMENTAL STEWARDSHIP**

Model and teach for a sustainable future.

### **WELL QUALIFIED AND ENGAGED PEOPLE**

To recruit, retain and develop our people, foster an organization where people will embrace new opportunities and continue to learn.



**Thank you.**

**Thank you.**

**Thank you.**

## TO EVERYONE WHO PARTICIPATED IN VISION 2020

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To the more than 2,000 people that participated in Vision 2020, and especially to the following:

Bow Valley College Board of Governors  
past and present

Our staff and faculty, present and past

Our students, present and past

Community partners and agencies

Other Campus Alberta post-secondary  
institutions

Industry and civic leaders

College advisory committees

Aboriginal advisory committee

Mayor Naheed Nenshi

Our facilitator, Dr. Joan McArthur-Blair

Our donors

*The following government ministries:*

Alberta Advanced Education and Technology

Alberta Children and Youth Services

Alberta Employment and Immigration

Alberta Health and Wellness

Vision 2020 web survey participants

Ten years ago, at our Vision 2020 sessions, you told us to do more, reach further, stay true to our core, and **enable people to *Learn a better living™ and Live a better life.***

**We listened. It is now 2020, and we continue to be the solutions provider, at the forefront of high tech, high touch learner experiences.**

Contracts around the world bring our expertise to the creation of a an engaged, progressive, and work-ready global workforce, and we have franchised our services to enable timely and cost-effective solutions-oriented responses to the rapid changes in the private sector. A walk through our campuses—real or virtual—reveals the vibrancy and sense of connectedness we have with our local and global communities. Our internationally recognized Centres of Excellence have been replicated by other provinces and our partners see a high return on their investment year over year. We are the “solutions” College. Our stakeholders stay connected as one of more than 500,000 learners, alumni, employees, employers, and community members who have an inclusive lifelong education membership with the College. Together we have achieved a vibrant, meaningful, and engaged community college. **Thank You!**

ANY TIME.  
ANY PLACE.  
ANY PATH.  
ANY PACE.

**BOWVALLEY**  
COLLEGE

VISION   
2020

