



**VANCOUVER COMMUNITY COLLEGE
BOARD OF GOVERNORS PUBLIC MEETING AGENDA**

Wednesday, September 27, 2017 at 5:30 p.m. – Room 420, Downtown Campus

Board of Governors: Pam Ryan (Chair), Mike Tourigny, Dee Dhaliwal, Brenda Aynsley, Chloe Lau, Howard Grant, Erin Klis , Garth Manning
Ex-Officio: Peter Nunoda (President & CEO), Todd Rowlett (Chair, EdCo),
Board EA: Deborah Lucas
Staff Resources: Marlene Kowalski, Kathryn McNaughton, Karen Wilson, (Senior Executive Team)
 Brett Griffiths, Dean, School of Trades, Technology & Design
Guests: Constituency group representatives

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1.	Call to Order	--	P. Ryan	--	--	--
2.	APPROVAL OF AGENDA/CONSENT AGENDA Recommended Resolution: <i>“THAT the VCC Board of Governors approve the agenda and approve/acknowledge receipt of the following items on the consent agenda”</i> 2.1 Minutes – June 28, 2017 2.2 VCC News & Events 2.3 VCCFA Report 2.4 Institutional Accountability Report 2016/17	2 min		DRAFT Minutes – June 28, 2017 IN – News & Events VCCFA Report IN - Institutional Accountability Report 2016/17	Decision	4 9 11 13
3.	Chair’s Remarks	2 min	P. Ryan	--	Information	--
4.	President’s Remarks	2 min	P. Nunoda	--	Information	--
5.	CONSTITUENCY GROUP UPDATES 5.1 CUPE 4627 5.2 VCCFA 5.3 SUVCC	5 min each	Constituency Reps	-- -- --	Information	-- -- --



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Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
6.	FINANCE	30 min				
	6.1 Finance & Audit Committee Report		M. Tourigny	--		--
	6.2 Financial Performance (MD&A) – Period End Jul 31, 2017		M. Kowalski	Financial Performance (MD&A) – Period End Jul 31, 2017	Information	14
	6.3 Statements of Financial Information (SOFI) – Year ended Mar 31, 2017		M. Kowalski	Statements of Financial Information (SOFI) – Year ended Mar 31, 2017	Decision	25
	6.4 Ministry of Advanced Education, Skills & Training (AEST) – Five-Year Capital Plan - Period 2018/19 to 2022/23		M. Kowalski	Ministry of Advanced Education, Skills & Training – Five-Year Capital Plan - Period 2018/19 to 2022/23	Decision	73
7.	POLICIES	10 min	T. Rowlatt			
	7.1 D.3.6 Admissions policy & procedures.			EdCo DN - D.3.6 Admissions and D.3.6.1 Flexible Admissions Policies and Procedures	Decision	94
	7.2 D.3.6.1 Flexible Admissions policy & procedures					
	7.3 F.1.01 Ethical Conduct for Research Involving Humans policy & procedures.			EdCo DN - F.1.01, F.1.02 & F.1.03 F.1.01 Ethical Conduct for Research Involving Humans, Ethics and Integrity in Research and Scholarly Activity, and Conflict of Interest Related to Research	Decision	106
	7.4 F.1.02 Ethics and Integrity in Research & Scholarly Activity policy and procedures.					
	7.5 F.1.03 Conflict of Interest Related to Research Procedures policy & procedures.					
8.	INTEGRATED COLLEGE PLAN	10 min				
	8.1 2017/18 Key Priorities, Goals & Objectives – Q1 Update		Senior Exec.	2017/18 Key Priorities – Q1 Update 2017/18 Goals & Objectives -Q1 Update	Information Information	128 138
9.	EDUCATION COUNCIL					
	9.1 Education Council Chair Report	5 mins	T. Rowlatt	EdCo Chair Report	Information	183
10.	BOARD COMMITTEE REPORTS					
	10.1 Human Resources Committee	5 min	B. Aynsley	--	Information	--



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Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
11.	PRESENTATION School of Trades, Technology & Design	10 min	B. Griffiths	--	Information	--
12.	OTHER BUSINESS 12.1 Board of Governors Correspondence	5 min	P. Ryan	--	Information	--
13.	Next meeting date: Nov 15, 2017	--	--	--		
14.	Adjourn	Meeting duration: Approximately 1.5 hours				

**MINUTES OF THE PUBLIC MEETING OF THE BOARD OF GOVERNORS
OF VANCOUVER COMMUNITY COLLEGE
HELD ON JUNE 28, 2017 AT THE DOWNTOWN CAMPUS**

Board Members:	Pam Ryan (Chair), Mike Tourigny, Janet Crawford, Stephen Kukucho, Chloe Lau, Dee Dhaliwal, Howard Grant, Erin Klis, Brenda Aynsley
Ex-Officio:	Peter Nunoda (President & CEO)
Board Secretary:	Deborah Lucas
Staff Resources:	Marlene Kowalski, Kathryn McNaughton, Karen Wilson, Shannon Railton
Guests:	Karen Shortt (VCCFA), Jenelle Davies (SUVCC), Deanne Bates (CUPE 4627)
Regrets:	Garth Manning, Todd Rowlett (Chair, EdCo)

1. CALL TO ORDER

The meeting was called to order at 5:42pm p.m. by P.Ryan. D. Lucas acted as Secretary of the meeting. P. Ryan declared the meeting to be properly called and constituted.

2. APPROVAL OF CONSENT AGENDA

UPON MOTION duly moved, seconded and unanimously resolved:

THAT the VCC Board of Governors approves the agenda with the following changes:

- Address item 7.3 before 7.1

and approve/acknowledge receipt of the following items on the consent agenda:

- 2.1 Minutes – May 31, 2017
- 2.2 VCC News & Events – June 2017
- 2.3 Education Council Chair Report
- 2.4 2017/18 Public Board meeting schedule
- 2.5 VCCFA Report

3. CHAIR'S REMARKS

The Chair:

- Acknowledged Spring Awards organizers, Nancy Nesbitt and team. The event on June 9 was a success. It was a great opportunity for award winners to meet donors.
- Thanked the Board and management team for their contribution to the College over the last year. Successes have included new Vision & Values and the 2017/18 Integrated College Plan.

4. PRESIDENT'S REMARKS

The President:

- Acknowledged the organizers of the National Aboriginal Day celebration held on June 16. The event was a success and included fun activities and interactive workshops.

5. CONSTITUENCY REPORTS

5.1 CUPE LOCAL 4627

Chief Shop Steward D. Bates addressed the Board:

- Late delivery of Board materials hindered meeting preparation. P. Ryan acknowledged the late release of materials for this meeting.
- The request to increase spending authority limits is a concern. The business case for the Mark Brand/City of Vancouver incubator kitchen project, which resulted in a \$300K loss for VCC, was dealt In Camera only.

5.2 Vancouver Community College Faculty Association (VCCFA or FA)

The VCCFA report was provided in the meeting materials. VCCFA President, K. Shortt:

- Highlighted the announcement that ABE and ESL will be offered tuition free.
- Wished the Board a good summer and thanked them for their service to VCC.

5.3 Student Union of Vancouver Community College (SUVCC)

Interim SUVCC Executive Director, J. Davies, addressed the Board. Highlights included:

- Plan over the summer to focus on internal governance, including restructuring their Board to align with VCC's program offerings.
- Looking at best practices in going forward with a fee referendum in 2018.
- Campaign with BC Federation of Students – 6 month campaign plan as well as prepare a “get out and vote” plan, if required. Looking at a short term plan until government stabilizes. Focusing efforts on a grants program and lowering or eliminating interest for grants. Another campaign is for more provincial funding for open educational resources.

6. FINANCE

6.1 Finance & Audit Committee Report (FAC)

The Committee met on June 14, 2017. FAC Chair, M. Tourigny, presented highlights:

- For Board approval, FAC reviewed and approved the recommendations for:
 - Tuition for: NEW - Culinary Catering course
 - NEW – 12 University Transfer courses
 - REVISED - LPN Bridging to Advance BScN course
- VCC to enter into an Invitation to Tender Invitation to Tender process and award a contract, with an expected value greater than \$200,000, for the renovation of the Downtown campus cafeteria.
- Increase to the spending authority limits for procurement matters requiring Finance & Audit Committee and Board approval.
- Next meeting is on September 13, 2017.

6.2 Cafeteria Renovation

Background was provided in the Decision Note in the meeting materials. M. Kowalski & D. Innes were available to respond to questions.

- To meet learning outcomes for the redesigned PC1 culinary arts programs, improvements are required to the layout and functionality of the downtown campus cafeteria.
- The cost would be greater than \$200K and the contract would be awarded through an Invitation to Tender process.
- The Board had no questions.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors authorizes VCC to enter into Invitation to Tender process and award a contract, with an expected value greater than \$200,000, to complete the renovation of the cafeteria at the Downtown campus.

6.3 Increase Spending Authority Limit

- In 2014, VCC engaged Grant Thornton to evaluate evaluating the current procurement threshold and to provide an independent assessment of the spending authority limits through research of spending authority limits at comparable institutions.
- Board members had concerns and questions regarding due diligence. M. Kowalski commented that VCC is in a more stable financial position than in 2014. Internal controls and reporting have been improved. The implementation of higher spending authority limits will greatly improve the capital spending process.
- FAC have a high degree in confidence in management's analysis and reporting of financial decisions and they have been transparent in bringing issues forward. Low limits do not catch fraud, which is why internal controls are audited annually.
- The Board will continue to be informed of procurement projects over 200K in the Financial Performance report, which is included in all Public Board meeting materials. Requests will not be brought forward for consideration without a solid business case.

UPON MOTION duly moved, seconded and resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors authorize the spending authority limit be increased to \$500K up to \$1 million for the Finance and Audit Committee and for the Board of Governors to over \$1 million.

Abstained: E. Klis

7. TUITION AND NEW PROGRAMS

7.1 LPN Bridging to Advanced BScN

Background was provided in the Decision Note in the meeting materials. D. Sargent presented highlights and responded to questions by the Board:

- No other college, institute, or university in BC offers LPNs this type of access pathway to a BScN program. At VCC, LPNs completing this "Bridging" term are guaranteed entry into Year 3 of the BScN program.
- There is currently a long waitlist for the Advanced BScN program that these courses are a pre-requisite for.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the tuition of \$3,561.00 for the NURS 1399 Health Assessment course.

7.2 University Transfer Courses

Background was provided in the Decision Note in the meeting materials. D. Wells provided a summary of the Decision Note in the meeting materials and responded to questions by the Board:

- The Physics of Music is a crossover course, e.g. culinary and chemistry. These courses are becoming more appealing to students.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the implementation of tuition of \$459 per course (\$153 per credit) for the following University Transfer courses:

- | | |
|---------------------------------------|---|
| ■ ENGL 2100 – Canadian Literature | ■ PSYC 2320 – Research Methods |
| ■ ECON 2300 – Environmental Economics | ■ PHYS 1110 – Introduction to Astronomy |
| ■ ECON 2600 – Managerial Economics | ■ PHYS 1190 - Physics of Music |
| ■ PSYC 2300 – Abnormal Psychology | |

7.2 Culinary Catering Course (PC1)

D. Innes provided a summary of the Decision Note in the meeting materials and responded to questions by the Board:

- The request to add a four (4) week catering module to the PC1 course is supported by the Program Advisory Committee.
- This course will give students the skills needed to start and run their own catering business, as well as the practical culinary skills.
- The ITA provides funding for PC1, there would be no additional ITA funding for this course.
- This course will allow the Culinary Arts department to expand its catering options for both campuses and build a business for external catering, as at least one event per month will be serviced by the VCC catering students.
- Many colleges have culinary programs, but unlike VCC, they are more demo based and are not providing catering to the institution. There's a lot of value to the new program.
- Tuition options were presented to FAC in March 2017, but approval was deferred pending a revised proposal that covers direct costs. This request was satisfied and the tuition was approved at the Jun 14, 2017 meeting.

UPON MOTION duly moved, seconded and unanimously resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the additional four (4)-credit Culinary Course at a tuition rate of \$126/credit.

8. BOARD COMMITTEE REPORTS

8.1 Governance Committee (Gov Com)

Gov Com met on June 7, 2017. Gov Com Chair, Dee Dhaliwal, addressed the Board.

- The committee discussed the development of Board Evaluation process.

- The committee reviewed samples of Board Evaluation questionnaires and agreed that the committee would use the template provided by Okanagan College for the new evaluation survey.
- P. Ryan obtained approval to use the template from Connie Denesiuk, Okanagan College Board Chair.
- The survey will be developed in-house and trialed by the Board at the end of year.
- The committee was advised of a minor change to Policy A.1.2 Student Appeals to the College Board. The mailing address for submissions was updated.

8.2 Human Resources Committee (HRC)

No report. Next meeting is July 13, 2017.

9. PRESENTATION: CENTRE FOR CONTINUING STUDIES

As part of a series of portfolio/department presentations by Deans and Directors, Gordon McIvor, Dean, Continuing Studies presented to the Board.

The presentation was well received.

11. OTHER BUSINESS

11.1 Board of Governors Correspondence

- The 2016/17 Executive Compensation Disclosure Statement was approved by PSEC and posted on VCC.ca.

12. NEXT MEETING

The next Board of Governors Public Board meeting will be held on September 27, 2017.

13. ADJOURN

There being no further business, the meeting adjourned at 6.52 p.m.

APPROVED AT THE SEPTEMBER 27, 2017 PUBLIC MEETING:

Pam Ryan
Chair, VCC Board of Governors



VCC NEWS AND EVENTS

September 2017

- **Project EveryBody** Employment Forum and Hiring Fair for Persons with Disabilities was held on Sept. 27 from 1 to 6 pm in the foyer of VCC's downtown campus. This event, hosted by Open Door Group, is held every year and brings in 25-30 employers who are actively hiring for diversity, and more than 200 job seekers.
- **Fiat Mode**, VCC's annual Fashion Show celebrated its 30-year anniversary on Sept. 20 at the Chinese Cultural Centre as part of Vancouver Fashion Week. It gives up-and-coming designers a chance to prepare for the real fashion world.
- The **Georgia Straight** readers have chosen Vancouver Community College in our annual **BEST of Vancouver** poll that was released on Sept. 20:
 - First place - Best professional culinary school (second year in a row)
 - Runner Up - Best college/school/university for continuing education
- The annual **Welcome Day event** was held on Sept. 12 and 14 at the Broadway and Downtown campus. Students enjoyed carnival-themed booths offering games, candy and helpful information to provide them with the resources they need to succeed at VCC.
- **TIP Golf charity golf tournament**, hosted by VCC Foundation and presented by VCC baking and culinary on Aug. 25 at Hole 9 of the Fairmont Chateau Whistler. Jill Krop described the number, value and breadth of TIP awards at VCC. TIP funds also help to send students like Tristan Toderan and Dylan Viray, to compete on the international culinary front. The two won silver in the seafood category at an Asian culinary event in Hong Kong.
- VCC has partnered with **Rick Hansen Foundation** to deliver Accessibility Certification Training. The first class begins on Sept. 25 and trains assessors to use a rating system to identify and certify accessible built environments based upon a consistent methodology. The program's objective is to make the built environment in Canada accessible for people of all abilities.

VCC Government Relations

- **Minister Melanie Mark** and **ADM Jeff Vasey** from Advanced Education and Skills Training visited the VCC downtown campus on Aug. 24, as part of a tour of all the post-secondary institutions in the province. She met with senior executive, deans, the student union and the faculty association.

- Young people leaving foster care now will have access to free tuition at all 25 of British Columbia's public post-secondary institutions, **Premier John Horgan** announced on Sept. 11. This program – previously only available at 11 public post-secondary institutions – provides tuition waivers to former kids in care, who are less likely to have access to post-secondary education or training than young people who grew up with family supports.
- **B.C.'s NDP government** announced on August 8, it is restoring funding for adult basic education and English Language Learning programs in the province, fulfilling a campaign promise for both the New Democratic and Green parties.

VCC in the News

- **Local chef to compete in international cooking competition** – *Squamish Chief* (Sept. 11)
Squamish resident Tristan Toderan's passion for cooking will be taking him overseas for an international culinary competition. As a graduate of Vancouver Community College's ACE-It culinary program, Toderan will be working alongside a classmate to compete as a team in the 2017 World Master Chefs Competition for Cantonese Cuisine in Hong Kong, as well as a culinary exchange in Guangdong, China.
- **Trades stigma fading in minority communities** – *Business in Vancouver* (Aug. 29)
International students and youth from B.C.'s minority communities may be increasingly warming up to working in the trades "Generally, the students that we see in the trades are pretty much reflective of the demographics of Vancouver and our school," Dean Griffiths said. "Our students do come from 40 different countries speaking 30 different languages, and that's certainly reflective of our trades program."

Upcoming Events:

- Experience VCC, October 18
- VCC Day, October 31
- Student Awards Fall 2017, November 17
- Convocation Fall 2017, November 23

PREPARED BY: Karen Wilson, Executive Director, Marketing & Communications

DATE: September 20, 2017



VCCFA Report to the College Board

Submitted September 14, 2017 for the Board meeting on September 27th, 2017

New School Year & Welcome Back

Like many of you, especially those with school-age children, the faculty at VCC see the beginning of September as a New Year's Day of sorts – a time for celebration and moving forward with the promise of a brighter future. The re-instatement of tuition-free status for English as an Additional Language and Adult Basic Education Programs is a cause for celebration. As educators on the floor and in the classroom every day, we know first-hand the tremendous impact this will have on our students' lives. With free tuition for all those who want to improve their English Language and/or take high-school courses up to and including Grade 12, a significant barrier has been removed.

The enrolment in the EAL Pathways Program has more than doubled since the Government's announcement on August 8th. The ABE courses are filling and we expect the return of more students in January of 2018 once they have had a chance to plan their lives around returning the school. There was a 35% drop in ABE student enrolment across the Province in 2015 and 2016 following the re-instatement of tuition.

Policy Input – Meeting with the Ministry of Advanced Education, Skills and Training

The Ministry has invited a group of FPSE faculty members to a meeting in Victoria in October to discuss policy development 'that will lead to a framework that focuses on student access and success, and program sustainability'. Being brought into the conversation on the development of educational policy is something we have been requesting for many years. We are very pleased with this Government's response and their openness to hearing from faculty at the developmental stage.

Policy Development at VCC – Advertising on Campus & the Sponsorship Policy (E.3.1 – Effective - January 27, 2000)

The College has no actual 'Advertising Policy' listed on their website – only a notation that 'there is no Advertising Policy at this time'. However, the above-noted Sponsorship Policy sets out guidelines for the advertising of consumer products on campus. This Policy sets out the many stages of consultation to evaluate the content of the advertising before being approved for display on College property, ie Education Council, Operations Council, the VCC Foundation, and all constituency groups (VCCFA, SUVCC and CUPE) among others.

What has brought this issue to our attention is the Money Mart ads prominently displayed in both the Men's and Women's washrooms used by our students. One Money Mart ad in particular encourages the student profiled to apply for an amount up to \$15,000. Many faculty have expressed their serious concerns about this alternate form of financing and how susceptible our students may be. As a member of the Sponsorship Committee, the VCCFA should have been consulted regarding this advertising. We were not. We encourage the Board to follow up on the process required for advertising on campus and in particular, the removal of the Money Mart ads.

VCCFA Community Action Donations

- Ray-Cam Cooperative Centre, \$500 towards workshop material costs for the Youth Incentive Program.
- Vancouver Community Network (VCN), \$500 to buy hard drives or server hardware.
- Quest Spirit, \$500 towards fresh milk specifically for the Hastings and Dundas locations.
- Battered Women's Support Services, \$500 to supply snacks for 16 sessions of support group meetings.
- Coast Mental Health, \$ 500 for the Inner City Youth Health Program to go towards shoes for clients participating in outdoor activities such as a Squamish hike to the waterfalls, fishing licenses for a day-long fishing trip and, if affordable, a guide for this trip.
- Portland Hotel Society (PHS), \$500 to purchase fresh fruit, hot coffee and treats to be distributed at their overdose preventions sites, and at the corner of Hastings and Carrall for the "Culture Saves Lives" Indigenous Health Program housed across from Pigeon Park.
- Mosaic \$250 towards refreshments and/or bus tickets for participants of two programs: "I Belong" and "Connecting Fathers".
- BC Guide Dog Services, \$250 towards treats, supplies, toys and equipment to train one dog from birth to graduation on a Puppy Scholarship.

Respectfully submitted,
Karen Shortt, President, VCCFA



INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: September 27, 2017

ISSUE: VCC Institutional Accountability Plan and Report 2016/17 Reporting Cycle

BACKGROUND:

The Institutional Accountability Plan and Report is a public document. It provides the general public an opportunity to become familiar with the college, and the ministry with assistance in system-wide planning. Potential readers include students, parents, educators, post-secondary institutions, educational organizations, ministry staff, members of the legislative assembly, and media. The final report will be posted on the Ministry of Advanced Education and institution websites.

DISCUSSION:

The Accountability Plan and Report has been prepared in accordance with the Accountability Framework Standard Manual and Guidelines, published in February 2017. The Accountability Framework is a set of planning and reporting processes for British Columbia's public post-secondary education system. The purpose of the Framework is two-fold:

- To ensure individual public post-secondary institutions are accountable to government, their boards and students, and the public for their performance related to ensuring students receive quality educational opportunities relevant to their needs and the needs of the labour market; and
- To ensure the Ministry is accountable to the public for the performance of the public post-secondary education system in BC, with the aim that it should benefit all residents of the province by ensuring the system's ongoing contribution to social and economic development.

The Institutional Accountability Plan and Report fulfills the requirement of public sector organisations to operate under the Taxpayer Accountability Principles.

Following review and approval by the Board of Governors and the Ministry of Advanced Education, Skills & Training (AEST), formerly AVED, the [2016-2017 VCC Institutional Accountability Plan and Report](#) is available to the public on VCC.ca under Reports and Publications.

PREPARED BY: Brian Beacham, Director, Institutional Research
Deborah Lucas, Executive Assistant, VCC Board of Governors

DATE: September 13, 2017



FINANCIAL PERFORMANCE

Management Discussion & Analysis

for the Four Months Ended July 31, 2017

PERFORMANCE HIGHLIGHTS

2017/18 OPERATING OVERVIEW

2017/18 Four Month Operating Overview

VCC trended above budget for the first four months ended July 31, 2017. Revenues are above budget while expenses are slightly below. The college closely monitors enrolments, revenues and expenses to ensure budget targets that were established in the 2017/18 Integrated College Plan are being met.

Revenue for the period is \$34.4 million compared to budget of \$33.0 million (\$1.4 million above plan) and prior year of \$32.9 million (\$1.5 million above prior year) (**Table 2**). Although domestic revenue is down by \$166K this has been offset by higher international revenue of \$528K (**Table 1**). The School of Hospitality Food Studies and Applied Business domestic revenue is \$53K lower than budget, however, international programs are \$317K higher. Domestic Professional Cook 1 & 2 programs have experienced softer enrolments but this has been offset by higher international student demand in these programs and higher international enrolment in Hospitality Management. The School of Trades, Technology and Design domestic revenue is down by \$135K (mainly in hair and skin & body therapy) and this is being offset by an increase in international revenue of \$127K. School of Arts and Sciences has seen a \$114K increase in domestic revenue and \$71K in international revenue. Continuing Studies combined domestic and international revenue is down by \$68K and School of Health Sciences combined revenue is \$43K over budget.

Contract training revenue is \$258K over budget and miscellaneous revenue is up by \$334K which includes \$280K that is the result of historical deferred revenue cleaned up that was flagged at year end.

Expenses for the period are \$9.8 million compared to budget of \$10.1 million (\$300K below budget) and prior year of \$10.0 million (\$200K below the prior year).

The net deficit for the four month period is \$161K compared to a budget deficit of \$1.8 million (\$1.6 million more favourable than budget) and prior year deficit of \$494K (\$333K more favourable than prior year).

Summary - Revenue by School

Table 1:
Domestic and International Revenue – Actual Compared to Budget and Prior Year

	2017/18 Actuals (April 2017 - July 2017)	2017/18 Budget (April 2017 - July 2017)	Variance Favourable/ (Unfavourable)	2016/17 Actuals (April 2017 - July 2017)	Variance Favourable/ (Unfavourable)
Centre for Continuing Studies	941,351	1,036,819	(95,468)	1,013,133	(71,782)
Center for International Education	2,641,827	2,113,566	528,261	1,944,642	697,185
School of Arts & Sciences	1,343,157	1,229,067	114,090	1,375,545	(32,388)
School of Health Sciences	1,134,031	1,076,696	57,335	1,134,577	(546)
School of Hospitality, Food Studies & Applied Business	547,030	599,905	(52,875)	606,164	(59,134)
School of Instructor Education	267,961	322,293	(54,332)	281,573	(13,612)
School of Trades, Technology & Design	571,078	705,821	(134,743)	600,130	(29,052)
Total	7,446,435	7,084,167	362,268	6,955,764	490,671

International Revenue by School – Actual Compared to Budget and Prior Year

	2017/18 Actuals (April 2017 - July 2017)	2017/18 Budget (April 2017 - July 2017)	Variance Favourable/ (Unfavourable)	2016/17 Actuals (April 2017 - July 2017)	Variance Favourable/ (Unfavourable)
Centre for Continuing Studies	26,723	0	26,723	25,645	1,078
School of Arts & Sciences	113,763	42,900	70,863	41,674	72,089
School of Health Sciences	38,849	53,441	(14,592)	25,546	13,303
School of Hospitality, Food Studies & Applied Business	1,216,522	899,476	317,046	906,484	310,038
School of Instructor Education	967	0	967	6,734	(5,767)
School of Trades, Technology & Design	1,245,004	1,117,749	127,255	938,559	306,445
Total	2,641,827	2,113,566	528,261	1,944,642	697,185

Statement of Operations – Comparison to Budget and Prior Year For the Four Months Ended July 31, 2017

Table 2:

(In \$ Thousands)	2017/18 Actuals (Apr 2017 - July 2017)	2017/18 Budget (Apr 2017 - July 2017)	Variance favourable /(unfavourable)	Comments	2016/17 Actuals (Apr 2016 - July 2017)	Variance favourable /(unfavourable)
Province of B.C. Grants	18,423	18,147	276	Mostly ITA Grant \$185K higher than budget - due to timing difference	17,855	568
ABE Grant	1,082	1,121	-39		1,121	-39
Sales of goods and services	1,707	1,824	-117		1,851	-143
Tuition and student fees	8,389	7,845	544	Domestic tuition revenue from April to July is \$166K less than budget: School of Trade Tech & Design \$135K less than budget in Hair & Skin/Body Therapy due to lower enrolment; Continuing Studies \$95K less than budget; School of Arts and Science \$114K better than budget; School of Health \$57K better than budget; School of Hospitality \$53K less than budget and School of Instructor Education \$54K less than budget. International tuition revenue from April to July is \$530K above budget. Other fees are above budget by 85K.	7,663	726
Other grants, fees & contract services	2,077	1,819	258	OAT \$143K, SDEB \$18K, ASP \$47K, BC Hydro \$26K, BCMEA \$8K	2,041	36
Miscellaneous income	759	425	334	Movie rental increased by \$32K, clean up historical deferred revenue amount \$280K booked to Misc Revenue.	394	365
Donation income (Foundation related)	165	114	51		133	32
Amortization of deferred capital contribution	1,756	1,703	53		1,776	-19
Investment income	51	41	10		41	10
REVENUES	34,410	33,040	1,371		32,875	1,535
SALARY AND BENEFIT EXPENSES	24,789	24,766	-23		23,323	1,466
Supplies and general expenses	2,021	2,063	43		1,864	156
ABE Financial Aid	1,082	1,121	39		1,121	-39
Bursary/Scholarship (donation related)	165	114	-51		133	32
Professional fees	742	749	6		739	4
Building and telecom	1,972	2,091	119	Timing difference. Forecast adjusted	2,050	-78
Cost of goods sold	1,076	1,189	114		1,294	-219
Depreciation expense	2,725	2,729	4		2,844	-119
OPERATING EXPENSES	9,782	10,056	-274		10,046	-264
TOTAL EXPENSES	34,571	34,822	-251		33,369	1,202
NET SURPLUS (DEFICIT)	-161	-1,782	1,621		-494	333

* ASP: Aboriginal Service Plan

* BCMEA: BC Maritime Employers Association

* OAT: Office Assistance Training

* SDEB: Skills Development Employment Benefit

2017/18 YEAR END FORECAST

2017/18 Forecast to Budget Overview

The 2017/18 Forecast (4 months actual + 8 months forecast) in **Table 3** shows that VCC is projecting breakeven. Revenue is forecasted to be \$108.7 million compared with budget of \$107.6 (\$1.1 million above budget) and prior year of \$106.3 million (\$2.4 million higher than prior year).

Expenses are forecasted to be \$108.7 million compared to budget of \$107.6 million (\$1.1 million higher than budget) and prior year of \$105.5 million (\$3.2 million higher than prior year). The assumption, at this time, is that the \$1.0 million contingency built into the 2017/18 budget will be absorbed due to higher costs, mainly in salaries.

**Statement of Operations – Comparison to Budget and Prior Year
2017/18 Forecast with Four Months Actual (Ended July 2017) and Eight Months Forecast**

Table 3:

(In \$ Thousands)	2017/18 Current Forecast (4 + 8)	2017/18 Budget	Variance favourable /(unfavourable)	Comments	2016/17 Actuals	Variance favourable /(unfavourable) - 1718current fcst vs 1617 actuals
Province of B.C. Grants	54,425	54,489	-63		53,620	805
ABE Grant	3,386	3,425	-39		2,922	463
Sales of goods and services	6,236	6,276	-40		6,478	-242
Tuition and student fees	32,063	31,612	451	This variance includes domestic & international tuition revenue and other fees for 4 months (April - July). Domestic tuition revenue from April to July is \$165K less than budget for all schools,. For the same period, international tuition revenue is \$530K better than budget. Other fees are \$85K better than budget. In the forecast, the domestic tuition revenue for Culinary program has been reduced further by \$100K. At this time, the revenue forecast for other programs has not been revised. Added contracts: OAT \$275K, SDEB \$50K, ASP \$200K, BC Hydro \$40K, BCMEA \$37K; SASET \$287K removed from contract to flow-through	28,346	3,717
Other grants, fees & contract services	5,132	4,818	314		6,661	-1,529
Miscellaneous income	1,680	1,348	332		1,940	-260
Donation income (Foundation related)	438	380	58		481	-42
Amortization of deferred capital contribution	5,163	5,110	53		5,768	-605
Investment income	158	148	10		157	2
REVENUES	108,682	107,606	1,076		106,373	2,309
SALARY AND BENEFIT EXPENSES	75,553	74,323	-1,230	Added \$940K vacation accrual for Q1. Salaries increased to accommodate increased contracts. A few positions were added to the forecast.	73,409	2,143
Supplies and general expenses	7,423	7,677	254	Operating lease reallocated to depreciation expense	6,416	1,007
ABE Financial Aid	3,386	3,425	39		2,922	463
Bursary/Scholarship	438	380	-58		481	-42
Professional fees	2,863	3,034	171	SASET expenses \$287K removed. Agency commission fee increased due to higher international tuition revenue	2,718	145
Building and telecom	6,376	6,376			6,234	142
Cost of goods sold	4,168	4,205	36		4,390	-222
Depreciation expense	8,475	8,187	-288	Added capital lease (from operating lease)	8,918	-443
OPERATING EXPENSES	33,129	33,283	155		32,079	1,050
TOTAL EXPENSES	108,682	107,606	1,075		105,488	3,194
NET SURPLUS (DEFICIT)	-	-	-		885	-885

* ASP: Aboriginal Service Plan

* BCMEA: BC Maritime Employers Association

* OAT: Office Assistance Training

* SASET: Sto:lo Aboriginal Skills & Employment Training

* SDEB: Skills Development Employment Benefit

Major Procurement Activity over \$200K

The following table provides a status update on procurement activity over \$200K.

Procurement Status Update

Table 4:

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Recurrent Needs					
Spicers	Fine Paper	19-Mar-13	31-Dec-17	\$175,000	One year bridging EDCO contract in place. BCNETSource has completed the RFP and VCC to onboard before the end of the year.
Citrix	IT Software Licenses	19-Sep-15	19-Sep-17	\$180,000	Projected spend for 5yrs over \$200K. Contract extended for one year.
PJS Systems	Audio Visual Equipment, Support and Installation Services	10-Apr-12	31-Mar-17	\$1,200,000	Completed evaluation and selected Microserve as new audio visual equipment, support, and installation service provider. Majority of equipment will be leased through our Tech Refresh program with CSI.
City Elevator Ltd.	Elevator Inspection, Maintenance, and Upgrades	3-Jun-13	31-Mar-18	\$515,000	Planning Stage. Projected spend over 5 years.
Prism Engineering Ltd	Energy Management Services. BC Hydro supports this work with a \$50K annual rebate	1-Mar-13	31-Mar-18	\$600,000	Planning Stage. Projected spend over 5 years.

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Known New Opportunities					
Partial Roof Replacement - BWY A				>\$600,000	Solicitation complete. Contract awarded to Flynn Canada Ltd. Approved at May 31, 2017 Board Meeting.
Fire Sprinkler Project				>\$500,000	Planning Stage.
Cafeteria Renovation - DTN				>\$200,000	Solicitation complete. Contract awarded to general contractor C3M Group.
Culinary and Food Service Areas Space Analysis - DTN				>\$200,000	Planning Stage - space analysis consultant engaged.
2nd & 3rd Floor Space Analysis - BWY A				>\$200,000	Planning Stage - space analysis consultant engaged.
Downtown Campus Space Analysis				>\$200,000	Planning Stage - space analysis consultant engaged.
Automotive Renovation				>\$200,000	Planning Stage.
9th Floor Renovation - DTN					Project cancelled.

2017/18 Risk Assessment Update

The 2017/18 Integrated College Plan recognizes that there is risk associated with achieving these plans as well as opportunity. The high level risks and opportunities are identified in the following Risk Register (**Table 5**):

UPDATE: Due to the number of Board vacancies the risk rating for the Board succession plan has been revised from medium to high.

Risk Rating

L	Low
M	Medium
H	High

Risk Register

Table 5:

Risk associated with achieving the 2017/18 Integrated College Plan and budget

Rating	Risk	Mitigation
L	Government budget constraints	<ul style="list-style-type: none"> • Increase revenue from other sources such as continuing studies, contract training, international students and strategic partnerships
L	Below-target enrolment compared to plan	<ul style="list-style-type: none"> • On-going monitoring of enrolments by deans, department heads and leadership • Address soft enrolment by target marketing and increase in student recruitment efforts • On-going monitoring of global events and domestic policy to inform decisions that would minimize the impact on International enrolment
L	Decrease in ITA funding – is dependent on the performance of all post-secondary institutions in BC	<ul style="list-style-type: none"> • On-going monitoring of enrolments • Maintain proactive relationship with ITA to ensure any changes in funding formula is known in advance

Rating	Risk	Mitigation
		<ul style="list-style-type: none"> • Ensure program curriculum meets ITA expectations
L	2017/18 financial targets not realized	<ul style="list-style-type: none"> • Strong emphasis on budgeting process and establishing realistic budgets • Monthly financial review and forecasting • Comprehensive monthly cost analysis • Reduce manual processes by streamlining, automating and continuous improvement to create efficiencies
L	Faculty Association and CUPE labour relations	<ul style="list-style-type: none"> • Foster favourable relations with bargaining units
L	Government relations – awareness of VCC	<ul style="list-style-type: none"> • Significant and sustained outreach to government representatives, in AEST and other Ministries • Ensure there is government awareness of the VCC mandate and priorities
L	Program delivery meeting changing students' expectations	<ul style="list-style-type: none"> • Monitor engagement of Program Advisor Committees (PACs) • Monitor enrolment reports • Student surveys • Develop an education technology strategy, expand online program delivery, international programming and build flexibility in programs
L	Reputation management	<ul style="list-style-type: none"> • Develop an internal and external communication strategy
H	Board succession plan	<ul style="list-style-type: none"> • Develop a succession plan to address Board skill requirements prior to individual term expiry or resignations
M	IT – Banner 8 Software support ending December 2018 - security patches and regulatory updates will no longer be available	<ul style="list-style-type: none"> • Develop a project plan to upgrade current version of Banner to Banner 9 and go live by December 2018
M	IT - Cyber security	<ul style="list-style-type: none"> • Conduct a needs assessment to identify potential IT security

Rating	Risk	Mitigation
		vulnerabilities <ul style="list-style-type: none"> • Develop a cyber security plan to address any vulnerabilities identified
M	IT – Disaster recovery	<ul style="list-style-type: none"> • Develop a comprehensive disaster recovery plan • Migrate more IT functionality to cloud based solutions
M	Emergency response plan - roles and responsibilities clearly defined and communicated	<ul style="list-style-type: none"> • Update emergency preparedness and response plan • Conduct training workshops on emergency response
M	Aging capital infrastructure	<ul style="list-style-type: none"> • Develop a comprehensive space utilization plan • Develop a long-term plan and strategy to address infrastructure upgrades needed to meet the academic and enrolment plan

Opportunities associated with the 2017/18 Integrated College Plan

	Opportunities	Strategy
M	New revenue generating opportunities	<ul style="list-style-type: none"> • Identify strategic partnerships with both corporate and not-for-profit organizations that could result in new programming and contract training opportunities
M	Leverage VCC Foundation fundraising to support college initiatives	<ul style="list-style-type: none"> • In collaboration with VCC Foundation establish fundraising campaign initiatives and set targets • Reinvigorate alumni relations and turn more alumni into donors



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: September 27, 2017

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Statement of Financial Information (SOFI) for the Year Ended March 31, 2017

BACKGROUND:

The Statement of Financial Information (SOFI) is a Ministry of Finance statutory requirement under the Financial Information Act. The Report is due to the Ministry of Advanced Education on or before September 29, 2017.

Pursuant to the Financial Information Regulation (FIR), Schedule 1, section 6, the threshold for reporting remuneration and expenses is \$75,000. FIR, Schedule 1, subsection 6(1), defines “remuneration” as:

- Any form of salary, wages, bonuses, gratuities, taxable benefits, payment into trust or any form of income deferral paid by the institution to the employee or on behalf of the employee during the fiscal year being reported upon, whether or not such remuneration is reported under the Income Tax Act, but;
- Does not include anything payable under a severance agreement

FIR, Schedule 1, subsection 6(1) defines “expenses” as follows:

- Includes travel expenses, memberships, tuition, relocation, vehicle leases, extraordinary hiring expenses, registration fees and similar amounts paid directly to an employee, or to a third party on behalf of the employee, and which has not been included in “remuneration”,
- Is not limited to expenses that are generally perceived as perquisites, or bestowing personal benefit, and may include expenditures required for employees to perform their job function, and
- Excludes benefits of a general nature applicable to all employees pursuant to an agreement such as medical, dental, counselling, insurance and similar plans.

The threshold for reporting payments to suppliers of goods and services is \$25,000.

DISCUSSION:

The Chair of the Board is required to approve the Statement of Financial Information and the President is required to approve the Management Report. Once approved the report is sent to the Ministry of Advanced Education and is posted to our external VCC website.

The Statement of Financial Information includes the following schedules:

- Statement of Financial Information Approval
- Management Report
- Schedule of Debts
- Audited Financial Statements
- Schedule of Guarantee and Indemnity Agreement
- Schedule of Remuneration and Expenses
- Schedule of Remuneration for Directors
- Schedule of Severance Agreements
- Schedule of Payment to Suppliers Goods and Services
- Statement of Cash Flow – Capital Fund

RECOMMENDED MOTION:

THAT, on recommendation of the Finance and Audit Committee, the Board of Governors approves the Statement of Financial Information for the year ended March 31, 2017.

ATTACHMENT: APPENDIX A - Statement of Financial Information Period End Mar 31, 2017

PREPARED BY: Marlene Kowalski, VP, Administration & CFO
Jamie Choi, Director Finance

DATE: September 7, 2017

APPENDIX A

Vancouver Community College
Statement of Financial Information
Schedules required by the Financial Information Act
For the year ended March 31, 2017

Vancouver Community College
Statement of Financial Information
Required under the Financial Information Act
For the Year Ended March 31, 2017

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Schedule I

Vancouver Community College

Statement of Financial Information Approval¹

The undersigned represents the Board of Directors of Vancouver Community College and approves all the statements and schedules included in this Statement of Financial Information produced under the *Financial Information Act*.

Pamela S. Ryan
Chair

September 27, 2017

¹ Prepared pursuant to the Financial Information Regulation, Schedule 1, section 9.

Schedule II

Vancouver Community College**Management Report¹**

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with generally accepted accounting principles, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all the statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

The Board of Governors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control and exercises this responsibility through the Finance and Audit Committee of the Board. The Finance and Audit Committee meets with management and the external auditors annually.

The external auditors, Office of the Auditor General, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination does not relate to the other schedules and statements required by the Act. Their examination includes a review and evaluation of the College's systems of internal control and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly.

On behalf of Vancouver Community College,

Dr Peter Nunoda
President
September 27, 2017

¹ Prepared pursuant to the Financial Information Regulation, Schedule 1, section 9.

Schedule III

Vancouver Community College

Schedule of Debts

As at March 31, 2017, the balance of the capital lease agreement shared between the College and:

- BCIT was \$7,218,891, and
- CSI Leasing Canada Ltd was \$876,639.

Schedule IV

Financial Statements of

VANCOUVER COMMUNITY COLLEGE

Year ended March 31, 2017

VANCOUVER COMMUNITY COLLEGE

Statement of Management Responsibility


The financial statements have been prepared by management in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes of the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. A summary of the significant accounting policies are described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for preparation of the financial statements.


The Vancouver Community College Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises these responsibilities through the Audit and Finance Committee. The Audit and Finance Committee reviews the internal financial statements on a quarterly basis and external audited financial statements yearly. The Audit and Finance Committee also discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, the Office of the Auditor General of British Columbia conducts an independent examination, in accordance with Canadian auditing standards, and express their opinion on the financial statements. The external auditors have full and free access to financial management of Vancouver Community College and meet when required. The accompanying Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements.

On behalf of Vancouver Community College



Dr. Peter Nunoda
President



Marlene Kowalski
VP, Administration & CFO



INDEPENDENT AUDITOR'S REPORT

*To the Board of Governors of the Vancouver Community College, and
To the Minister of Advanced Education, Province of British Columbia*

I have audited the accompanying financial statements of the *Vancouver Community College* (“the entity”), which comprise the statement of financial position as at March 31, 2017, and the statements of operations, changes in net debt, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with Canadian Public Sector Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

In my view, the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for Qualified Opinion

As described in Note 2a to the financial statements, the entity's accounting treatment for contributions received from governments and for externally restricted contributions received from non-government sources is to initially record them as deferred revenue (a liability) and then recognize revenue in the statement of operations either on the same basis as the related expenditures occur or, in the case of funds for the purchase or construction of capital assets, to recognize revenue on the same basis as the related assets are amortized. The entity was required

to adopt this accounting policy as prescribed by Province of British Columbia Treasury Board Regulation 198/2011.

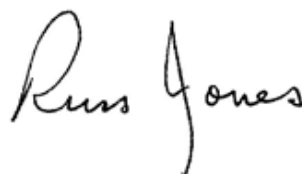
Under Canadian Public Sector Accounting Standards, the entity's method of accounting for contributions is only appropriate in circumstances where the funding meets the definition of a liability. Otherwise, the appropriate accounting treatment is to record contributions as revenue when they are received or receivable. In our opinion certain contributions of the entity do not meet the definition of a liability, and as such the entity's method of accounting for those contributions represents a departure from Canadian Public Sector Accounting Standards.

This departure has existed since the inception of the standard, which applies to periods beginning on or after April 1, 2012. When the cumulative effects of this departure to date are adjusted through opening accumulated surplus, the entity's records indicate that the effects of this departure on the current year financial statements is an overstatement of the liability for deferred revenue of \$0.2 million and deferred capital contributions of \$77.3 million, an understatement of opening accumulated surplus of \$80.7 million, and a current year overstatement of revenue of \$3.2 million. Accordingly, the current year surplus is overstated by \$3.2 million and net debt is overstated by \$77.5 million.

Qualified Opinion

In my opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Vancouver Community College as at March 31, 2017, and the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Victoria, British Columbia
June 1, 2017



Russ Jones, FCPA, FCA
Deputy Auditor General



VANCOUVER COMMUNITY COLLEGE

Statement of Financial Position

March 31, 2017, with comparative information for 2016


	2017	2016
Financial assets		
Cash and cash equivalents	\$ 16,137,486	\$ 15,841,972
Investments (note 4)	237,500	237,500
Accounts receivable	2,026,416	1,556,316
Due from government and other government organizations (note 5)	1,188,328	1,506,330
Inventories for resale	808,379	804,024
	20,398,109	19,946,142
Liabilities		
Accounts payable and accrued liabilities (note 6)	12,706,907	14,214,480
Due to government and other government organizations (note 5)	151,755	210,372
Employee future benefits (note 7)	1,699,397	1,694,939
Deferred tuition fees (note 8)	5,560,535	5,169,658
Deferred revenue (note 9)	2,824,066	3,969,118
Deferred capital contributions (note 10)	78,625,405	81,622,906
Capital lease obligation (note 11)	8,095,530	7,269,957
	109,663,595	114,151,430
Net debt	(89,265,486)	(94,205,288)
Non-financial assets		
Tangible capital assets (note 12)	106,929,921	111,100,193
Inventories held for use	112,893	90,743
Prepaid expenses	263,443	170,580
	107,306,257	111,361,516
Accumulated surplus (note 13)	\$ 18,040,771	\$ 17,156,228

Contractual obligations (note 15)

Contingencies (note 16)

See accompanying notes to financial statements.

Approved on behalf of the Board:


 President


 Chair of the Board

VANCOUVER COMMUNITY COLLEGE

Statement of Operations

Year ended March 31, 2017, with comparative information for 2016

	Budget	2017	2016
	(note 2 j)		
Revenue			
Province of British Columbia grants	\$ 56,567,832	\$ 56,542,368	\$ 56,226,936
Province of British Columbia contracts	885,875	1,613,082	1,224,940
Federal Government grants and contracts	4,170,000	4,164,743	4,661,193
Tuition and student fees	30,770,042	28,345,914	26,277,597
Sales of goods and services	6,320,704	6,477,854	6,385,777
Other grants and contracts	852,532	883,917	594,500
Miscellaneous income	1,359,570	2,419,885	2,217,640
Investment income	152,153	156,607	166,204
Revenue recognized from deferred capital contributions	5,373,636	5,768,168	5,224,000
	106,452,344	106,372,538	102,978,787
Expenses (note 17)			
Instruction and instructional support	96,217,812	94,818,191	95,649,865
Ancillary operations	6,854,540	7,059,029	7,573,353
Special purpose funds	3,379,992	3,610,775	3,881,601
	106,452,344	105,487,995	107,104,819
Annual surplus (deficit)	\$ -	\$ 884,543	\$ (4,126,032)
Accumulated surplus, beginning of year	17,156,228	17,156,228	21,282,260
Accumulated surplus, end of year	\$ 17,156,228	\$ 18,040,771	\$ 17,156,228

See accompanying notes to financial statements.

VANCOUVER COMMUNITY COLLEGE

Statement of Change in Net Debt

Year ended March 31, 2017, with comparative information for 2016

	Budget	2017	2016
	(note 2 j)		
Annual surplus (deficit)	\$ -	\$ 884,543	\$ (4,126,032)
(Acquisition) of tangible capital assets	(2,000,000)	(3,790,430)	(5,062,467)
Amortization of tangible capital assets	8,876,616	8,918,286	8,941,513
Capital lease obligation	-	(957,584)	-
	6,876,616	4,170,272	3,879,046
(Acquisition) of inventories	-	(112,893)	(90,743)
(Acquisition) of prepaid expenses	-	(263,443)	(170,580)
Use of inventories	-	90,743	119,073
Use of prepaid expenses	-	170,580	167,423
	-	(115,013)	25,173
Decrease (increase) in net debt	6,876,616	4,939,802	(221,813)
Net debt, beginning of year	(94,205,288)	(94,205,288)	(93,983,475)
Net debt, end of year	\$ (87,328,672)	\$ (89,265,486)	\$ (94,205,288)

See accompanying notes to financial statements.

VANCOUVER COMMUNITY COLLEGE

Statement of Cash Flows

Year ended March 31, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operations:		
Annual surplus (deficit)	\$ 884,543	\$ (4,126,032)
Items not involving cash:		
Amortization of tangible capital assets	8,918,286	8,941,513
Revenue recognized from deferred capital contributions	(5,768,168)	(5,224,000)
Change in employee future benefits	4,458	(35,959)
Change in non-cash operating working capital:		
(Increase) decrease in accounts receivable	(470,100)	288,283
(Increase) decrease in inventories for resale	(4,355)	219,778
Decrease in due from government and other government organizations	318,002	564,934
(Increase) in prepaid expenses	(92,863)	(3,157)
(Increase) decrease in inventories held for use	(22,150)	28,330
(Decrease) increase in accounts payable and accrued liabilities	(1,507,575)	3,613,009
(Decrease) increase in due to Province of B.C. and other government organizations	(58,617)	23,012
Increase (decrease) in deferred tuition fees	390,877	(157,940)
(Decrease) increase in deferred revenues	(1,145,052)	374,356
Net change in cash from operating activities	1,447,286	4,506,127
Capital activities:		
(Acquisition) of tangible capital assets	(3,790,430)	(5,062,467)
Net change in cash from capital activities	(3,790,430)	(5,062,467)
Financing activities:		
Principle reduction capital lease obligation	(132,009)	(48,847)
Deferred capital contributions received	2,770,667	2,524,167
Net change in cash from financing activities	2,638,658	2,475,320
Investing activities:		
Redemption of investments	-	1,845
	-	1,845
Net increase in cash and cash equivalents	295,514	1,920,825
Cash and cash equivalents, beginning of year	15,841,972	13,921,147
Cash and cash equivalents, end of year	\$ 16,137,486	\$ 15,841,972

See accompanying notes to financial statements.

Interest received during the year was \$156,607 (2016 - \$166,203). Interest paid during the year was \$311,633 (2016 - \$305,724).

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements

Year ended March 31, 2017

1. Authority and Purpose:

Vancouver Community College (the "College") is a post-secondary educational institution funded in part by the Province of British Columbia and incorporated under the College and Institute Act on November 28, 1978. The College is a not-for-profit entity governed by a Board of Governors, the majority of which are appointed by the provincial government of British Columbia. The College is exempt from income taxes under Section 149 of the Income Tax Act.

The College serves a diverse urban community by providing excellent programs and services that prepare learners for ongoing education, direct entry into employment, career advancement and greater participation in the community.

2. Summary of significant accounting policies:

The financial statements of Vancouver Community College are prepared by management in accordance with the basis of accounting described below. Significant accounting policies are as follows:

(a) Basis of accounting:

The financial statements have been prepared in accordance with Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia supplemented by Regulations 257/2010 and 198/2011 issued by the Province of British Columbia Treasury Board.

The Budget Transparency and Accountability Act requires that the financial statements be prepared in accordance with the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada, or if the Treasury Board makes a regulation, the set of standards and guidelines that comprise generally accepted accounting principles for senior governments in Canada as modified by the alternate standard or guideline or part thereof adopted in the regulation.

Regulation 257/2010 requires all tax-payer supported organizations in the Schools, Universities, Colleges and Hospitals sectors to adopt Canadian Public Sector Accounting Standards without any PS4200 elections effective their first fiscal year commencing after January 1, 2012.

Regulation 198/2011 requires that restricted contributions received or receivable are to be reported as revenue depending on the nature of the restrictions on the use of the funds by the contributors. Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services. Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met. For British Columbia tax-payer supported organizations, these contributions include government transfers and externally restricted contributions.

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

2. Summary of significant accounting policies (continued):

(a) Basis of accounting (continued):

The accounting policy requirements under Regulation 198/2011 are significantly different from the requirements of Canadian Public Sector Accounting Standards which requires government transfers, which do not contain a stipulation that creates a liability, be recognized as revenue by the recipient when approved by the transferor and the eligibility criteria have been met in accordance with public sector accounting standard PS3410. As a result, revenue recognized in the statement of operations and certain related deferred capital contributions would be recorded differently under Canadian Public Sector Accounting Standards.

(b) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with a term to maturity of three months or less at the date of purchase.

(c) Financial instruments:

Financial instruments are classified into two categories: fair value or cost.

(i) Fair value category: Portfolio investments in equity instruments that are quoted in an active market and derivative instruments are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments is recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and related balances reversed from the Statement of Remeasurement Gains and Losses.

(ii) Cost category: Gains and losses are recognized in the Statement of Operations when the financial asset is derecognized due to disposal or impairment. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments is included in the cost of the related investments.

(iii) The College does not have any financial instruments that are recorded at fair value.

(iv) The following items are included in the cost category and measured as follows:

(A) Accounts receivable are measured at amortized cost using the effective interest method.

(B) Investments are comprised of term deposits, bearer deposit notes, and bankers' acceptances that are capable of prompt liquidation. The investments are cashable on demand and are recorded at amortized cost based on the transaction price on the trade date. All interest income, gains and losses are recognized in the Statement of Operations in the period in which they arise.

(C) Accounts payable and accrued liabilities are measured at amortized cost using the effective interest method.

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

2. Summary of significant accounting policies (continued):

(d) Inventories for resale:

Inventories held for resale, including books and school supplies, are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

(e) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

(i) Tangible capital assets:

Tangible capital assets are recorded at cost, which includes amounts that are directly attributable to acquisition, construction, development or betterment of the asset. Interest during construction is capitalized whenever external debt is issued to finance the construction of tangible capital assets. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight line basis over their estimated useful lives shown below. Land is not amortized as it is deemed to have a permanent value.

Asset	Basis
Buildings	30 - 50 years
Building improvements	15 years
Building under capital lease	30 years
Furniture and equipment	5 years
Leasehold improvements	30 years
Computer hardware and software	4 years
Leased computer equipment	3 - 5 years

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the College's ability to provide goods and services.

Leases of tangible capital assets which transfer substantially all the benefits and risks of ownership are accounted for as leased tangible capital assets. Capital lease obligations are recorded at the present value of the minimum lease payments excluding executor costs. The discount rate used to determine the present value of the lease payments for Annacis Island Building was based on the current government borrowing rates of 30 year term debts at that time. The discount rate used to determine the present value of the lease payments for computer leases is the lower of the College's rate for incremental borrowing or the interest rate implicit in the lease. The maximum-recorded value of the leased assets cannot exceed the leased property's fair value when determining the discount rate to be used. Note 11 provides a schedule of repayments and amount of interest on the leases.

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

2. Summary of significant accounting policies (continued):

Depreciation for capital computer leases is charged over the lease term. Lease terms range from 3 to 5 years.

(ii) Inventories held for use:

Inventories held for use are recorded at the lower of cost and replacement cost.

Cost includes the original purchase cost, plus shipping and applicable duties. Replacement cost is the estimated current cost to replace the items.

(iii) Prepaid expenses:

Prepaid expenses are recorded at cost and amortized over the period where the service benefits are received.

(f) Employee future benefits:

(i) The College and its employees make contributions to the College Pension and Municipal Pension Plans which are multi-employer joint trustee plans. These plans are defined benefit plans, providing a pension on retirement based on the member's age at retirement, length of service and highest earnings. Defined contribution plan accounting is applied because sufficient information is not available to apply defined benefit accounting. Contributions are expensed as they become payable.

(ii) Sick leave benefits are also available to the College's employees. The costs of these benefits are actuarially determined based on length of service and best estimates of benefit usage, retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected employee average remaining service life. The accrued benefit obligation and the net periodic benefit cost were estimated by an actuarial valuation completed in March 31, 2015 and projected to March 31, 2017.

(iii) The College provides long-service and gratuity benefits to the employees. The costs of these benefits are actuarially determined based on length of service and best estimates of benefit usage, retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected employee average remaining service life. The most recent valuation of the College's future employee benefits was completed March 31, 2015 and projected to March 31, 2017.

(iv) Employees who are members of the Faculty Association who are retiring at age 55 or over and who receive pension under the provisions of the Pension Act, receive a benefit where the College pays for Group Life Insurance premiums equivalent to the lesser of \$10,000 or the coverage in effect immediately preceding retirement for five years. These benefits are recognized based on the net present value of the expected obligations.

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

2. Summary of significant accounting policies (continued):

(g) Revenue recognition:

(i) Fees for services:

Tuition fees are collected in advance and recognized as revenue at the time services are provided.

Student fees and sales of goods and services are reported as revenue at the time the services are provided or the products are delivered, and collection is reasonably assured.

(ii) Contributions:

Unrestricted donations and grants are recorded as revenue when receivable if the amounts can be estimated and collection is reasonably assured.

Contributions for the purpose of acquiring or developing a depreciable tangible capital asset or contributions in the form of a depreciable tangible capital asset are recorded in accordance with Regulation 198/2011 which requires that they be recorded and referred to as deferred capital contributions and recognized in revenue at the same rate that amortization of the related tangible capital asset is recorded. The reduction of the deferred capital contributions and the recognition of the revenue are accounted for in the fiscal period during which the tangible capital asset is used to provide services.

Contributions restricted for specific purposes other than those for the acquisition or development of a depreciable tangible capital asset are recorded as deferred contributions and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met.

(iii) Investment income:

Investment income includes interest recorded on an effective interest method, dividends recorded as declared, realized gains and losses on the sale of investments, and write-downs on investments where the loss in value is determined to be other-than-temporary.

(h) Asset retirement obligations:

The College recognizes asset retirement obligations in the period in which it incurs a legal obligation associated with the retirement of a tangible long-lived asset, including leased premises resulting from the acquisition, construction, development, and/or normal use of the asset. The fair value of the asset retirement cost is capitalized as part of the carrying value of the related long-lived asset and is amortized over the life of the asset. The liability may be changed to reflect the passage of time and changes in the fair value assessment of the retirement obligation.

The College has determined that there were no significant asset retirement obligations to be recognized.

(i) Foreign currency translation:

The College's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets and liabilities denominated in foreign currencies and non-monetary assets and liabilities which were designated in the fair value category under the financial instrument standard are reflected in the

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

2. Summary of significant accounting policies (continued):

financial statements in equivalent Canadian dollars at the exchange rate in effect on the statement of financial position date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or statement of financial position date is recognized in the Statement of Operations.

(j) Budget figures:

The budget figures have been derived from the 2016/17 Budget approved by the Board of Governors of the College on April 6, 2016. The budget is reflected in the Statement of Operations and the Statement of Changes in Net Financial Assets.

(k) Measurement uncertainty:

The preparation of the financial statements in accordance with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the useful lives of tangible capital assets, amortization of related deferred capital contributions, the present value of employee future benefits, and provisions for contingencies and commitments. Where actual results differ from these estimates and assumptions, the impact will be recorded in future periods when the difference becomes known.

3. Impact of accounting for government transfers in accordance with Section 23.1 of the Budget Transparency and Accountability Act:

As noted in the significant accounting policies, Section 23.1 of the Budget Transparency and Accountability Act and its related regulations require the College to recognize all government transfers provided to purchase capital assets into revenue on the same basis as the related amortization expense. In addition, all government transfers related to restricted contributions for purposes other than purchasing capital assets are to be deferred by the College and included in revenue in the period when the transfer restriction has been met.

Canadian Public Sector Accounting Standards would require these grants to be fully recognized into revenue when received by the College unless they contain a stipulation that meets the definition of a liability. This departure has resulted in an:

- (a) March 31, 2017 – overstatement of the annual surplus by \$3,222,596 (March 31, 2016 – understatement of the annual deficit by \$2,567,020).
- (b) March 31, 2017 – understatement of the beginning balance of accumulated surplus by \$80,655,808 and an overstatement of deferred operating contributions by \$174,144 and deferred capital contributions by \$77,433,212 (March 31, 2016 – understatement of the beginning balance of accumulated surplus by \$84,030,319 and an overstatement of deferred operating contributions by \$98,461 and deferred capital contributions by \$81,364,838).

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

4. Investments:

Short-term investments consist of a term deposit, due November 1, 2017 that bears interest of 0.05%.

5. Due from (to) the government and other government organizations:

	2017		2016	
Due from the Province of B.C.	\$	208,848	\$	299,434
Due from the Federal Government		979,480		1,206,896
	\$	1,188,328	\$	1,506,330
Due to BCIT		151,755		210,372
	\$	151,755	\$	210,372

The amounts are due on demand and are non-interest bearing.

6. Accounts payable and accrued liabilities:

	2017		2016	
Accounts payable and accrued liabilities	\$	4,182,941		3,526,382
Salaries and benefits payable		3,903,394		6,594,203
Accrued vacation pay and earned time off		2,186,066		1,942,374
Student deposits		2,434,506		2,151,521
	\$	12,706,907	\$	14,214,480

7. Employee future benefits:

(a) Pension plan

The College and its employees contribute to the College Pension Plan and Municipal Pension Plan (jointly trustee pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits provided are based on a formula. As at August 31, 2016, the College Pension Plan has about 14,000 active members, and approximately 7,000 retired members. As at December 31, 2015, the Municipal Pension Plan has about 189,000 active members, including approximately 5,800 from colleges.

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

7. Employee future benefits (continued):

The most recent actuarial valuation for the College Pension Plan as at August 31, 2015, indicated a \$67 million surplus for basic pension benefits. The next valuation will be August 31, 2018, with results available in 2019. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2015, indicated a \$2,224 million funding surplus for basic pension benefits. The next valuation will be December 31, 2018, with results available in 2019.

Employers participating in the plans record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plans record accrued liabilities and accrued assets for the plans in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

The College paid \$5,540,185 (2016 - \$5,371,825) for employer contributions to the plan in fiscal 2017.

(b) Employee future benefits

	Sick leave		Long-service and gratuity		2017 Total
Balance March 31, 2016	\$	1,117,000	\$	577,939	\$ 1,694,939
Current service cost		509,000		32,458	541,458
Interest cost		43,000		20,000	63,000
Benefits paid		(549,000)		(51,000)	(600,000)
Balance March 31, 2017	\$	1,120,000	\$	579,397	\$ 1,699,397

	Sick leave		Long-service and gratuity		2016 Total
Balance March 31, 2015	\$	1,113,000	\$	617,898	\$ 1,730,898
Current service cost		495,000		20,041	515,041
Interest cost		43,000		20,000	63,000
Benefits paid		(534,000)		(80,000)	(614,000)
Balance March 31, 2016	\$	1,117,000	\$	577,939	\$ 1,694,939

The significant actuarial assumptions adopted in measuring the College's accrued benefit obligation are as follows:

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

7. Employee future benefits (continued):

	2017	2016
Discount rates	3.0%	3.0%
Expected future inflation rates	2.0%	2.0%
Expected wage and salary increases	2.75%	2.75%

8. Deferred tuition fees:

Deferred tuition includes tuition received in advance of the related activity performed.

	Opening balance	Receipts during year	Transferred to revenue	2017 Total
Deferred tuition	\$ 5,169,658	\$ 28,736,791	\$ (28,345,914)	\$ 5,560,535

	Opening balance	Receipts during year	Transferred to revenue	2016 Total
Deferred tuition	\$ 5,327,598	\$ 26,119,657	\$ (26,277,597)	\$ 5,169,658

9. Deferred revenue:

Deferred revenue includes grants, contract fees and miscellaneous income received in advance of the related activity performed.

	Opening balance	Receipts during year	Transferred to revenue	2017 Total
Deferred contract and other	\$ 1,175,445	\$ 5,878,869	\$ (6,561,240)	\$ 493,074
Deferred contributions	2,793,673	9,999,771	(10,462,452)	2,330,992
Deferred revenue	\$ 3,969,118	\$ 15,878,640	\$ (17,023,692)	\$ 2,824,066

	Opening balance	Receipts during year	Transferred to revenue	2016 Total
Deferred contract and other	\$ 331,053	\$ 7,248,400	\$ (6,404,008)	\$ 1,175,445
Deferred contributions	3,263,709	10,768,073	(11,238,109)	2,793,673
Deferred revenue	\$ 3,594,762	\$ 18,016,473	\$ (17,642,117)	\$ 3,969,118

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

10. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount of externally restricted grants and other funding received for the purchase of tangible capital assets. Amortization of deferred capital contributions is recorded as revenue in the Statement of Operations over the useful life of the related asset.

	2017	2016
Balance at beginning of the year	\$ 81,622,906	\$ 84,322,739
Contributions received	2,770,667	2,524,167
Less amortization to revenue	(5,768,168)	(5,224,000)
	\$ 78,625,405	\$ 81,622,906

Deferred capital contributions are comprised of the following:

	2017	2016
Unamortized capital contributions	\$ 77,259,067	\$ 80,655,808
Unspent contributions	1,366,338	967,098
	\$ 78,625,405	\$ 81,622,906

11. Obligations under capital lease

(a) Annacis Island Campus

During 2014/15, Vancouver Community College and BCIT entered into a Memorandum of Understanding to share a facility space on Annacis Island in Delta, British Columbia. As part of this arrangement, Vancouver Community College and BCIT entered into a joint lease agreement for a building with a third party. The term of the lease is 30 years and commenced August 1, 2014.

2018	\$ 354,698
2019	354,698
2020	378,595
2021	390,350
2022	390,350
Thereafter	10,873,291
Total minimum lease payments	12,741,982
Less amounts representing interest (at 4.19% per annum)	(5,523,091)
Present value of net minimum capital lease payments	\$ 7,218,891
Total interest on the capital lease for the year	\$ 303,632

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

11. Obligations under capital lease (continued)

(b) Computer equipment

During 2016/17, the College has entered into various capital leases for computer equipment requiring future minimum lease payments as follows:

2018	\$	240,763
2019		240,763
2020		225,340
2021		150,950
2022		68,664
Therafter		-
Total minimum lease payments		926,480
Less amounts representing interest (Nil to 1.85% per annum)		(49,841)
Present value of net minimum capital lease payments		\$ 876,639
Total interest on the capital lease for the year		\$ 8,001

Total interest on leases for the year was \$311,633 (2016 – \$305,724).

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

12. Tangible capital assets:

2017	Land	Buildings	Building improvements	Building under capital lease	Furniture and equipment	Leasehold improvements	Computer hardware and software	Computer equipment under capital lease	2017 Total
Cost									
Opening balance	\$ 7,744,768	\$ 144,414,647	\$ 6,751,285	\$ 7,350,333	\$ 72,721,469	\$ 4,202,525	\$ 25,012,177	\$ -	\$ 268,197,204
Additions	-	-	2,137,702	-	1,147,442	-	505,285	957,584	4,748,014
Ending	7,744,768	144,414,647	8,888,987	7,350,333	73,868,911	4,202,525	25,517,462	957,584	272,945,218
Accumulated amortization									
Opening balance	-	67,652,241	1,068,302	408,352	65,714,212	224,798	22,029,106	-	157,097,011
Amortization	-	3,609,846	592,598	245,013	2,763,833	140,095	1,482,262	84,639	8,918,286
Closing balance	-	71,262,087	1,660,900	653,365	68,478,045	364,893	23,511,368	84,639	166,015,297
Net book value	\$ 7,744,768	\$ 73,152,560	\$ 7,228,087	\$ 6,696,968	\$ 5,390,866	\$ 3,837,632	\$ 2,006,094	\$ 872,945	\$ 106,929,921

2016	Land	Buildings	Building improvements	Building under capital lease	Furniture and equipment	Leasehold improvements	Computer hardware and software	Computer equipment under capital lease	2016 Total
Cost									
Opening balance	\$ 7,744,768	\$ 144,414,647	\$ 4,597,705	\$ 7,350,333	\$ 71,102,402	\$ 4,202,525	\$ 23,722,357	\$ -	\$ 263,134,737
Additions	-	-	2,153,580	-	1,619,067	-	1,289,820	-	5,062,467
Ending	7,744,768	144,414,647	6,751,285	7,350,333	72,721,469	4,202,525	25,012,177	-	268,197,204
Accumulated amortization									
Opening balance	-	64,042,346	690,002	163,341	62,861,024	84,714	20,314,071	-	148,155,498
Amortization	-	3,609,895	378,300	245,011	2,853,188	140,084	1,715,035	-	8,941,513
Closing balance	-	67,652,241	1,068,302	408,352	65,714,212	224,798	22,029,106	-	157,097,011
Net book value	\$ 7,744,768	\$ 76,762,406	\$ 5,682,983	\$ 6,941,981	\$ 7,007,257	\$ 3,977,727	\$ 2,983,071	\$ -	\$ 111,100,193

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

13. Accumulated surplus:

	2017	2016
Accumulated surplus is comprised of:		
Invested in tangible capital assets	\$ 21,575,324	\$ 23,174,428
Unrestricted	(3,534,553)	(6,018,200)
	\$ 18,040,771	\$ 17,156,228

14. Related organization:

The Vancouver Community College Foundation ("the Foundation") is a separate society formed to raise funds to further the interests of the College and to provide scholarships and bursaries for students of the College. The College does not control the Foundation; therefore, the Foundation's assets, liabilities, revenues and expenses are not included in these financial statements.

The College had the following transactions with the Foundation:

	2017	2016
Foundation contributed awards and bursaries to the College	\$ 448,217	\$ 575,876
Foundation provided project funding and equipment to the College	68,295	125,396
Foundation reimbursed the College for salaries expenses	262,621	290,211
College contributed grants to the Foundation for operating expenses	267,469	250,000

As of March 31, 2017, the College had accounts receivable from the Foundation of \$4,681 (2016 - \$3,092) for expenses that were paid for by the College on behalf of the Foundation as well as capital campaign donations. At March 31, 2017, the Foundation had net assets of \$13.5 million (2016 - \$12.9 million).

For the year ended March 31, 2017, gift in kind donations from the Foundation to the College were \$68,295 (2016 - \$64,830) of which \$0 (2016 - \$0) was recorded as tangible capital assets.

15. Contractual obligations:

(a) Building construction contracts:

During the year ended March 31, 2009, the College completed construction of a new campus building. At year end, the College has an outstanding letter of credit with the City of Vancouver, secured by a short-term GIC for \$237,500. This letter of credit will be held until Phase II of the campus redevelopment has been completed.

(b) Operating lease land

In 2014/15, Vancouver Community College entered into a partnership with BCIT to share a joint facility from a third party. As part of this lease, land has been segregated as an operating lease. The term is 30 years commencing August 1, 2014.

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

15. Contractual obligations (continued):

Payments required under this lease are as follows:

2018	\$	115,799
2019		115,799
2020		123,558
2021		127,438
2022		127,438
Thereafter		3,549,807
Total minimum lease payments		\$ 4,159,839

(b) Service contracts:

The College entered into a number of long term service contracts for equipment rentals and services with expected payments as follows:

2018	\$	2,923,796
2019		982,231
2020		153,767
2021		3,200
		\$ 4,062,994

16. Contingent liabilities:

The College is currently engaged in or party to certain pending matters. A reasonable estimate of these future liabilities has been made where possible and is recorded in the financial statements as a liability. Where the outcomes of amounts or losses are uncertain, no amounts have been recorded.

17. Expenses by object:

The following is a summary of expenses by object:

	2017	2016
Salaries and benefits	\$ 73,409,369	\$ 74,717,547
Supplies and services	12,538,825	12,529,326
Building and telecom	6,231,372	6,377,500
Cost of goods sold	4,390,143	4,538,933
Amortization	8,918,286	8,941,513
	\$ 105,487,995	\$ 107,104,819

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2017

18. Financial risk management:

The College has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk.

The Board of Governors ensures that the College has identified its major risks and ensures that management monitors and controls them.

(a) Credit risk:

Credit risk is the risk of financial loss to the College if a customer or counterparty to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held by the College consisting of investments and accounts receivable. The College assesses these financial assets, on a continuous basis for any amounts that are not collectible or realizable.

(b) Market risk:

Market risk is the risk that changes in market prices, such as interest rates, will affect the College's income. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing the return on risk.

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in the market interest rates.

It is management's opinion that the College is not exposed to significant market or interest rate risk arising from its financial instruments.

(c) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet its financial obligations as they become due.

The College manages liquidity risk by continually monitoring actual and forecasted cash flows from operations and anticipated investing and financing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the College's reputation.

19. Comparative figures:

Certain comparative figures have been restated to conform to current year's presentation.

Schedule V

Vancouver Community College

Schedule of Guarantee and Indemnity Agreements¹

The number of financial guarantee and indemnity agreements in force which require government approval prior to being given under the Financial Administration Act Guarantees and Indemnities Regulation during the 2016/17 fiscal year was 30.

¹Prepared pursuant to the Financial Information Regulation, Schedule 1, section 5.

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2017

Employee	Remuneration	Other Expense
Adams, Virginia	93,542	1,130
Aghakian, Patris	103,516	8,675
Aitken, Robert	91,459	484
Allen, Sarah	91,459	285
Anderson, Del	85,708	2,865
Arellano, Jose	82,849	0
Aro, Susan	94,709	2,656
Aulakh, Surinder	117,142	1,785
Austin, Pat	91,459	392
Au-Wong, Elaine	91,459	1,889
Avery, Wayne	93,492	565
Bach, Donald	125,383	0
Baily, Nancy	91,459	6,035
Balagopal, Raji	87,190	0
Balandy, Ali	81,190	0
Barbati, Pam	91,459	4,619
Barclay, Heather	90,539	250
Barnes, Aileen	93,548	4,232
Barnes, William	81,679	0
Bauden, Bonnie	91,459	1,092
Beacham, Brian	117,142	3,159
Beauchamp, Robert	91,459	445
Beerwald, Denise	94,709	470
Belton, Susan	91,459	4,845
Bestard, Stacy	80,515	1,875
Beveridge, Lisa	91,459	527
Bhimji, Azeem	91,459	505
Black, Meridy	91,459	4,726
Bonkowski, Harald	91,459	370
Boulanger, Paula	84,528	117
Brandwood, Linda	91,459	347
Branter, David	91,458	0
Brooke, Karen	91,459	4,949
Brown, Ben	91,459	250
Brown, Michael	91,459	0
Brunt, Caroline	96,889	998
Buchanan, Gina	82,713	139
Buckham, Jill	91,459	250
Burnyeat, Elizabeth	80,141	172
Buxton, Margaret	92,884	250
Caglayan, Alper	91,821	6,332

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2017

Employee	Remuneration	Other Expense
Caldwell, Robert	91,459	0
Callaghan, Stephanie	79,187	1,309
Candela, Andrew	77,014	859
Carlos, Roberto	91,594	0
Cavenaile, Gordon	92,074	565
Chan, Pauline	83,768	0
Chauvet, Vincent	91,459	0
Chernen, Joann	86,367	0
Choi, NaYoung	117,142	9,388
Chong, Fionna	94,709	5,867
Chow, Carol	93,845	250
Chow, Louis	93,982	1,525
Christie, Judith	94,709	4,360
Chubey, Betty	91,459	621
Clark, Nancy	85,678	3,514
Clarke, Shirley	91,459	0
Clarkson, Bruce	128,523	0
Coad, Marnie	95,598	0
Cohen, Jason	91,459	1,054
Colettis, Joanna	91,459	750
Colombo, Greg	91,459	400
Contois, Theresa	91,459	250
Copp Mokkonen, Alicia	84,797	963
Cosco, Frank	98,554	36
Cowie, Tanya	89,543	1,967
Crawford, Paul	90,717	0
Credico, Randall	91,459	0
Cross, David	94,709	412
Cunningham, Margaret	99,241	0
Curry, Patrick	91,459	0
Cyr, Richard	94,709	959
Cyr, Soleille	87,102	0
Dannhauer, Louise	91,546	714
Dauke, Wolfgang	91,459	500
Dawe, Laura	99,352	250
Defert, Ingrid	94,709	629
Della-Savia, Maurice	91,459	0
Delparte, Linda	85,559	0
Demeulemeester, John	91,459	565
Dennett, Margaret	91,459	412
Desbiens, Sarah	91,459	1,077
DiGiovanni, Laura	75,210	250

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2017

Employee	Remuneration	Other Expense
Dilek, Rita	94,709	1,565
Doak, Sherry	80,641	816
Dobko, Alan	91,459	3,443
Donaldson, Sheetal	79,385	538
Dong, Tania	87,289	50
Duke, David	91,459	0
Duncan, Deirdre	91,459	957
Eberl, Bonita	91,459	310
Espinoza, Lorena	94,705	1,231
Farley, Richard	91,459	539
Feist, Bob	91,459	315
Findlay, Susan	91,459	3,851
Finley, Alayna	83,078	0
Fournie, James	85,678	3,411
Franceschini, Gary	91,459	565
Frias, Andrew	85,461	0
Frith, Brendan	85,678	378
Fukuyama, Emiko	93,276	2,275
Gaffney, Scarlet	85,678	250
Gallagher, Zoe	87,592	176
Galy, Glenn	93,982	6,138
Garofano, Jodi	75,342	0
Gates, Kathryn	93,863	542
Gibson, Sally	91,459	1,050
Gilbert, Julie	94,709	1,188
Gill, Collin	87,344	267
Gin, Karen	85,678	0
Glatts, Linda	84,323	1,584
Gordon, Joyce	91,459	250
Gossen, Jennifer	86,149	25,515
Gregorowicz, Peter	98,315	75
Griffith, Lucy	83,170	4,750
Griffith, Toby	79,385	250
Griffiths, Brett	118,466	6,508
Griffiths, Karen	91,459	692
Guspie, Jerry	117,142	2,247
Hackett, Karen	86,347	732
Hamend, Moreah	93,509	1,252
Hamill, Patrick	91,459	250
Harrison, Jacqueline	91,459	2,122
Harvey, Susan	79,805	0
Heaps, Marilyn	98,820	767

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2017

Employee	Remuneration	Other Expense
Henderson, Gregory	91,459	795
Higgins, Brianna	81,037	682
Hills, Karen Jane	91,459	4,030
Hooley, Eleanor	88,295	687
Horn, Steven	81,916	0
Horvat, Lynn	88,866	621
Howrigan, Cheryl	91,459	96
Huenefeld, Michael	81,311	0
Innes, Dennis	119,962	4,710
Jaini, Madhusudhan	75,031	0
Jang, Elizabeth	91,459	3,636
Jones, Karin	82,367	0
Jordan, Donald	79,806	174
Jovanovic, Katarina	75,878	1,142
Kaan, Raymond	82,453	0
Kakushkin, Gabriela	91,459	4,161
Kaplan, Belinda	91,459	164
Karavas, Costa	94,709	3,680
Karlstrom, Kevin	97,353	695
Keddis, Andu	91,459	1,171
Kee, Ronald	92,329	565
Kelbert, Maureen	93,548	250
Khayambashi, Hassan	91,459	3,980
Kimoto, Carmen	91,459	908
Ko, Wayne	91,459	0
Kosa, Esther	91,459	2,432
Kotko, Michelle	81,532	250
Kowalski, Marlene	163,003	22,922
Kremer, Paula	91,459	0
Krentz, Keith	85,678	561
Kunka, Robert	94,709	1,715
Kuzmina, Elena	93,548	585
Laliberte, Shari	85,678	4,940
Larson, Cathy	91,459	491
Latter, Janet	96,129	8,685
Lau, Paul	91,459	0
Law, Karen	91,459	3,835
Lawrence, Gary	91,459	565
Lee, Ryan	91,459	424
Lefavre, Jillian	91,406	250
Leggatt, Carrie	94,577	247
Lew, Shirley	117,142	1,033

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2017

Employee	Remuneration	Other Expense
Lewis, John	89,716	0
Lie, Phillip	91,161	1,050
Liew, Denis	92,528	0
Lin, Nana	91,459	325
Lin, Shiow	78,603	0
Liu, Ellen	82,431	1,338
Lo Yan, Pik Ling	91,459	5,186
Lu, Jackie	77,976	0
Lui, Louis	91,459	749
Luk, Cindy	91,459	5,186
Lunn, Barbara	91,491	1,152
MacDonald, Gregory	76,051	0
Macdonald, Tobias	85,678	565
MacKenzie, Edith	91,459	565
MacKenzie, Michele	91,459	615
Maddern, Trevor	96,050	546
Major, Lorne	91,459	0
Makarewicz, Petra	91,459	430
Makhmour, Asal	84,920	1,935
Malecot, Jacques	91,459	565
Mandryk, Natasha	85,678	346
Manning, Garth	98,554	2,091
Martin, Julie	96,469	0
Mathern, Mishele	91,459	565
Mauger, Douglas	92,185	3,352
McDonald, Pamela	88,152	1,370
McGarvie, Bruce	88,634	938
McGuigan, Robert	121,914	240
McIntyre, Gordon	91,459	1,431
McIvor, Gordon	117,142	6,361
McKay, Sandra	91,459	160
McKenna, Brian	91,947	0
McLeod, Michele	91,127	0
McLeod, Morna	91,459	0
McMorris, Kenneth	87,836	250
McMullen, David	102,257	459
McNaughton, Kathryn	163,003	9,955
McNeill, Kimberly	91,459	297
McPherson, Ross	118,025	3,381
McRae, Nancy	91,459	2,356
Menzies, Julia	81,381	1,795
Messenger, Sherry	91,459	559

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2017

Employee	Remuneration	Other Expense
Miletic, Susan	86,382	3,546
Moody, Shona	87,440	103
Mooney, Hope	88,498	1,301
Morlin, Maria	91,459	1,924
Morrison, Ken	94,709	0
Mui, Gary	91,459	544
Munn, Lorrin	91,459	1,480
Murphy, Caroline	91,459	1,553
Nagai-Price, Chikage	91,126	601
Nederend, Wilma	92,730	1,660
Nesbitt, Nancy	104,966	0
Novak, Signy	81,332	960
Nunoda, Peter	177,052	28,912
Odgers, Katharine	91,459	0
Oldenburg, Kristina	83,892	244
Orimaco, Helen	85,678	0
Otto, Margaret	102,021	1,292
Overton, Catherine	91,459	3,095
Paassen, Monique	92,499	483
Parisotto, Heidi	93,760	4,721
Parker, Jane	76,496	4,034
Patterson, John	91,459	4,695
Pavlovic, Sicilija	91,072	0
Payne, Regeline	81,564	696
Perras, Laurent	88,360	2,528
Pfaff, Roland	96,944	0
Phillips, Brian	87,910	490
Pierce, Tami	93,951	5,716
Pitton, Carla	84,942	566
Popow, Robin	91,459	62
Potkins, David	97,213	0
Potter, Chris	91,459	423
Poznanski, Christine	84,345	5,795
Propp, Trina	77,079	2,193
Radivojevic, Vesna	108,725	143
Rafferty, Crystabel	81,009	565
Railton, Shannon	142,476	3,624
Randall, Daniela	85,827	1,493
Rastan, Mandana	88,921	565
Ravensbergen, Ian	99,145	473
Ready, Nora	91,459	250
Regan, Kendal	84,595	181

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2017

Employee	Remuneration	Other Expense
Regeczi, Agnes	85,461	0
Reimer, Bonnie	76,056	1,721
Richards, Skye	91,459	0
Riquelme, Robert	81,524	0
Ritchie, Alexander	91,459	565
Roberts, Helen	94,039	1,307
Rogers, Nicole	93,671	3,149
Rogers, Sean	87,440	565
Romashenko, Alex	91,459	55
Rosko, Michelle	93,885	1,051
Rossol, Pamela	91,459	250
Rowlatt, Todd	79,838	320
Rubner, Wayne	91,459	120
Rudat, Tanya	86,207	647
Ryan, David	91,459	250
Salimian, Hamid	85,678	698
Sam, Andrea	94,709	0
Samnani, Karima	77,839	273
Samson, Rosalyn	91,459	4,220
Sandhu, Herraaj	96,805	1,149
Sargent, Debbie	120,569	4,965
Sawkins, Tanis	102,021	10,854
Schappert, Janita	89,771	1,527
Schubert, Allison	92,499	4,688
Scott, Nigel	84,566	320
Sellwood, Andy	93,044	1,319
Semeniuk, Orest	91,459	250
Shehadeh, Jacqueline	95,912	783
Shorter, Dennis	91,459	126
Shortt, Karen	98,554	782
Sigston, Janice	78,906	0
Singh, Ron	90,060	2,132
Smith, Linda	84,208	0
Snyder Lowe, Catherine	81,311	0
Spitz, Ashlea	83,830	4,496
Spolowicz, Ralph	89,570	0
Sran, Gurpreet	91,459	4,358
Stafford, Stephen	91,459	1,242
Steele, Michael	91,566	521
Steele, Natalie	76,242	1,676
Stewart, Lillian	91,459	315
Sucloy, Lorraine	91,459	250

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2017

Employee	Remuneration	Other Expense
Sukic, Ysabel	93,440	2,826
Supeene, Lisa	91,459	554
Szeto, Ann	91,459	1,569
Tada, Rose	82,464	1,606
Talbot, Linda	91,766	250
Tanaka, Marcia	91,459	1,361
Terpstra, Jadene	78,778	1,260
Theny, Janet	94,709	250
Thomson, Taryn	94,709	250
Ting, Elle	98,554	6,143
Tippett, Debbie	91,459	5,442
Tittel, Michael	94,709	7,692
To, Naomi	91,459	777
Touahria, Suzanne	93,760	5,901
Trettenero, Mario	91,459	230
Tsang, Barry	86,258	69
Tunnah, Michael	91,458	1,183
Turone, Ellen	81,958	250
Valchev, Stefan	85,461	910
Vandale, Holly	76,325	565
Vera, Maria De La Paz	93,548	861
Vissers, Jan	91,008	0
Wakabayashi, Pamela	79,271	681
Wallace, Judith	91,459	921
Wansink, Elmer	103,920	5,260
Webb, Michael	91,459	250
Wells, David	120,345	195
Wheatley, Aimee	92,036	319
Wheatley, Matthew	91,459	554
Wiik, Maija-Liisa	85,678	1,397
Wilson, Karen	99,310	2,787
Wong, Doreen	85,678	450
Wong, Eugenie	89,012	0
Woods, Alison	88,180	2,981
Workman, Doug	91,459	2,260
Wright, Julie	91,459	789
Wutke, Tom	91,459	376
Xun, Jianhui	85,461	233
Yaklin, Evoin	77,233	0
Yang, Chee Kwong	81,314	374
Yee, Susan	91,459	0
Yoneda, Sharon	91,459	594

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2017

Employee	Remuneration	Other Expense
Young, Barbara	91,459	736
Young, Irene	101,573	835
Yue, Chung-Bun	85,461	2,348
Zakoor, Jo-Ellen	91,459	1,765
Zalezsak, Ella-Fay	93,542	2,832
Zemp, Luzia	88,671	750
Zhang, Dan	91,459	4,638
Total paid to employees with remuneration more than \$75,000	31,399,517	539,297
Total paid to employees with remuneration less than \$75,000	<u>29,667,368</u>	<u>221,177</u>
Total paid to all employees	61,066,885	760,475
Other Salary costs *	<u>12,342,484</u>	<u>-</u>
Total Salaries and benefits & restructuring costs per Financial Statements	<u><u>73,409,369</u></u>	<u><u>760,475</u></u>

* Other Salary costs include employers' portion of employee benefits, accrued salary costs, voluntary departure incentive and severance.

Schedule VII

Vancouver Community College
Schedule of Remuneration and Expenses
For the Board of Directors
For the year ended March 31, 2017

	Position	Remuneration	Other Expenses
Ahuja, Sumit*	Board Member	2,069.00	
Crawford, Janet	Board Member	796.95	
Grant, Howard	Board Member	459.78	
Jaff, Shaima	Board Member	1,272.06	
Kong, Danica	Board Member	804.60	
Kukucha, Stephen*	Board Member	2,199.28	
Lau, Chloe	Board Member	2,145.64	
Marshall, Claire	Board Member	1,609.23	
Ryan, Pam*	Chair	2,586.33	4,315.02
Tourigny, Richard	Board Member	3,080.51	807.26
Vandervalk, Kara	Board Member	689.67	
		<hr/>	<hr/>
		<u>17,713.05</u>	<u>5,122.28</u>

* Board Members have waived their board remuneration partially or fully

Information from board remuneration disclosure statement based on Treasury Board Directive 3/11

Schedule VIII

Vancouver Community College
Statement of Severance Agreements¹

There were three (3) severance agreements under which payments commenced between the College and its non-unionized staff during Fiscal 2016/2017.

Two agreements were for payment of six months pay and one agreement was for payment of five months pay.

¹Prepared under the Financial Information Regulation, Schedule 1, subsection 6(7).

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2017

Vendor	Amount
9957413 Canada Inc.	54,463
Al Scott Lock And Safe	34,397
Albion Fisheries	78,155
AlSCO Canada	156,752
Alvis Tsui (FSS) Inc.	34,606
Amazon - Pcard	37,893
Angel Accessibility Solutions	25,729
Aoki Enterprises Ltd.	29,173
Apex Communication Inc.	48,649
Apple Canada Inc. C3120	54,517
Associated Health Systems	33,622
Bank of Canada (CSB)	163,552
BC Hydro & Power Authority	822,075
BCIT	286,187
BCNet	510,509
Bell Canada	52,547
Best Service Pros Ltd	1,122,379
Black & McDonald	3,731,158
Broadway Refrigeration	48,437
BSIbio Packaging Solutions	79,396
Camosun College	65,657
Canada Post Corporation	32,101
Canadian Edge International Corp.	28,156
Canadian Federation Of Students	122,653
Canbridge Business Group Ltd.	32,283
Capilano University	41,230
CARE Pest & Wildlife Control Ltd	34,118
CareFusion Canada	35,943
Chef's Hat Inc	99,443
Chernoff Thompson Architects	55,051
Cherwell Software	25,445
Children's Arts Umbrella Association	213,819
Chubb Edwards a UTC Fire & Security Co	123,304
Citrix Systems Inc	102,607
City Elevator Ltd	176,694
City Of Vancouver	172,572
Coca-Cola Refreshments Canada Company	74,824
Colleges and Institutes Canada	28,827
Columbia Dentoform Corp.	28,813
Commissioner Of College Superannuation	8,078,000

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2017

Vendor	Amount
Commissioner Of Municipal Superannuation	2,540,373
Compass - Pcard	44,300
Computer Works of Chicago	26,354
Concept Finishes Ltd.	61,437
Concord Security Corp	715,390
Consulab Educatech Inc	47,513
Corporate Express Canada Inc	85,600
Creative Energy Vancouver Platforms Inc.	183,760
CSI Leasing Canada Ltd.	78,066
Cullen Diesel Power Ltd	44,664
CUPE Local 4627	303,867
Deluxe Seafood Vancouver	139,878
EBSCO	35,775
Economic Modeling Specialist Intl.	27,245
Editions du Renouveau Pedagogiques	42,844
EM Bakery Equipment BC Ltd	54,255
Eminence Organic Skin Care	35,005
EMS Software, LLC.	49,799
ESC Automation	82,836
Excel Career College	45,234
Fisher Scientific Ltd	39,647
Food Supplies	26,451
FortisBC Natural Gas	56,046
Fraser Health Authority	38,400
Fraser Litigation Group	33,582
Free Daily News Group Inc	40,898
Freshpoint Foodservice	302,682
Fusion Security Inc.	81,364
Georgia Street Media	32,162
GOOGLE - Pcard	64,816
Gordon Food Service Canada Ltd.	325,376
Gregg Distributors (B.C.) Ltd.	74,916
Guangson Consulting	33,342
Harris & Company LLP	27,442
Henry Schein/ Zahn Canada	52,892
Heritage Food Service Group of Canada Ltd.	44,090
Hu-Friedy Mfg Co LLC	69,130
Innovative Interfaces Global Limited	32,085
Island Key Computer Ltd	144,624
J & K Poultry Ltd	76,261
JoEun Education Consulting	29,630

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2017

Vendor	Amount
John Wiley And Sons Canada Ltd	116,577
Jones And Bartlett Learning LLC (U.S.A.)	31,114
Jpcanada.com	27,356
Kao Canada Inc.	46,724
Kilgore International Inc	38,164
Kim Okran ISC (Vancouver Head Office)	27,858
Kingdom Beauty Supplies Ltd	213,848
Lamar Companies	87,108
Leepfrog Technologies Inc.	37,286
Lisa Southern Barrister and Solicitor	26,572
Login Brothers Canada	155,313
Long View Systems Corporation	687,524
Lordco Parts Ltd	32,658
McGraw-Hill Ryerson Ltd	43,655
Meadow Valley Meats	114,969
Medical Services Plan	986,598
Microsoft Corporation	25,628
Millennium Computer Systems Ltd	139,239
Minister of Finance	454,510
Mitel Networks Corporation	75,480
Monte Cristo Bakery	51,996
Morneau Shepell Ltd	40,661
Mount Pleasant Neighbourhood House	27,000
Musqueam Indian Band	30,000
Native Education Centre	1,968,947
Nelson Education Ltd	207,726
Newton's High Quality Meats Ltd	77,539
Norton Rose Fulbright Canada LLP	120,095
Okanagan College	54,636
Outfront Media Canada LP	53,469
Pacific Blue Cross	2,972,436
Pacific Community Resources Society	27,300
Pacific Immigrant Resources Society	34,870
Pacific Restaurant Supply, Inc.	105,276
Patterson Dental	77,972
Pattison Outdoor Advertising	72,520
Pearson Education Canada	370,523
PeopleAdmin Inc	32,370
PJS Systems	164,627
Postmedia Network Inc.	45,045
Prince	42,500

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2017

Vendor	Amount
Prism Engineering Ltd	174,281
ProQuest LLC (CAD)	54,871
Quest Metal Works Ltd	28,652
Receiver General For Canada	16,172,381
Revolution Resource Recovery Inc.	93,618
RFS Canada	310,471
Ricoh Canada Inc	167,447
Rogers Wireless Inc. (cellular)	34,119
Roper Greyell LLP	103,862
Sable Industries Inc	36,170
Saputo Foods Limited	195,259
School District 42 Maple Ridge	25,472
SFU - BC Electronic Library Network	106,613
SFU - Electronic Health Library of BC	28,263
Shell Energy North America (Canada) Inc.	92,866
Sinclair Dental	45,046
Snap-on Tools of Canada Ltd	90,919
Snow Cap Enterprises Ltd	173,046
Spicers Canada ULC	69,202
Standard Life	567,016
Steeves and Associates	56,606
Sto:Lo Aboriginal Skills & Employment	398,651
Students' Union of VCC	951,363
Sun Life Assurance Of Canada	1,163,484
Sundown Consulting Services	30,030
Sunlife Of Canada	38,795
Sybertech Waste Reduction Ltd	30,127
Sysco Vancouver	501,651
Total Energy Systems Ltd	26,221
Transcontinental Printing	87,175
Translink - U-Pass	1,767,433
Turbonomic Inc.	49,092
Unilogik Systems Inc.	71,131
UVANU Recruit Canada	35,098
V.V.S.S. Consulting Ltd.	26,355
VCC Faculty Association	748,273
VCC Foundation	243,662
Veritiv Canada Inc.	102,994
Victorinox-Switzerland	47,240
White & Peters Ltd	76,746
Worksafe BC	243,536

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2017

Vendor	Amount
X10 Networks	95,369
Total paid to vendors greater than \$25,000	58,552,057
Total paid to vendors \$25,000 or less	4,051,017
Grand Total	62,603,074
Employee and Employer Deduction Payments	-32,707,534
Capital Asset Additions/Depreciation	5,127,856
Flow Through Payments	-6,682,970
Accruals and Other	3,738,201
Total Operating Expenses per Financial Statements	32,078,627

Schedule X

Vancouver Community College
Statement of Cash Flows for Capital Fund¹

Please refer to Vancouver Community College's Financial Statements, Statement of Cash Flows and Statement of Net Debt for cash flow information related to the Capital Fund.

¹Prepared pursuant to the Financial Information Regulation, Schedule 3, subsection 4.



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 27, 2017

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Ministry of Advanced Education, Skills & Training – Five-Year Capital Plan for the period of 2018/19 to 2022/23

BACKGROUND:

Each year the Ministry of Advanced Education, Skills & Training (AEST) requests Five-Year Capital plan submissions from all public post-secondary institutions. The current submissions are for the period 2018/19 to 2022/23 and identify the institution's project priorities and capital requirements. This will enable AEST to develop capital priorities for future consideration should funding become available.

As in previous years, the Plans are submitted in a standardized format using the set of requirements and templates provided by AEST. The requirements are intended to help structure the Plans and ensure alignment with the institution's needs, government priorities and strategic goals.

The request for the Five-Year Plan was issued on July 11, 2017 with a deadline for submissions of August 11, 2017. Due to this timeline VCC was not able to submit the Plan for Board approval prior to this deadline. Therefore, as per the AEST guidelines VCC submitted a draft Five-Year Plan in order to meet the due date and now requires Board of Governor approval by way of a resolution.

The VCC Five-Year Plan has not changed from the prior year and was included in the 2017/2018 Integrated College Plan that was approved by the Board. However, the costing information for each project has been updated to reflect current construction costs.

DISCUSSION:

There are three project categories that have been identified by AEST: Category 1 (New Priority); Category 2 (Whole Assets Replacement and Renewal); or Category 3 (Student Housing). VCC has submitted four project proposals for consideration all in Category 2. The submissions are as follows:

- #1 - Culinary Arts Training Space Renewal – total project cost \$11.6M
- #2 - Automotive Trades Training Space Expansion – total project cost \$16.5M
- #3 - Laboratory and Training Space Renewal – total project cost \$5.3M
- #4 – Building Envelope Renewal – BWYA – total project cost \$16.5M

Should funding become available, AEST will fund 95% of the project cost with the institution funding the remaining 5%.

RECOMMENDED MOTION

THAT, on the recommendation of the Finance & Audit Committee, the Board of Governors approves in principle the Five-Year Capital Plan for the period 2018/19 to 2022/23.

ATTACHMENT: APPENDIX A – Individual 5 Year Capital Plan Submissions

PREPARED BY: Marlene Kowalski, VP, Administration & CFO
Jerry Guspie, Director Facilities

DATE: September 7, 2017

5 Year Capital Plan (2018/19 – 2022/23)

Attachment 2:

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
Vancouver Community College	Downtown Campus/Vancouver	Culinary Arts Training Space Renewal	2	1 of 4

1.0 Current Situation

The Culinary Arts and Baking & Pastry programs at VCC are the largest in the province and support the hospitality and tourism industries. VCC culinary and baking programs are pathways to Professional Cook and Baker Red Seal certifications which meet industry standards and outcomes as set out by the Industry Training Authority (ITA) for skilled trades. The programs offered are in high demand and the professions are listed in the top 25 jobs requiring college or apprenticeship training in the BC 2025 Labour Market Outlook. Currently, Baking and Pastry Arts is on the provincial critical seat list, with an 18 month waitlist at VCC. VCC recently commissioned a study by Hanover Research to review the market demand for hospitality programming in BC and Canada. It indicated that there would be a total of 9,800 openings in occupations related to food and beverage service and 11,000 job openings related to managers in food service and accommodation.

VCC's Culinary Arts program has undergone a major curriculum revision in the past 12 months in order to incorporate more modern cooking techniques and with a focus on active student participation. While students have always received hands-on experiential learning, the combination of lecture, class discussion and independent study promotes the development of professional practice in the food industry. VCC's kitchens were not designed to properly facilitate this type of curriculum and student outcomes.

These programs are currently housed in the Pender wing of VCC's Downtown campus which was originally constructed in 1948. The facility is owned by VCC and has an FCI of 0.57. The spaces associated with these programs largely have not been upgraded since 1980's and do not meet the scale or design of facilities for the specialized training required to meet contemporary industry needs.

The following programs make use of the space identified in this project:

Program	Student FTE 2016-17	Current Number of Cohorts
Baking & Pastry Arts	83.55	4
Baking – International 5 Month program	17.20	1

Program	Student FTE 2016-17	Current Number of Cohorts
Baking & Pastry Arts - ESL	12,57	1
Baking Apprenticeship	40.00	3
Baking & Pastry - Artisan Int'l	42.80	2
Subtotal Baking Courses	196.12	
Asian Culinary Arts	32.85	2
Subtotal Asian Culinary Arts	32.85	
Culinary Arts – Professional Cook 1	166.91	12
Culinary Arts – Culinary Arts ESL	3.13	1
Culinary Arts – Professional Cook 2	50.75	12
Culinary Arts – Culinary Arts Satellite Prg	45.05	5
Culinary Arts – Culinary Arts Apprenticeship	135.00	12
Culinary Arts – Diploma	60.29	3
Subtotal Culinary Cook Courses	461.13	
Total	690.10	

Although many pieces of equipment have been replaced under the Blueprint for Skills Training programs, the kitchen and lab spaces and infrastructure associated with these programs have not been upgraded to match. Equipment layouts are based on traditional food service concepts which no longer reflect new programming and curriculum outcomes. Floor finishes are functionally deficient; exhaust, ventilation, lighting and plumbing infrastructure must be adapted to suit current and emerging trends in the food service industries. This project would update program areas for Culinary department, including the student run server areas, and the Baking and Pastry Arts labs.

2.0 Project Description

The project includes the renewal of selected areas of the 1st, 2nd and 3rd levels of VCC's Downtown campus as a phased development, as follows:

Space Type	Area (nsm)	Scope of renewal
Culinary Kitchens	1080	<ul style="list-style-type: none"> • Revise layouts, plumbing, electrical, and ventilation infrastructure to reflect new curriculum • Refinish floors and ceilings • Some renovations to walls

Space Type	Area (nsm)	Scope of renewal
		<ul style="list-style-type: none"> • Replacement of built in freezers/coolers
Student-Run Restaurants and Servery	467	<ul style="list-style-type: none"> • Alter layouts and infrastructure to optimize student learning opportunities and outcomes to reflect current food industry standards
Baking & Pastry Labs	570	<ul style="list-style-type: none"> • Revise layouts, plumbing, electrical, and ventilation infrastructure to reflect new curriculum • Refinish floors and ceilings • Some renovations to walls • Replacement of built in freezers/coolers
Butchery	153	<ul style="list-style-type: none"> • Revise layouts, plumbing, electrical, and ventilation infrastructure to reflect new curriculum • Refinish floors and ceilings • Some renovations to walls • Replacement of built in freezers/coolers
Total	2270	

445 square metres (nsm) of associated space will also need to be renovated as part of this project to support new curriculum.

In order to meet industry standards and the outcomes prescribed by ITA, the Culinary Arts programs have gone through a comprehensive revision. The last significant program update was in 1991. As a result, VCC is incorporating more experiential learning tasks, instructor demonstrations, student practice projects, portfolio based assessments and practical exams. VCC's kitchens were not designed to properly facilitate this type of learning. They were designed more for production learning outcomes.

3.0 Project Objectives

The project objectives include:

- Provide Culinary and Baking & Pastry Arts training facilities that align with the new curriculum developed to meet the needs of contemporary industry.
- Maintain and enhance VCC's market share in hospitality and food and beverage service training programs.

- Provide students and the public with improved food service environments to assist in cost recovery initiatives.
- Reduce crowding to ensure the health and safety of students and instructors using teaching kitchens and equipment.
- Support efficient cleaning and maintenance of teaching kitchens.

4.0 Options Considered

The following options have been considered for alternate program delivery and facility solutions:

Option	Advantages	Disadvantages
Status Quo	<ul style="list-style-type: none"> • Least capital cost 	<ul style="list-style-type: none"> • Teaching space is not aligned with new curriculum or industry needs • Facilities and equipment are not attractive to students taking programs • Decline in revenue from program related food services
Build New Facilities on Same Site	<ul style="list-style-type: none"> • Ability to redesign and reconfigure space and food concepts for greater success 	<ul style="list-style-type: none"> • Most costly alternative • Other programs are disrupted • Implementation is difficult due to need to locate alternate facilities through the demolition and construction period
Lease Facilities in Nearby Buildings	<ul style="list-style-type: none"> • Ability to modify leased facilities without disrupting existing cohorts 	<ul style="list-style-type: none"> • Greater cost to reconfigure space as teaching kitchens • Ongoing cost of leasing space for programs that are VCC core programs • Loss of department coherency • Inefficiencies moving cooking supplies to various locations • Loss of identity with VCC for both students and public

Option	Advantages	Disadvantages
Renovate Existing Space in a Phased Development Preferred Option	<ul style="list-style-type: none"> • Makes use of the existing facility's core and support services • Supports focused approach to update key spaces within limited area • Maintains familiar location ensuring VCC program branding continues 	<ul style="list-style-type: none"> • Reduction in revenue from program related food services • Requires an implementation plan to renovate while programs are operating • Does not showcase programs as much as may otherwise be possible in a whole asset replacement

5.0 Project Outcomes

The project will result in the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	Renewal of plumbing, electrical and ventilation and finishes that are beyond service life expectations.
Cost Effectiveness	<ul style="list-style-type: none"> • Increased offerings in Culinary and Baking & Pastry programs • Ability to increase Continuing Studies program offerings • Anticipated reduction in food production costs • Anticipated reduction in maintenance and cleaning costs
Strategic Alignment	<p><u>Ministry Priorities</u></p> <p><i>1.1 Align post-secondary education training and programs with labour market demand to achieve a highly skilled workforce:</i> The project is aligned with labour market demands for beverage and food services workers as well as managers of food and beverage services.</p> <p><i>1.3 Increase participation and successful completion of all students:</i> The project will be more attractive to students and support increased completion rates.</p>

Factor	Project Outcome
	<p><i>2.1 Develop a highly internationalized education system:</i> The project is expected to appeal to and attract additional cohorts of international students.</p> <p><i>2.2 Build on our strengths to enhance the quality of our post-secondary education:</i> The project builds on the strengths of the current VCC program and facilities to deliver programs with greater quality.</p>
Quality Education	Quality education is supported by providing training facilities aligned with new curriculum reflecting current job market demands.
Energy & Emission Reduction	Energy and emissions would be reduced by aligning infrastructure with new equipment provided by BC Skills for Jobs Blueprint program.

6.0 Project Cost/Funding

The following table identifies anticipated renovation costs associated with the project, and includes assumptions for equipment.

Cost Element	Amount	Comment/Assumption
Pre-design	\$ 35,000	
Planning & Design	\$ 1,140,000	Allows for phasing
Renovations	\$ 9,830,000	Includes escalation
Contingency	\$ 635,000	10% of construction cost
Total	\$11,640,000	Excludes Taxes

The majority of project costs are anticipated to be funded by the Ministry.

Operating costs are not expected to increase once the capital project is complete, because:

- Equipment maintenance, housekeeping and building maintenance costs are expected to decrease due to alignment of infrastructure with new equipment
- Any additional academic programming is expected to be cost-recovery, such as International, Continuing Ed, or ITA programming

7.0 Key Risks

Key risks of the project are identified in the following table along with proposed mitigation strategies.

Key Risk	Mitigation Strategy
Demand for Culinary and Baking programs does not allow freeing up teaching kitchen(s) for incremental renovation.	One or two teaching kitchens could be located in leased space near the campus for the duration of the project.
Maintaining operation of existing programs during renovations.	Schedule disruptive renovations to align with shifting program intakes.

8.0 Project Schedule

Project Phase	2018/19	2019/20	2020/21	2021/22	2022/23
Programming	■				
Design		■			
Construction					
Support / Temp Swing space		■			
Culinary Facilities		■	■		
Baking and Pastry Facilities				■	
Student run Restaurants / Servery					■

5 Year Capital Plan (2018/19-2022/23)

Attachment 2:

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
Vancouver Community College	Broadway Campus/Vancouver	VCC Automotives Trades Training Space Expansion	2	2 of 4

1.0 Current Situation

The Automotive Trades training programs at VCC are some of the largest and most diverse suites of programs offered in Western Canada and, for two years in a row, VCC has been recognized by the Consumer Choice Awards as the best trades school in Vancouver. VCC offers the full slate of automotive training – from foundation to Red Seal certified apprenticeships – and is the only institution that provides Red Seal levels in all the automotive trades.

The automotive programs at VCC train automotive technicians, auto collision and auto refinishing specialists all of which are considered in demand trades in BC and are among the 25 jobs requiring college or apprenticeship training in BC's 2025 Labour Market Outlook. These trades are also on the critical seat list that was created by the Ministry of Advanced Education (AVED) in response to industry demands.

Current enrollment at VCC is at capacity for the shop space available, creating waitlists for all programs. Based on a 2016 Functional Programming study by RPG, using AVED area calculation standards, VCC requires 30% more space to properly accommodate its current programs and 80% more space to accommodate current and anticipated programs (assuming they could be delivered evenly throughout the year).

All programs are located in the Broadway 'A' building at VCC's Broadway campus which was constructed in 1982, and has an FCI rating of 0.61. The Broadway 'A' campus is directly linked to the Broadway 'B' campus built in 2008.

The following programs make use of the space identified in this project:

Program	Student FTEs (2017-18) (Projected)	Number of Cohorts
Auto Service Technician (AST)	68.23	5
Auto Tech Apprenticeship	182.00	13
Apprenticeship – On Line	16.00	2
AST Diploma International	82.66	5

Program	Student FTEs (2017-18) (Projected)	Number of Cohorts
Auto Collision Repair	46.06	4
Auto Prep Apprenticeship	14.00	1
Auto Paint Apprenticeship	14.00	1
Auto Glass Apprenticeship	14.00	1
Auto Collision Apprenticeship	56.00	4
ACR Diploma International	82.66	5
Total	575.61	

The following table identifies space that the Automotives Trades training programs currently use at the Broadway Campus, and the AVED calculated area for these programs. Included are instructional shop space, office, and shop support space on Levels B, 1, and 2 of the Broadway 'A' building. It also includes classrooms on Level 2 of the Broadway 'A' building. It does **not** include allocations for food services, student support, library and other student resources that may be required to support the program offerings.

Program	Floor	Current Area (net sq m)	AVED Calc Area (sq m)
Auto Technician	B/2	3143	4238
Auto Collision + Auto Refinishing	B/1	1522	1981
Shared Support	B	195	
Total		4860	6219

2.0 Project Description

The Automotives Trades training space redevelopment project includes the redevelopment of all shop and classroom space at the Broadway campus, including the approximate space vacated by the relocation of the Heavy Duty/Commercial Transport programs to the facility shared with BCIT at Annacis Island in 2014.

Planning and design of the entire Automotives Trades training space would occur in 2018/19 but construction could be completed in two phases:

Phase 1: Construction of temporary support space, plus

Renovation of Auto Service Tech labs

Phase 2: Renovation of the Auto Collision and Refinishing labs

3.0 Project Objectives

The project objectives include:

- Alleviate current overcrowded conditions
- Accommodate growth in program enrollment
- Increase student safety
- Increase overall operational effectiveness of the Auto Trades programs

To accommodate growth in demand, VCC needs to redistribute and reconfigure existing space to meet the evolving and specialized needs of the automotive trades. Renewed facilities will also allow VCC to participate in applied research and expand programming to maintain alignment with industry needs.

4.0 Options Considered

The following table provides a summary of options considered for delivering and accommodating growth in the Automotive Trades programs.

Option	Advantages	Disadvantages
Status Quo	<ul style="list-style-type: none"> • Maintains VCC's programs • Least capital cost 	<ul style="list-style-type: none"> • Overcrowded and potentially unsafe facilities • Operational inefficiencies
Build New Auto Trades Facility at Broadway Campus	<ul style="list-style-type: none"> • Alleviates space constraints • Increase capacity of VCC programs • Easy to implement 	<ul style="list-style-type: none"> • High cost • Long time frame for project delivery
Renovate Existing Space Preferred Option	<ul style="list-style-type: none"> • Relatively inexpensive • Short time frame for project delivery • Makes best use of space support facilities on campus 	<ul style="list-style-type: none"> • Not as functionally ideal as new facility • Yard still highly constrained

5.0 Project Outcomes

The proposed project will have the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	<ul style="list-style-type: none"> • Expand and modernize the Auto Trades training space to align with industry developments • Reduces health, safety and occupational risks at Broadway Campus by alleviating current crowded conditions

	<ul style="list-style-type: none"> • Provides opportunity for infrastructure improvements and efficiencies during renovation process
Cost Effectiveness	<ul style="list-style-type: none"> • Makes use of existing support facilities
Strategic Alignment	<ul style="list-style-type: none"> • Increased capacity to work with industry in upgrading training for their apprentices and red seal technicians • The project aligns with labour market demand for skilled auto service technicians and auto collision technicians
Quality Education	<ul style="list-style-type: none"> • The project will align training facility layout and operations with curriculum and with job market demands

6.0 Project Cost/Funding

The following table identifies anticipated costs associated with the project, and includes assumptions for the costs.

Cost Element	Amount	Comment/Assumption
Pre-design	\$ 50,000	
Planning & Design	\$ 1,660,000	Includes escalation
Renovations:		
Phase 1	\$ 8,565,000	Temp support and Auto Service lab
Phase 2	\$ 5,300,000	Auto Collision and Refinishing labs
Contingency	\$ 925,000	10% of construction cost
Total	\$16,500,000	Excludes Taxes

The majority of project costs are anticipated to be funded by the Ministry.





7.0 Key Risks

Key risks of the project are identified in the following table along with proposed mitigation strategies.

Key Risk	Mitigation Strategy
Maintaining operation of existing programs during extensive renovations.	Schedule disruptive renovations to align with shifting program intakes.

Key Risk	Mitigation Strategy
Demand for Auto Trades programs does not allow freeing up shop and training space for incremental renovations.	Shop space could be leased near the campus for the duration of the project.
Difficult to make space functionally suitable due to long narrow configuration.	Test multiple program organization scenarios to identify the most functional scenario balanced against the scope of renovations.

8.0 Project Schedule

Project Phase	2018/19	2019/20	2020/21	2021/22	2022/23
Pre-design					
Planning -Design					
Renovations					
Phase 1: Temp support + Auto Service Tech labs					
Phase 2: Auto Collision + Auto Refinishing					

5 Year Capital Plan (2018/19-2022/23)

Attachment 2:

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
Vancouver Community College	Broadway Campus/Vancouver	Laboratory and Training Space Renewal	2	3 of 4

1.0 Current Situation

Vancouver Community College has been experiencing increasing enrollment in University Transfer/College Foundation (UT/CF) Programming particularly in relation to Lab and Computer Sciences. Between 2011/12 and 2015/16 there was a 30% increase in the number of courses in this area. Within the UT programming in the STEM fields, (Science, Technology, Engineering and Math) the growth is even more pronounced, with enrollment increasing 65% over the same period of time. This is a program growth area for VCC. The college needs to upgrade and enlarge laboratories and related training spaces to meet current and increasing demand.

First year University Transfer Engineering and Computer Science certificates require students to complete science courses at VCC through a combination of instruction in classrooms and laboratories. Upon successful completion of the program, students will gain transfer credits to enter the second year of the SFU Engineering and Computer Science degree programs.

VCC's Broadway A campus was constructed in 1982 and has an FCI rating of 0.61. It has four labs that have water, electrical, and ventilation infrastructure but, there has not been significant upgrades in these labs since the campus was built.

The following table identifies space that the UT/CF programs currently use at the Broadway Campus. Included are laboratory space, classroom space, office, and support space on Level 3 of the Broadway 'A' building. It does **not** include allocations for food services, student support, library and other student resources that may be required to support the program offerings.

Program	Current Area (sq m)
UT/CF Physics	125
UT/CF Biology	230
UT/CF Chemistry	275
UT/CF Computer Science	1000
Support Space (office)	230
Total	1,860

2.0 Project Description

Addition of two new large science lab training spaces, along with operational renovation of three other science lab training spaces.

A further three computer laboratory training spaces would be created to accommodate Engineering and Computer Science transfer programs.

Eight new experiential learning/training spaces would be created and shared between all labs.

3.0 Project Objectives

The project objectives include:

- Increase overall operational effectiveness of the UT programs
- Accommodate growth in program enrollment
- Alleviate current overcrowded conditions
- Increase student safety

Upgrades to science labs and related training spaces would support more than 500 FTE students to achieve the UT/CF prerequisites required to gain entry into a wide variety of in demand university and professional programs such as Engineering, Computing and Environment Science.

Strong science lab and computer lab training space capacities will also enable the college to undertake applied research opportunities in the STEM educational area.

4.0 Options Considered

The following table provides a summary of options considered for delivering and accommodating the UT Lab programs.

Option	Advantages	Disadvantages
Status Quo	<ul style="list-style-type: none"> • Least capital cost 	<ul style="list-style-type: none"> • Overcrowded facilities • Operational inefficiencies • Loss in market share
Build New Science Lab Facility at Broadway Campus	<ul style="list-style-type: none"> • Alleviates space constraints • Ensures state of the art facilities and equipment • Easy to implement 	<ul style="list-style-type: none"> • High cost • Long time frame for project delivery
Renovate and Expand Science Lab Space at Broadway Campus Preferred Option	<ul style="list-style-type: none"> • Relatively inexpensive • Short time frame for project delivery • Makes best use of space support facilities on campus 	<ul style="list-style-type: none"> • Not as functionally ideal as new facility

5.0 Project Outcomes

The proposed project will have the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	<ul style="list-style-type: none"> • Renewal of ventilation, electrical and plumbing services to meet needs of university level Science and Technology programs • Reduced health, safety and occupational risks by alleviating current crowded conditions
Cost Effectiveness	<ul style="list-style-type: none"> • Ability to deliver larger sections in the Lab Science and Computer Science classes, consistent with pedagogical class size targets • Makes use of support facilities that are already available
Strategic Alignment	The project aligns with labour market demand for engineering and computer software professions.
Quality Education	The project will align training facility quality, layout, and operations with curriculum demands.

6.0 Project Cost/Funding

The following table identifies anticipated costs associated with the project, and includes assumptions for the costs.

Cost Element	Amount	Comment/Assumption
Pre-design	\$ 15,000	
Planning & Design	\$ 550,000	Phased
Renovations to Broadway	\$4,435,000	Includes escalation
Contingency	\$ 300,000	10% of construction cost
Total	\$5,300,000	Excludes Taxes

The majority of project costs are anticipated to be funded by the Ministry.

7.0 Key Risks

Key risks of the project are identified in the following table along with proposed mitigation strategies.

Key Risk	Mitigation Strategy
Maintaining operation of existing programs during extensive renovations.	<ul style="list-style-type: none"> • Work on labs and training support spaces will be undertaken on a staggered schedule such that no more than 1-2 labs are unavailable within a given semester. • Schedule disruptive renovations to align with shifting program intakes.
Difficult to make space functionally suitable due to existing structural bay sizes.	Test multiple layout and organization scenarios to identify the most functional scenario balanced against the scope of renovations.

8.0 Project Schedule

Project Phase	2018/19	2019/20	2020/21	2021/22	2022/23
Programming	■				
Planning-Design	■				
Construction					
UT – Physics		■			
UT – Biology			■		
UT – Chemistry				■	
Multi Use Learning Labs		■	■	■	■

5 Year Capital Plan (2018/19-2022/23)

Attachment 2:

Institution	Campus/City	Project Title	Project Category (1 or 2)	Project Priority
Vancouver Community College	Broadway Campus/Vancouver	Building Envelope Renewal (BWYA)	2	4 of 4

1.0 Current Situation

Vancouver Community College's Broadway A campus consists of multi-level reinforced concrete structure buildings with steel stud exterior wall assemblies. The exterior walls are face sealed stucco with single pane glazing in aluminum frames. The complex was constructed in 1982 and has an FCI of 0.61.

2.0 Project Description

After 35 years, the building envelope is well beyond its expected service life and is showing signs of deterioration. Both RJC Envelope Consultants and VFA engineering reports recommend replacement of these building systems.

Exterior Wall and Window/Skylight Assemblies

Replacement of existing face seal stucco on steel stud wall assembly with new exterior insulated rainscreen wall assembly including all integration details and an allowance for the repair of corroded steel studs.

Replacement of the existing windows and skylight with new thermally broken aluminum framed with insulated glass sealed units and new pressure plate system aluminum framed skylights.

3.0 Project Objectives

The project objectives include:

- Restore integrity of building envelope components
- Prevent water ingress into the building
- Improve occupant comfort and air quality in the building
- Reduce operational energy costs for the college
- Reduce GHG emissions
- Prevent potential failure of envelope and membrane assemblies and corresponding high cost of emergency repairs

4.0 Options Considered

The following table provides a summary of options considered for delivering the project.

Option	Advantages	Disadvantages
Status Quo	<ul style="list-style-type: none"> • Least capital cost 	<ul style="list-style-type: none"> • Potential failure of building envelope systems. Health and Safety risks related to indoor air quality • Operational energy inefficiencies and increased risk of future emergency repairs • Continued high GHG emissions • Reduced ability to attract and retain students and staff
Whole Asset Replacement	<ul style="list-style-type: none"> • Ability to incorporate current envelope and energy conservation assemblies 	<ul style="list-style-type: none"> • Highest capital cost
Phased Building Envelope Renewal Project Preferred Option	<ul style="list-style-type: none"> • Maintain current and ongoing education programs • Makes best use of existing facilities core and support services • Reduce operating and energy costs 	<ul style="list-style-type: none"> • Requires implementation plan to minimize disruption during construction • Extended time frame for project delivery

5.0 Project Outcomes

The proposed project will have the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	Renewal of building envelope assemblies that are beyond their service life. Reduce health, safety and occupational risks by reducing chances of negative air quality issues.
Financial Stability and Sustainability	Avoid higher cost of unpredictable emergency repairs in the future.
Quality Education	Support the delivery of a superior student educational experience by providing a healthy and attractive learning facility.

Factor	Project Outcome
Energy and Emission Reduction	Significantly reduce energy costs and GHG emissions.

6.0 Project Cost/Funding

Cost Element	Amount	Comment/Assumption
Exterior wall and window replacement	\$15,000,000	Phased
Contingency	\$ 1,500,000	
Total	\$16,500,000	Excludes Taxes

The majority of project costs are anticipated to be funded by the Ministry.

7.0 Key Risks

Key risks of the project are identified in the following table along with proposed mitigation strategies.

Key Risk	Mitigation Strategy
Failure of building envelope systems requiring expensive, emergency repairs and increased future maintenance costs.	Controlled, phased approach to envelope replacement based on priorities identified in building envelope condition assessment.
Failure of building envelope systems leading to indoor air quality issues, and related health and safety concerns.	Controlled, phased approach to envelope replacement to prevent water ingress issues that can cause mold/air quality issues and potential safety hazards.

8.0 Project Schedule

Project Phase	2018/19	2019/20	2020/21	2021/22	2022/23
Design & Tender documents					
Permits and Tender					
Construction					
Exterior walls and windows					



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 27, 2017

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Revisions to D.3.6 Admissions and D.3.6.1 Flexible Admissions Policies and Procedures

BACKGROUND:

These two policies – D.3.6 Admissions and D.3.6.1 Flexible Admissions – guide the admissions process at Vancouver Community College. Dave McMullen, the Registrar, brought both policies forward for review to open more accessible pathways into courses and programs.

The policies were last reviewed in 2015.

DISCUSSION:

Most of the major revisions were on the Flexible Admissions Policy and Procedures. This policy was first created in 2015, and is designed for students who have a non-traditional educational background. The revisions create several explicit flexible pathways:

1. **Mature Students:** Students who have not graduated high school but have all other program requirements and can demonstrate English proficiency and a likelihood of success in the program.
2. **Open Studies:** Students are able to take more individual courses instead of being admitted to a full program. The courses could later be applied to a program at VCC or another institution. This will allow greater flexibility for students.
3. **Individual Flexible Admissions:** A committee can evaluate students with non-traditional educational backgrounds and evaluate the life experiences and knowledge of an applicant, determining their likelihood for success in a program.

There were a number of other revisions to both policies clarifying language around underage applicants (domestic and international), equivalency, and admissions review.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, D.3.6 Admissions Policy and Procedures and D.3.6.1 Flexible Admissions Policy and Procedures.

ATTACHMENTS:

APPENDIX A	D.3.6 Admissions Policy
	D.3.6 Admissions Procedures
APPENDIX B	D.3.6.1 Flexible Admissions Policy
	D.3.6.1 Flexible Admissions Procedures

PREPARED BY: Todd Rowlatt, Chair, Education Council

DATE: September 20, 2017

APPENDIX A

POLICY



Policy No.	D.3.6
Title	ADMISSIONS
Approving Jurisdiction	Education Council, Board of Governors
Policy Sponsor	Vice-President Academic , Students & Research
Last Revised/Replaces	April 2015
Effective Date	
Signed by	

CONTEXT AND PURPOSE

This Policy and related Procedures informs applicants of the principles, requirements and processes for admission to Vancouver Community College (VCC; the College) and to specific programs/courses. VCC will admit qualified applicants, both domestic and international, in a consistent, transparent and timely manner according to approved admission requirements of the College and/or program/course.

SCOPE AND LIMITS

This Policy applies to all applicants and to all programs/courses offered by Vancouver Community College.

STATEMENT OF POLICY PRINCIPLES

1. VCC provides equality of access to the College and its programs/courses regardless of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, age, criminal record, marital status, family status or disability except where the College's operations are governed by legislation.
2. VCC is committed to an admissions process that is fair, transparent, accessible, and timely.
3. The Registrar's Office is responsible for establishing, in consultation with Schools and Departments, institutional and program application periods.
4. The College will establish program/course admission requirements that seek to optimize student access and success; requirements can be academic and non-academic in nature.
5. Admission requirements and course pre-requisites should be reliable predictors of student success.
6. Admission requirements are approved by Education Council and the Board of Governors as per Section 23.1 of the College and Institute Act. Admission requirements for programs are listed in the Program Content Guide (PCG). Pre-requisites for courses that are not part of a program are listed in the Course Outlines.
7. Canadian citizens, permanent residents, and others determined eligible by Immigration, Refugees and Citizenship Canada to study in Canada are eligible to apply for admission.

8. The Provincial Government sets the overall institutional enrolment targets for Canadian citizens and permanent residents. Enrolment capacity above Ministry targets may be filled with international students.
9. The College admits students on a first-qualified, first-admitted basis whereby students must satisfy all admissions criteria to establish eligibility and are then offered places by date of eligibility. Exceptions are:
 - a. programs/courses that use selective admissions processes to rank order qualified applicants; and
 - b. returning students who apply to be readmitted (insert students) into a program at an advanced level.
10. To ensure that the College is not rejecting well qualified students because they have a non-traditional educational background, the College may use flexible admissions processes.
11. The College has related policies that may affect enrolment decisions for student applicants who are Aboriginal, International and/or have a disability.
12. Applicants are responsible for providing all required documents for their programs/courses as outlined on the College's website.
13. The College will provide a review mechanism for applicants who are not satisfied with an admissions decision.

DEFINITIONS

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

RELATED POLICIES & LEGISLATION

Legislation:

British Columbia Human Rights Code Canadian Immigration Act

Policies:

- A.3.1 Prevention of Harassment, Discrimination and Bullying
- C.1.1 Course/Program Grading
- C.1.3 Granting of Credentials
- C.2.1 International students on Study Permits
- C.2.2 Eligibility for Domestic Fees
- D.3.5 Prior Learning Assessment and Recognition
- D.3.6.1 Flexible Admissions
- D.3.8 Criminal Record Check
- D.3.10 Aboriginal Education Enrolment
- D.4.1 Students with Disabilities
- D.4.2 Student Grievance

RELATED PROCEDURES

Refer to Policy D.3.6 Admissions Procedures



PROCEDURES

Policy No.	D.3.6
Title	ADMISSIONS
Approving Jurisdiction	Education Council, Board of Governors
Policy Sponsor	Vice President Academic, Students & Research
Last Revised/Replaces	April 2015
Effective Date	
Signed by	

DEFINITIONS

Admission Requirements: A list of courses, certifications or skills that students must present to be admissible to a program. These requirements are set to ensure that admitted students have the necessary knowledge and background to be reasonably assured of program success.

Cohort Program: A program of study in which students (cohort members) start a program together, collaboratively participate in the same courses and graduate together.

Conditional Acceptance: Acceptance offered before all program requirements are met. Conditions must be met prior to commencing study.

English Language Proficiency: An applicant must demonstrate their ability to function in an instructional environment where the language of instruction is English, as dictated by the program or course. This is to ensure that the applicant has the ability to understand and communicate in English so that they are reasonably assured of having the capacity to be successful in their studies. This is demonstrated through completion of previous education in English, an upgrading course or an assessment test.

Equivalent: An alternate course or program of study that is similar to an admission requirement (eg. English 12) which can be presented instead of stated course requirements.

Flexible Admissions: Alternative admissions processes that are based on identifying, assessing and recognizing skills, knowledge, or competencies that have been acquired through previous education, work experience, non-credentialed training, independent study, volunteer activities, and hobbies. To ensure consistency and fairness, standardized evaluation practices will be used to assess an applicant's qualifications. Refer to the Flexible Admissions Policy (D.3.6.1).

Insert Applicants: Refers to former VCC students who have been previously accepted into a program and who had to leave the program for health, lack of progression or other reasons; or students transferring with Prior Learning Assessment or transfer credit from another recognized institution. VCC students in non-cohort programs are not considered insert students when

returning to their program of study and they must complete within the duration listed within the Program Content Guide.

Official Transcript: The record of a student's past academic history. Transcripts are considered official when they are in an envelope sealed by the sending institution. The only exceptions are official translations and transcripts from institutions where retrieval is not possible.

Pre-requisite: A pre-requisite is tied to a specific course. It means that a student must have taken the course noted to ensure that they have the level of understanding and competency in order to complete the class which they are registering in.

Prior Learning Assessment and Recognition (PLAR): Assessment by valid and reliable means and by a qualified specialist, of what an individual has learned outside of courses and programs. Assessment will normally result in credit (assigned or unassigned) being granted to satisfy the graduation requirements of a program offered by the College. Refer to the PLAR Policy (D.3.5).

Program Content Guide (PCG): The official document that contains the general description of a program of study, including program name, program purpose, a statement of program learning outcomes, admission requirements, grading system, information on the evaluation of student learning, and the credential received upon completion of the program.

Registration Area: The following areas of the College are responsible for registering students into specific programs:

- Registrars' Office (RO)
- Continuing Studies (CS)
- International Education (IE)
- School of Instructor Education (SIE)

Selective Admissions: The right of the College to admit students to a program or course based on a departmental assessment, in addition to the minimum entrance requirements; or to a program where additional admission requirements over and above the College's general admission requirements have been approved by the Education Council and the Board of Governors. Admission to a program is determined through a review of applications by the Department based on established criteria. Registration for selective admission programs can either be through open registration or limited enrolment (meaning there are a limited number of spaces or seats available in a program or course).

Standard Admissions: Admission to a program is performed on a first qualified, first accepted basis.

Transfer Credit: refers to the granting of credit for a course successfully completed at another formally recognized educational institution and/or through a professional organization or other agency and/or by recognized foreign credential assessment and/or by formal recognition of course equivalency in a VCC approved course outside the program area. Credit for such learning will be formally acknowledged and noted on a student's formal transcript. Refer to the Transfer Credit Policy (D.3.11).

Underage Applicants: For the purposes of this policy, underage domestic applicant refers to anyone under 16 years of age, and underage international applicant refers to anyone under 17 years of age.

PROCEDURES

GENERAL COLLEGE ADMISSION REQUIREMENTS

1. To be admitted to the College, applicants must qualify as either domestic students or as international students.
 - a) Applicants who are in possession of valid documentation confirming their legal status as Canadian citizens, permanent residents or as allowed by the Eligibility for Domestic Fees Policy (D.2.2) will qualify as domestic students.
 - b) Applicants who are not domestic students and who meet the guidelines established for international students studying in Canada by Immigration, Refugees and Citizenship Canada will qualify as international students.
2. Underage applicants may be granted special admission on an individual basis, subject to the following:
 - For domestic applicants:
 - a) a written consent from a parent or guardian, and
 - b) letters of support from individuals who are familiar with the applicant's circumstances (such as a school principal or health care provider).
 - For international applicants:
 - a) proof of high school graduation, and
 - b) adherence to the guidelines established by Immigration, Refugees and Citizenship Canada.
3. At the time of enrolment, students must be at least 16 years of age.

PROGRAM/COURSE ADMISSION REQUIREMENTS

4. Once applicants have met the general VCC admission requirements, they must then meet the admission requirements or course pre-requisites of the program/course as listed in the approved Program Content Guide or Course Outline.
5. There are three (3) processes the College can use to admit students into its programs and courses:
 - a) Standard Admissions;
 - b) Selective Admissions;
 - c) Flexible Admissions.

APPLYING FOR ADMISSIONS AT VCC

6. Applicants are required to submit all required documents as outlined on the College website, to the Registrar's Office or VCC International including, but not limited to official transcripts, original assessment results, proof of citizenship, or other non-academic requirements. The submitting of fraudulent application related documents will result in a minimum penalty of a one year restriction from applying to or acceptance into any VCC program and courses.
7. Applicants will pay an application fee, where required.

8. In programs where demand exceeds capacity applicants may be waitlisted in order of their qualifying date, except for Indigenous applicants. Refer to Aboriginal Education Enrolment Policy (D.3.10).
9. Applicants will be officially notified of admission decisions by the Registrar's Office, International Education or Continuing Studies Office.
10. Applicants will be notified of conditional acceptance and of any submission deadlines by the Registrar's Office, International Education or Continuing Studies Office.

TRANSFER CREDIT

11. Students must apply for transfer credit and submit official transcripts, applicable course outlines and any other supporting documents to the Registrar's Office or Continuing Studies. For further information refer to D.3.11 Transfer Credit Policy (D.3.11).

PRIOR LEARNING ASSESSMENT AND RECOGNITION (PLAR)

12. Students seeking PLAR must apply and submit all supporting documentation to the Registrar's Office or Continuing Studies Office and pay the applicable fee. For further information refer to PLAR Policy (D.3.5).

INSERT APPLICANT

13. Insert students who have taken at least a one (1) year break from their program at VCC, or are transferring into a program from another institution, must submit an application to the Registrar's Office or Continuing Studies Office. The Registrar's Office or the Continuing Studies Office works with the department to facilitate an appropriate entry point based on the applicant's educational history and seat availability.
14. Insert students who have taken less than a one (1) year break from their program must meet with their program's Department Leader to determine an appropriate re-entry point. The decision and details must be communicated to the Registrar's Office or Continuing Studies by the Department Leader in a timely fashion.

ADMISSIONS REVIEW

15. Students can appeal an admissions decision by submitting an Admissions Review form within 30 days of being notified of the decision. Forms are available from the Registrar's Office and must be submitted along with any supporting documentation.
16. The Registrar's Office will determine if the supporting documentation meets the admission/selection requirements in consultation with the relevant department as required.
17. The Registrar's office will notify the applicant in writing of the results of the Admissions Review within 15 business days after the form and supporting documentation have been submitted.
18. In special cases, applicants who do not meet certain admission requirements may be admitted with agreement between the Registrar (or delegate) and the appropriate Department Leader. Consultation with Student Development representatives may be held as needed. The appropriate Dean is notified of the decision.

RELATED POLICY

Refer to D.3.6 Admissions Policy.

APPENDIX B**POLICY**

Policy No.	D.3.6.1
Title	FLEXIBLE ADMISSIONS
Approving Jurisdiction	Education Council, Board of Governors
Policy Sponsor	Vice-President Academic, Students & Research
Last Revised/Replaces	April 29, 2015
Effective Date	
Signed by	

CONTEXT AND PURPOSE

The purpose of this policy is to establish multiple pathways for students to be admitted to Vancouver Community College beyond traditional admission requirements. This includes students with non-traditional educational backgrounds as well as pathways that will assist students with becoming admissible to other programs.

SCOPE AND LIMITS

This policy applies to all programs unless otherwise noted. Determination will be made at the program level and is based on whether there is enough information available to ensure that the applicant stands a reasonable chance of being successful in their program of choice. The means of evaluation is to establish student suitability and ensure that students have the necessary skills, capabilities and knowledge base in order to be successful in their program of choice. Please see D.3.6 Admissions Policy for overall admissions criteria to enter the College.

STATEMENT OF POLICY PRINCIPLES

1. VCC is committed to an admissions process that is fair, transparent, accessible, and timely.
2. The College will establish program admission requirements that seek to optimize student access and success; requirements can be academic and non-academic in nature.
3. Admission requirements are approved by Education Council and the Board of Governors as per Section 23.1 of the College and Institute Act. Admission requirements for programs are listed in the Program Content Guide (PCG).
4. To ensure that the College is not rejecting well qualified students because they have a non-traditional educational background, the College has flexible admissions processes. To ensure consistency and fairness, standardized evaluation processes will be employed to assess applicants' qualifications.
5. The College has related policies that may affect enrolment decisions for student applicants who are Indigenous, International and/or have a disability.
6. Applicants are responsible for providing all required documents for their programs/courses as outlined on the College website.

7. All formal offers of admission will be issued from the Registrar's Office, International Education or Continuing Studies Office.

DEFINITIONS

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

RELATED POLICIES & LEGISLATION

Policies:

- A.3.1 Prevention of Harassment, Discrimination and Bullying
- C.1.3 Granting of Credentials
- C.2.1 International Students on Study Permits
- C.2.2 Eligibility for Domestic Fees
- D.3.8 Criminal Record Check
- D.3.5 Prior Learning Assessment and Recognition
- D.3.6 Admissions
- D.3.10 Aboriginal Education Enrolment
- D.3.11 Transfer Credit
- D.4.1 Students with Disabilities
- D.4.2 Student Grievance

RELATED PROCEDURES

Refer to Policy D.3.6.1 Flexible Admissions Procedures



PROCEDURES

Policy No.	D.3.6.1
Title	FLEXIBLE ADMISSIONS
Approving Jurisdiction	Education Council, Board of Governors
Policy Sponsor	Vice President Academic, Students & Research
Last Revised/Replaces	April 2015
Effective Date	
Signed by	

DEFINITIONS

Admission Requirements: A list of courses, certifications or skills that students must present to be admissible to a program. These requirements are set to ensure that admitted students have the necessary knowledge and background to be reasonably assured of program success.

English Language Proficiency: An applicant must demonstrate their ability to function in an instructional environment where the language of instruction is English, as dictated by the program or course. This is to ensure that the applicant has the ability to understand and communicate in English so that they are reasonably assured of having the capacity to be successful in their studies. This is demonstrated through completion of previous education in English, an upgrading course or an assessment test.

Equivalent: An alternate course or program of study that is similar to an admission requirement (eg. English 12) which can be presented instead of stated course requirements.

Flexible Admissions: Alternative admissions processes that are based on identifying, assessing and recognizing skills, knowledge, or competencies that have been acquired through previous education, work experience, non-credentialed training, independent study, volunteer activities, and hobbies. To ensure consistency and fairness, standardized evaluation practices will be used to assess an applicant's qualifications.

Pre-requisite: A required course that a student must have taken the course noted to ensure that they have the level of understanding and competency in order to successfully complete the course which they are registering in.

Program Content Guide (PCG): The official document that contains the general description of a program of study, including program name, program purpose, a statement of program learning outcomes, admission requirements, grading system, information on the evaluation of student learning, and the credential received upon completion of the program.

Registration Area: The following areas of the College are responsible for registering students into specific programs: • Registrars' Office (RO) • Continuing Studies (CS) • International Education (IE) • School of Instructor Education (SIE)

Selective Admissions: The right of the College to admit students to a program or course based on a departmental assessment, in addition to the minimum entrance requirements; or to a program where additional admission requirements over and above the College's general admission requirements have been approved by the Education Council and the Board of Governors. Admission to a program is determined through a review of applications by the Department based on established criteria. Registration for selective admission programs can either be through open registration or limited enrolment (meaning there are a limited number of spaces or seats available in a program or course).

Standard Admissions: Admission to a program is performed on a first qualified, first accepted basis.

PROCEDURES

As with regular admission to College programs, flexible admission is focused on ensuring that potential students have the necessary background to be reasonably assured of success at the post secondary level. Each of the pathways of flexible admission will have their own specific criteria. There may be some limitations associated with admission but these will be detailed below.

FLEXIBLE ADMISSIONS PATHWAYS AT VCC

1. Mature Student Admission is designed for applicants who have not graduated from high school. This pathway is designed to admit students who are reasonably assured of having the necessary skills and capabilities to be successful in their program of choice. Mature Student applicants must meet the following criteria:
 - a) Applicants must be at least 19 years of age on the first day of their classes at VCC.
 - b) Applicants must be able to demonstrate English Language Proficiency.
 - c) Applicants must present English 12 with a grade of C, or equivalent.
 - d) Additional information may be requested from the applicant (eg. resume, assessment test results, etc.) dependent on their program of choice to better determine admissibility.

2. Open Studies Admission is designed to admit applicants to the College for the purposes of taking individual courses which are not part of selective enrolment programs (Eg. University Transfer classes.). The student will not be admitted to an actual program but will be able to take individual classes for credit. These credits could be applied if the applicant was admitted to a specific program here at VCC or are potentially transferable. To be admitted as an Open Studies student, applicants must meet the following criteria:
 - a) Submit an application and be able to demonstrate English proficiency;
 - b) Students will then be able to register for any course where they can demonstrate they meet the pre-requisites and which is available to Open Studies students, provided space is available in the class;
 - c) Students will be required to provide necessary documentation to show they have the required pre-requisites.

3. Open Studies Admissions does have some specific restrictions that students should be aware of. VCC reserves the right to designate which courses qualify for Open Studies. Open Studies applicants will:
 - a) Register after program students to ensure that program students are provided with opportunity to register in courses they require to complete their program of study.
 - b) Be restricted to completing a maximum of 30 credits at VCC under the Open Studies umbrella. If students wish to continue, they would then need to apply towards a specific program at the College.

4. Individual Flexible Admissions is designed to admit applicants to the College who may have a non-traditional education background. A standing committee will determine whether the applicant possesses appropriate background and knowledge to be successful in their program of choice. To be admitted as an Individual Flexible Admissions student, applicants must submit the following:
 - a) An application along with a written request for Individual Flexible Admission and be able to demonstrate English proficiency;
 - b) Applicants will submit all appropriate documentation in support of their application to demonstrate mastery of required skills. This may include but not limited to official transcripts, original assessment results and other supporting documentation.

5. Transfer Student Admission is designed to provide an admissions path for applicants who may or may not present all high school based admission requirements but have gone on to successfully complete some post- secondary education (eg. Open Studies). To be considered for program admission utilizing this pathway, applicants would have to present the following:
 - a) Applicants will have to have successfully completed a minimum of 15 credits of transferable post secondary course work with a GPA of 2.0 on these courses.
 - b) Of this completed course work, students must present successful complete courses in areas where they may lack high school entry requirements (Eg. English 12 could be replaced with ENGL 1101 or BIOL 12 could be replaced with BIOL 1100) with appropriate grades.

6. Visiting Student Admission is designed to allow students from another recognized post secondary institution to come take specific classes at VCC for credit but that will be transferred back to their home institution for credit towards their program there. In order to be considered as a Visiting Student, applicants must present the following:
 - a) A completed application noting they wish to attend as a Visiting Student;
 - b) A Letter of Permission from their home institution which stipulates the course(s) the student is to take at VCC which will be recognized by their home institution.

RELATED POLICY

Refer to D.3.6.1 Flexible Admissions Policy.



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 27, 2017

ISSUE: **RECOMMENDATION FOR APPROVAL:**
 Revisions to three research ethics policies and procedures: F.1.01 Ethical Conduct for Research Involving Humans, F.1.02 Ethics and Integrity in Research and Scholarly Activity, and F.1.03 Conflict of Interest Related to Research

BACKGROUND:

Three research policies guide the applied research activities at the College: F.1.01 Ethical Conduct for Research Involving Humans, F.1.02 Ethics and Integrity in Research and Scholarly Activity, and F.1.03 Conflict of Interest Related to Research.

Research ethics in Canada are governed by the Tri-Council Policy Statement on the Ethical Conduct for Research Involving Human (TCPS). It is a joint policy of Canada's three federal research agencies: the Canadian Institutes for Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC).

Increasing applied research activities at VCC is an initiative of the 5 Year Academic Plan, and is now a requirement for continued accreditation of our Bachelor of Science in Nursing program.

The policies were first created in 2007, and revised in 2013.

DISCUSSION:

Review of these policies were conduct by Elle Ting, an Instructional Associate in the Centre for Instructional Development (CID), and the Chair of the College's Research Ethics Board.

The changes to these policies were minor but important, as the policies were slightly out of date with the current requirements of the TCPS. The changes have aligned our policies with all the requirements of the Tri-Council Policy Statement, ensuring that the College is in compliance.

The policies have gone for community feedback, and no additional changes were identified.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, F.1.01 Ethical Conduct for Research Involving Humans Policy and Procedures, F.1.02 Ethics and Integrity in Research and Scholarly Activity Policy and Procedures, and F.1.03 Conflict of Interest Related to Research Policy and Procedures.

ATTACHMENTS: APPENDIX A F.1.01 Ethical Conduct for Research Involving Humans Policy
F.1.01 Ethical Conduct for Research Involving Humans Procedures
APPENDIX B F.1.02 Ethics and Integrity in Research and Scholarly Activity Policy
F.1.02 Ethics and Integrity in Research and Scholarly Activity
Procedures
APPENDIX C F.1.03 Conflict of Interest Related to Research Policy
F.1.03 Conflict of Interest Related to Research Procedures

PREPARED BY: Todd Rowlett, Chair, Education Council

DATE: September 20, 2017



APPENDIX A

POLICY

Policy No.	F.1.01
Title	Ethical Conduct for Research Involving Humans
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President Academic, Students & Research
Last Revised/Replaces	April 5, 2013 / April 26, 2007
Effective Date	
Signed by	

CONTEXT AND PURPOSE

This policy establishes the principles and procedures that will guide the College in ensuring the ethical conduct of research involving humans carried out under the auspices of the College.

Vancouver Community College recognizes the importance of research to the educational process.

The College is committed to ensuring the highest level of ethical standards in research involving humans and to seeing that participants' safety, welfare, dignity, and rights are protected.

This Policy and related Procedures establish principles and procedures to guide and ensure the ethical conduct of research involving humans carried out within the jurisdiction of Vancouver Community College or under its auspices. This policy and procedures is implemented to be in compliance with *TCPS 2- Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (2014)*:

The College's Research Ethics Board (REB) evaluates and monitors the quality and ethical standards of college research involving humans. The REB has the authority to terminate research activity that has not been approved through the College's Ethics Review process.

SCOPE AND LIMITS

This policy applies to any research activities conducted within the jurisdiction of Vancouver Community College or under its auspices that include human participants:

- a. Inclusion of College employees and/or students either as researchers or participants.
- b. Affiliation between the College and other institutions and/or members of the public.
- c. Non-College individuals or organizations using the College name or its resources and/or conducting research on College students and/or employees.

This policy does not apply to the normal administration, evaluation, or improvement of an operation, program, service, or activity within the College. Such activities include, but are not

limited to, quality assurance studies, performance reviews, or testing within normal educational requirements.

STATEMENT OF POLICY PRINCIPLES

1. The College ensures oversight of its research activities involving humans by establishing an appropriate structure within the College.
2. In carrying out its responsibilities, the College is at all times guided by the Tri- Council Policy Statement or future standards as may come to stand in its place. In particular the College will adopt as the College's research ethics principles the core principles contained and defined within the *Tri-Council Policy Statement*. As such, the guidelines in this policy are based on the following three core principles:
 - a) Respect for Persons
 - b) Concern for Welfare
 - c) Justice
3. The College will recognize the independence and authority delegated to the REB and may not override, without a formal appeal process, negative REB decisions reached on the grounds of ethics.
4. The College will establish a Research Appeal Board, to hear appeals of REB decisions according to the *TCPs: Ethical Conduct for Research Involving Humans* guidelines.

DEFINITIONS

Refer to the related Procedures document for definitions, which will enhance the reader's interpretation of this Policy.

RELATED POLICIES & LEGISLATION

FEDERAL GOVERNMENT

Interagency Advisory Panel on Research Ethics: 2nd edition of the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (2014)*

POLICIES

- A.3.1 Prevention of Harassment, Discrimination, and Bullying
- A.3.3 Freedom of Information & Protection of Privacy (FOIPPA)
- A.3.6 Standards of Employee Conduct and Conflict of Interest
- D.4.3 Student Code of Conduct (Non-Educational matters)
- D.4.5 Student Educational Conduct
- F.1.02 Ethics and Integrity in Research and Scholarly Activity
- F.1.03 Conflict of Interest Related to Research

RELATED PROCEDURES

Refer to Ethical Conduct for Research Involving Humans Procedures, F.1.01

ACKNOWLEDGEMENTS

This policy is based upon the Research Ethics for Human Participants Policies of British Columbia Institute of Technology, Douglas College, Langara College, Camosun College, and George Brown College.



PROCEDURES

Policy No.	F.1.01
Title	Ethical Conduct for Research Involving Humans
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President Academic, Students & Research
Last Revised/Replaces	April 5, 2013 / April 26, 2007
Effective Date	
Signed by	

DEFINITIONS

Ethics Review: Ethics Review means the processes and guidelines by which research proposals are evaluated to determine if they meet the quality and ethical principles and standards for research involving humans. The College will follow the *Tri-Council Policy Statement (TCPS 2); Ethical Conduct for Research Involving Humans**.

Minimal Risk: Minimal Risk means risk that is considered to be within the range normally encountered by, and acceptable to, the participant in everyday life.

Principal Researcher/Principal Investigator: Principal Researcher and Principal Investigator are considered by the College to mean the same thing and will be used interchangeably through these policy and procedures documents; Principal Researcher/Investigator refers to the person primarily responsible and accountable for a particular research project, "and is typically an employee (faculty, staff and/or administrator) at VCC."

Research: Research refers to an undertaking intended to extend knowledge through a disciplined inquiry or systematic investigation.

Risk: Risk refers to the likelihood that something harmful might occur and to the potential magnitude of the harm.

Sponsor: Sponsor refers to a VCC dean/director who assumes responsibility for research implemented by an individual or organization outside of VCC during the period of the research project.

* federal guidelines developed by Canadian Institutes of Health Research, Natural Sciences and Engineering Research Council of Canada, and Social Sciences and Humanities Research Council of Canada; *Tri-Council Policy Statement 2: Ethical Conduct for Research Involving Humans (2014)*
http://www.pre.ethics.gc.ca/pdf/eng/tcps2-2014/TCPS_2_FINAL_Web.pdf

PROCEDURES

Section 1: Ethics Review

A. Research Requiring Ethical Review

1. Unless specifically excluded under Item A.2 below, any research conducted by an individual under the auspices of Vancouver Community College (VCC) involving (a) living human participants or (b) research on human biological materials¹ or materials related to human reproduction² derived from living or deceased individuals is subject to mandatory ethics review and approval prior to the commencement of the research.
2. Exceptions
 - a. Research that relies on publicly available information when: (a) the information is legally accessible to the public and appropriately protected by law; or (b) the information is publicly accessible and there is no reasonable expectation of privacy.
 - b. Research that exclusively uses data obtained from pre-existing or archival databases that are in the public domain with no identifying information being used.
 - c. Research involving observation of people in public places where: (a) there is no intervention staged by the researcher or direct interaction with the individuals or groups; (b) individuals or groups targeted for observation have no reasonable expectation of privacy; and (c) any dissemination of research results does not allow identification of specific individuals.
 - d. Research that exclusively uses anonymous secondary use information or anonymous human biological materials, so long as any data linkage, recording, or dissemination of results does not generate identifiable information.
 - e. Quality assurance and quality improvement studies, program evaluation activities and performance reviews, or testing within the normal educational requirements when used exclusively for assessment, management or improvement purposes.
 - f. Creative practices through which art is made or interpreted, provided these processes are not used to obtain responses from participants that will be analyzed to answer a research question.
 - g. Any research not affiliated with or supported by the College (i.e., conducted by College employees or students on their own time, outside their College role, not using College employees, students, or resources).

If a researcher is uncertain whether contemplated research does or does not require approval under this policy, then the researcher shall consult the Chair of the VCC-REB.

B. Review Procedure

3. Proportionate Approach to Ethics Assessment

The REB applies a *proportionate approach to ethics review* based on the general principle that the more potentially invasive or harmful the proposed research, the greater the care necessary in its review. Potential harm is usually understood in relation to risks, which are defined in terms of the magnitude of harm and the probability of its occurrence.

¹ "tissues, organs, plasma, serum, DNA, RNA, proteins, cells, skin, hair, nail clippings, urine, saliva and other bodily fluids" (TCPS 2, Article 2.1)

² "embryos, fetuses, fetal tissues and human reproductive materials" (TCPS 2, Article 2.1)

Proposals are reviewed and may be approved through one of the means listed below. Regardless of the review strategy, the REB remains responsible for the ethics review of all research involving human participants that is carried out at the College.

4. Full Review

Where a proposal poses more than minimal risk (as defined by the Tri-Council Guidelines in Articles 2.9 and 6.12), the REB will: (a) assess the harm and/or benefits of the proposed research project, (b) determine if the research design is capable of answering the research questions, and (c) ensure that the research procedures and materials conform to established ethical standards.

5. Delegated Review

Where a proposal: (a) poses only minimal risk, (b) has been approved elsewhere by a Tri-Council policy-compliant REB, and/or (c) is research conducted by students under the supervision of an instructor as part of an approved course research proposal (course designation) designed to fall under the minimal risk category, the REB will assign two (2) members to review the proposal and its conformity to established research ethics standards and practices.

To undergo REB review, researchers will submit to the REB, in addition to the [Request for Ethics Review \(Form 1\)](#), the following documentation:

- a. The research proposal, in sufficient detail to permit the REB to make an assessment of its ethical acceptability;
- b. Experimental protocol (where appropriate);
- c. Informed consent statement and forms (as necessary: normally, participants must also be given a copy of the informed consent form which they have signed);
- d. Copies of questionnaires and research instruments (where appropriate);
- e. Evidence of [TCPS 2-CORE](#) completion or equivalent research ethics training;
- f. Such other material or information as the REB may request.

C. Research Ethics Board

6. Mandate

- a. The REB is responsible for reviewing the ethical acceptability of all research conducted within the jurisdiction of VCC or under its auspices that involves human participants: its role is to educate researchers and to review and monitor research proposals and projects. It conducts independent multidisciplinary review of research proposals to determine if they meet ethical requirements necessary for initiation or annual continuance.
- b. The REB serves as a consultative body on research ethics and assists in educating the VCC community about research ethics.

7. Authority of the Research Ethics Board

1. The College mandates the REB to approve, reject, and propose modifications to or termination of any proposed or ongoing research involving human participants that is conducted within or by members of the College, using the considerations set forth in the Policy as a minimum standard.

2. The REB is an independent standing committee with terms of reference approved by the Board of Governors. The REB's decision to approve or deny proposals for research is made independently and may not be set aside without formal appeal.

8. Membership of the Research Ethics Board
 - a. The REB shall consist of at least five (5) members, including both men and women, of whom:
 - i. at least two (2) are faculty who possess broad expertise in the methods or in the areas of research that are covered by the REB;
 - ii. at least one (1) member is knowledgeable in ethics;
 - iii. for biomedical research, at least one (1) member is knowledgeable in the relevant law; and
 - iv. at least one (1) member has no affiliation with the College, recruited from the community served by the institution.Each member should be appointed to fulfill the formal requirements of a single category.
 - b. The REB may from time to time also call on specialists to advise on particular proposals that require additional expertise for appropriate review.
 - c. The REB will elect a Chair each year from among its membership. The position is renewable.

9. Meetings and Attendance
 - a. The REB will meet regularly and as needed to review requests and carry out REB business. It is preferred for members to attend and participate in face-to-face meetings.
 - b. A quorum for committee purposes for a full review is at least four (4) members, excluding the chair. Where possible, the REB will reach decisions by consensus; otherwise a simple majority will prevail. The Chair will not vote, except in the event of a tie.

10. Record Keeping
 - a. Minutes of all VCC-REB meetings shall be prepared and maintained by the chair or designate. The minutes shall clearly document the Committee's decisions and any dissents and the reasons for them. Minutes are accessible to authorized representatives of the institution, researchers, and funding agencies.
 - b. The REB will prepare and maintain adequate documentation of REB activities, including the following:
 - i. Copies of all research proposals reviewed, certificates of approval, scientific evaluations, if any, that accompany the proposals, approved sample consent documents, progress reports by researchers and reports of injuries to participants;
 - ii. Records of continuing review activities;
 - iii. Copies of all correspondence between the REB and the researchers;
 - iv. A list of REB members; and
 - v. Written procedures for the REB.
 - c. The required records will be retained for three (3) years, and records relating to research that is conducted will be retained for at least three (3) years after completion of the research.

11. Decision Making
 - a. The REB review shall be based upon fully detailed research proposals or, where applicable, progress reports. The REB will function impartially, provide a fair hearing to those involved, and provide reasoned and appropriately documented opinions and decisions. The REB will accommodate reasonable requests from researchers to participate in discussions about their proposals, but not be present when the REB is making its decision. When the REB is considering a negative decision, it shall provide the researcher with all the reasons for doing so (within five to eight weeks) and give the researcher an opportunity to reply before making a final decision.
 - b. Final decisions in the full review that are based on consensus or majority quorum (i.e., at least four [4] members present, plus the chair) will be adopted only if the members attending the meeting possess the relevant competence and knowledge necessary to review the proposals under consideration.
 - c. The REB will notify the researchers in writing of its decision to:
 - i. Approve the proposed research activity as submitted; or
 - ii. Require minor modifications of the proposed research activity. The resubmitted proposal will be reviewed by the Chair or delegate of the REB; or
 - iii. Require significant modifications or additional information or major revisions. The resubmitted proposal will be reviewed by the REB; or
 - iv. Reject the proposed research activity.
 - d. The REB will submit an annual report to Senior Management listing the number of proposals reviewed, approved, and denied.
12. Reconsideration
 - a. Researchers have the right to request, and the REB has the obligation to provide, reconsideration of decisions affecting a research project.
 - b. The REB will be guided by principles of natural and procedural justice in its decision-making. Such principles include providing a reasonable opportunity to be heard; an explanation of the reasons for opinions or decisions, and the opportunity for rebuttal; fair and impartial judgment; and reasoned and written grounds for the decisions.
13. Appeals

If a request for a review is unsuccessful in resolving the disagreement, the researcher has the right to a formal appeal of the REB's decision to the Vice President-Academic, Students, and Research (VP-ASR). Upon application by a researcher for a formal appeal of a REB decision, the VP-ASR shall refer the matter to an appeal committee; the VP-ASR may either refer the matter to an appeal committee at another institution or may establish a special Research Ethics Appeal committee to hear the appeal. In either case, no member of the REB whose decision is being appealed may be a member of the committee that hears the appeal. If the matter is referred to another institution for review, that institution must have a Research Ethics Policy and Board whose operations are compliant with the *Tri-Council Policy Statement*, and VCC must have a prior agreement in place with that institution to refer appeals under this policy. In either case, the decision of the appeal committee shall be final.

14. Conflicts of Interest
 - a. If the REB is reviewing research in which a member of the REB has a personal interest in the research under review (e.g., as a researcher or as an entrepreneur), conflict of interest principles require that the member not be present when the REB is discussing or making its decision.
 - b. Disclosure of conflicts of interest will comply with the VCC's Conflict of Interest in Research policy (F.1.03).

15. Review of Multi-Centered Research

REB is responsible for the ethical acceptability of research undertaken within VCC's jurisdiction or under its auspices. In case of any ethical concerns, when local practices or standards in other jurisdiction vary from those of VCC, VCC's REB will require its researchers to comply with whichever expectations are more rigorous.

Section 2: Free and Informed Consent

A. Requirement for Free and Informed Consent

16. Research governed by this Policy may begin only if (a) prospective participants, or authorized third parties, have been given the opportunity to give free and informed consent voluntarily (i.e., without manipulation, undue influence, or coercion) about participation, and (b) their free and informed consent has been given and is maintained throughout their participation in the research.
17. Evidence of free and informed consent by the subject or authorized third party should ordinarily be obtained in writing. Where written consent is culturally unacceptable, or where there are good reasons for not recording consent in writing, the procedures used to seek free and informed consent shall be documented.
18. The REB may approve a consent procedure which does not include, or which alters, some or all of the elements of informed consent set forth above, or waive the requirement to obtain informed consent, provided that the REB finds and documents that:
 - a. The research involves no more than minimal risk to the participants;
 - b. The waiver or alteration is unlikely to have an adverse effect on welfare of the participants;
 - c. The research could not practicably be carried out without the waiver or alterations;
 - d. In the case of a proposed alteration, the nature and extent of the alteration is clearly defined. Wherever possible and appropriate, a plan to provide debriefing to participants and the opportunity to refuse consent and/or withdraw data and/or biological materials.

B. Special Considerations Regarding Consent

19. In some *randomized* and/or *blind clinical trials*, neither the research participants nor the researchers know which treatment the participants are receiving. Random/blind assignment is not regarded as an alteration of consent requirements if the participants are informed of the probability of being randomly assigned.
20. Some social science research requires the use of *partial disclosure* or *deception* (e.g., giving participants false information about themselves, events, social conditions, the purpose of the research); for such techniques to be considered an exception to the

general requirement of full disclosure for consent, the research must meet all the REB waiver/alteration requirements.

21. In some population and public health research, prior informed consent is not obtainable as communicating with community members through a consent process could affect the group response: in such cases, researchers must explain clearly why the research question cannot be answered without an exception to the requirement of prior consent and, if possible, seek community engagement prior to data collection.
22. An individual medical emergency, where an individual who requires urgent medical care is unable to provide consent for research due to unconsciousness or a loss of decision-making ability, is subject to special exemption from informed consent requirements because certain medical emergency practices can be applied only when such emergencies occur. The REB may allow research that involves medical emergencies to be carried out without participants' informed consent if all of the following apply:
 - a. There is a serious threat to the prospective participant that requires immediate intervention;
 - b. The research offers the best or only option for treatment;
 - c. The risk of the research treatment is clearly justified by the prospect of the direct benefits to the participant;
 - d. The participant is not conscious or otherwise able to make an informed consent decision;
 - e. Third-party authorization cannot be secured in sufficient time, despite due diligence; and
 - f. No relevant prior directive by the participant is known.

When a previously incapacitated participant regains decision-making ability or third-party authorization is found, consent shall be sought promptly for any continuing or subsequent treatment related to the research.

23. Whether or not consent is required for research involving *naturalistic observation* depends on the degree of privacy expected by individuals in a given setting, the nature of the research, and the potential to violate sensitive interests. Purely observational research done in public settings where there is no expectation of privacy is exempt from REB review; however, some material that is publicly accessible may still require participants' consent due to the expectation of privacy attached to certain groups or activities (e.g., religious/cultural ceremonies, online chatroom discussions).

C. Informing Potential Participants

24. General Conditions

Researchers shall provide, to prospective participants or authorized third parties, full and frank disclosure of all information relevant to voluntary, informed, and ongoing consent. Throughout the consent process, the researcher must ensure that prospective participants are given adequate opportunities to discuss and contemplate their participation. The REB may approve research without requiring that the researcher obtain participants' consent where the REB is satisfied that all of the following apply:

- a. Information that the individual is being invited to participate in a research project;
- b. A comprehensible statement of the research purpose, the identity of the researcher(s), the expected duration and nature of participation, and a description of research procedures;
- c. A comprehensible description of reasonably foreseeable harms and benefits that may arise from research participation, as well as the likely consequences of non-action, particularly in research related to treatment, or where invasive methodologies are involved, or where there is a potential for physical or psychological harm;
- d. An assurance that prospective participants are free not to participate, have the right to withdraw at any time without prejudice to pre-existing entitlements, and will be given continuing and meaningful opportunities for deciding whether or not to continue to participate.

B. Decision-Making Capacity

25. Subject to applicable legal and regulatory requirements, individuals who lack the ability, either permanently or temporarily, to decide for themselves whether or not to participate, the REB shall ensure that, as a minimum, the following conditions are met:
 - a. The researcher involves the participants in the decision-making process to the greatest extent possible;
 - b. The researcher seeks and maintains consent from authorized third parties who have the participants' best interests in mind;
 - c. The authorized third party may not be the researcher or any other member of the research team;
 - d. The researcher demonstrates that the research is being done for the participants' direct benefit or the benefit of others in the same category; in the latter situation, the researcher shall demonstrate the research will pose only minimal risk and burden to the participant;
 - e. When participation in a research project occurred through third-party authorization, and a participant regains decision-making ability during the course of the project, the participant's informed consent shall be sought as a condition of continuing participation.



APPENDIX B

POLICY

Policy No.	F.1.02
Title	Ethics and Integrity in Research and Scholarly Activity
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President, Academic, Students & Research
Last Revised/Replaces	April 5, 2013
Effective Date	
Signed by	

CONTEXT AND PURPOSE

This policy addresses Vancouver Community College's commitment to ensure the highest standards of ethics and integrity in research and scholarly activity.

Vancouver Community College (VCC) is committed to supporting, promoting, and developing processes to ensure the highest standards of ethics and integrity in research and scholarly activity. This policy establishes the principles and procedures that will achieve this aim. This policy also designates responsibility for maintaining these standards and specifies processes for addressing allegations of, and a timely response to, misconduct related to ethics and integrity in research and scholarly activity.

SCOPE AND LIMITS

VCC expects all those conducting research and scholarly activity under the auspices of the College (researchers, faculty, students, technical assistants, administrators, etc.) to adhere to the principles and processes articulated in this policy and accompanying procedures.

STATEMENT OF POLICY PRINCIPLES

1. The College expects that all research and scholarly activities will be conducted with the highest level of integrity and ethics.
2. Researchers are primarily responsible for maintaining the highest level of integrity and ethics while conducting research and scholarly activity.
3. Misconduct while undertaking research and scholarly activity is unacceptable and may be cause for disciplinary action or sanctions.

DEFINITIONS

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

RELATED POLICIES & LEGISLATION

FEDERAL GOVERNMENT

Interagency Advisory Panel on Research Ethics: *Tri-Council Policy Statement 2: Ethical Conduct for Research Involving Humans* (2014)

POLICIES

- A.3.1 Prevention of Harassment, Discrimination, and Bullying
- A.3.3 Freedom of Information & Protection of Privacy (FOIPPA)
- A.3.6 Standards of Employee Conduct and Conflict of Interest
- D.4.2 Student Grievance
- D.4.3 Student Code of Conduct (Non-Educational Matters)
- D.4.5 Student Educational Conduct
- F.1.01 Ethical Conduct for Research Involving Humans
- F.1.03 Conflict of Interest Related to Research

RELATED PROCEDURES

Refer to Ethics and Integrity in Research and Scholarly Activity, F.1.02

ACKNOWLEDGEMENTS

This policy is based upon the Integrity in Scholarly Research Policies of George Brown College, Langara College, Camosun College, and Douglas College.



PROCEDURES

Policy No.	F.1.02
Title	Ethics and Integrity in Research and Scholarly Activity
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President, Academic, Students & Research
Last Revised/Replaces	April 5, 2013
Effective Date	
Signed by	

DEFINITIONS

Researcher/Investigator: The terms *researcher* and *investigator* are used interchangeably for the purposes of this policy; *researcher/investigator*, for the purposes of this policy, means an individual—a VCC employee (faculty, staff and/or administrators at VCC), student, or other—either paid or volunteering to conduct research or scholarly activity at or through the College.

Research and Scholarly Activity: *Research* and *scholarly activity* refer to an undertaking intended to extend knowledge through a disciplined inquiry or systematic investigation. Scholarly activity includes research; the dissemination of new knowledge through such means as publications, presentations, and exhibitions; and the application of new knowledge in professional practice and student learning.

Research Ethics Board (REB): A decision-making body that reviews research proposals involving human participants to ensure that ethical principles are upheld.

PROCEDURES

These procedures are organized under the following headings: Mandatory and Appropriate Conduct in Research and Scholarly Activity, Attribution of Authorship, Handling of Research Data, Responsibilities of the College, Responsibilities of the Researcher, Allegations of Scholarly Misconduct.

MANDATORY AND APPROPRIATE CONDUCT IN RESEARCH AND SCHOLARLY ACTIVITY

Appropriate and mandatory conduct in research and scholarly activity includes but is not limited to the following:

1. Obtaining, recording, analyzing, storing, reporting, and publishing data or results using scholarly and scientific rigor and integrity.
2. Recognizing the substantive contributions of all collaborators (including students); using unpublished work of other researchers and scholars only with permission and with due acknowledgement; and using archival materials in accordance with the rules of the archival source.

3. Ensuring the authorship of published work includes those who have materially contributed to and share responsibility for the concepts of the publication, and only those persons.
4. Obtaining the permission of the author(s) before using new information, concepts, or data originally obtained through access to confidential manuscripts.
5. Seeking and obtaining approval by the VCC Research Ethics Board (REB) before engaging in any research involving humans (unless exempted by the Vancouver Community College Policy F.1.01, Ethical Conduct for Research Involving Humans), and then complying fully with the approved research protocols. Complying with VCC regarding the operational and financial terms of research grants and/or contracts awarded to the researcher.
6. Voluntarily and immediately disclosing in writing to the Vice-President Academic, Students, and Research (or delegate) any material financial interest in a company that contracts with VCC to undertake research, particularly research involving the company's products: material financial interest includes ownership, substantial stock holding, directorship, significant honoraria, or consulting fees, but does not include minor stock holdings in a large publicly traded company.
7. Disclosing as early as possible in writing to the sponsors of the research project, VCC and other institutions, journals or funding agencies, any material conflict of interest, financial or other, that might influence their decision on whether the researcher should be asked to review manuscripts or applications, test products, or be permitted to undertake work sponsored from outside sources.
8. Disclosing to the VCC Research Ethics Board (REB) any conflicts of interest in research involving humans, including any material financial interest in a company that contracts with the College to undertake research, particularly studies involving the company's products: such disclosure will be made in the application to the REB for ethical review.

ATTRIBUTION OF AUTHORSHIP

9. Authorship implies significant intellectual contributions to the work which, when recognized, must include only those people who have materially contributed to and share responsibility for content.
10. Students will be given the appropriate recognition for authorship or collection of data in any publication.

HANDLING OF RESEARCH DATA

11. Research is conducted and data is acquired in different manners. In the case of collaborative work, all members of the research team are responsible for ensuring proper acknowledgement of each team member when the data is released in any form.
12. A complete set of all original research data must be securely retained by the principal researcher for a period of five (5) years following the completion of the research or as required by law, whichever is longer. All collaborators must have free access to the relevant data at all times and authorization to copy may not be withheld by any team member without valid reason.

RESPONSIBILITIES OF THE COLLEGE

13. VCC is responsible for promoting integrity in research. VCC will engage in educational activities including workshops in support of research and research practices and will post related documents and processes on MyVCC. New faculty will be made aware of

research policies as part of their orientation. Updates and changes to research policies will be announced through internal College media and will be available on the College's website.

14. VCC is responsible for investigating and responding in a timely manner to allegations of misconduct in research, including informing the appropriate funding council(s) of conclusions reached and actions taken.
15. VCC is responsible for creating and maintaining an active Research Ethics Board, as per Policy F.1.01, Ethical Conduct for Research Involving Humans.

RESPONSIBILITIES OF THE RESEARCHER

16. The researcher is responsible for maintaining high standards of conduct in research. The College holds researchers responsible for ensuring that they maintain the appropriate standards of integrity and ethics while conducting research under this policy, and that they meet the requirements for conducting research, some of which are noted in this policy.

ALLEGATIONS OF SCHOLARLY MISCONDUCT

17. Allegations of conflicts of interest related to research and involving employees will be addressed under College policies A.3.6 Standards of Employee Conduct & Conflict of Interest and F.1.03 Conflict of Interest Related to Research. Allegations of conflicts of interest related to research and involving students will be addressed under College policy D.4.3 Student Code of Conduct (Non-Educational matters).

RELATED POLICIES

Refer to F.1.02 Ethics and Integrity in Research and Scholarly Activity



APPENDIX C

POLICY

Policy No.	F.1.03
Title	Conflict of Interest Related to Research
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President, Academic, Students & Research
Last Revised/Replaces	April 5, 2013
Effective Date	
Signed by	

CONTEXT AND PURPOSE

This policy and related procedures addresses the College's expectation that all members of the College community involved in research activities identify and address actual, potential or the perception of conflict of interest situations.

Members of the College community engaged in research activities may encounter situations that represent an actual, potential, or perceived conflict of interest.

It is essential that public trust be maintained by the appropriate disclosure and management of conflict of interest situations.

SCOPE AND LIMITS

The College expects all those involved in research activities within the jurisdiction of the College or under its auspices (e.g., researchers, faculty, students, technical assistants, administrators, staff, etc.) to uphold the principles and processes articulated in this policy and accompanying procedures.

STATEMENT OF POLICY PRINCIPLES

1. All members of the College community engaged in research are expected to act in a manner that maintains public trust and confidence in the College and, in particular, to avoid any conflicts of interest or perceived conflicts of interest.
2. When it is not possible to avoid a conflict of interest in research activities, then it is the responsibility of the affected College community member to disclose this situation to the College immediately.
3. The College will consider conflict of interest allegations related to research associated with VCC, regardless of whether the research is led by someone within or outside of the College.
4. The College ensures conflicts of interest are dealt with appropriately.

DEFINITIONS

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

RELATED POLICIES & LEGISLATION

FEDERAL GOVERNMENT

Tri-Council Policy Statement 2:

Ethical Conduct for Research Involving Humans (2014)

Tri-Agency Framework: Responsible Conduct of Research (2016)

Agreement on the Administration of Agency Grants and Awards (2016)

POLICIES

A.3.1 Prevention of Harassment, Discrimination, and Bullying

A.3.3 Freedom of Information & Protection of Privacy (FOIPPA)

A.3.6 Standards of Employee Conduct and Conflict of Interest

D.4.3 Student Code of Conduct (Non-Educational Matters)

D.4.5 Student Educational Conduct

F.1.01 Ethical Conduct for Research Involving Humans

F.1.02 Ethics and Integrity in Research and Scholarly Activity

RELATED PROCEDURES

Refer to F.1.03 Conflict of Interest Related to Research Procedures

ACKNOWLEDGEMENTS

This policy is based upon the Conflict of Interest Related to Research policy of Langara College, with permission.



PROCEDURES

Policy No.	F.1.03
Title	Conflict of Interest Related to Research
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President, Academic, Students & Research
Last Revised/Replaces	April 5, 2013
Effective Date	
Signed by	

DEFINITIONS

Researcher/Investigator: The terms *researcher* and *investigator* are used interchangeably for the purposes of this policy; *researcher/investigator*, for the purposes of this policy, means an individual—a VCC employee (faculty, staff and/or administrators at VCC), student, or other—either paid or volunteering to conduct research or scholarly activity at or through the College.

Conflict of Interest: Conflict of interest, for the purposes of this policy and its procedures, means a situation in which a researcher's/investigator's personal or financial interests are in conflict or perceived to be in conflict with the College's interests or mission, or with the proper performance of the employee's job duties, responsibilities, or obligations. A conflict of interest may be actual, potential, or perceived: a perceived conflict of interest can be as detrimental as an actual conflict of interest. Such actions undermine or compromise public confidence in the College or the College's trust in the employee's ability to discharge work responsibilities and obligations.

Research and Scholarly Activity: *Research* and *scholarly activity* refer to an undertaking intended to extend knowledge through a disciplined inquiry or systematic investigation. Scholarly activity includes research; the dissemination of new knowledge through such means as publications, presentations, and exhibitions; and the application of new knowledge in professional practice and student learning.

Research Ethics Board (REB): A decision-making body that reviews research proposals involving human participants to ensure that ethical principles are upheld.

PROCEDURES

These procedures are organized under the following headings: Standard for Assessing Actual, Potential or Perceived Conflicts of Interest; Disclosure of Actual, Potential or Perceived Conflicts of Interest; Allegations of Actual, Potential or Perceived Conflicts of Interest, Conflict of Interest Involving the Research Ethics Board (REB) members:

STANDARD FOR ASSESSING ACTUAL, POTENTIAL, OR PERCEIVED CONFLICTS OF INTEREST RELATED TO RESEARCH

The following questions, although not exhaustive, will be used to identify real, potential, or perceived conflicts of interest:

1. Would the researcher be biased in any way that would affect the goals of the research?
2. Would an outside observer question the ability of the researcher to make a proper decision in light of possible private or personal interests?

DISCLOSURE OF ACTUAL, POTENTIAL, OR PERCEIVED CONFLICTS OF INTEREST RELATED TO RESEARCH

3. Any potential conflict of interest will be voluntarily and immediately disclosed in writing by the researcher to the Vice-President Academic, Students, and Research (VP-ASR) or delegate.
4. A conflict is to be allowed only when it can be managed in a way that protects and serves the interests, integrity, and reputation of the College, as well as its legal and contractual obligations, and will stand the test of reasonable and independent scrutiny.
5. Where the VP-ASR or delegate is satisfied that the researcher can conduct the proposed study without compromise, the VP-ASR or delegate will provide the researcher a letter stating the same.
6. Where the VP-ASR or delegate determines that a more structured review is required, the VP-ASR or delegate will name an *Ad Hoc Conflict of Interest In Research Resolution Committee* (Ad Hoc COIRR Committee) to review voluntarily disclosed conflicts of interest. The Ad Hoc COIRR Committee will assess and resolve the potential conflict in a timely, fair, and open manner. If the conflict is irresolvable, it is in the committee's purview to deny the research.
7. The Ad Hoc COIRR Committee will consist of:
 - Two (2) peers.
 - The Vice-President Academic, Students, and Research or delegate
8. The Ad Hoc COIRR Committee will communicate in writing with the researcher regarding any decision with respect to the conflict and clearly outline any conditions of managing the conflict.
9. If necessary, researchers will be given the opportunity to relinquish or modify those interests that are conflicting such that the Ad Hoc COIRR Committee is satisfied.
10. In the interest of facilitating research, the Ad Hoc COIRR Committee will make reasonable attempts to provide a means of managing the conflict, rather than simply disallowing the research for the sake of avoiding a conflict of interest.

ALLEGATIONS OF ACTUAL, POTENTIAL, OR PERCEIVED CONFLICTS OF INTEREST RELATED TO RESEARCH

11. Allegations of conflicts of interest related to research will be addressed under VCC policy A.3.6, Standards of Employee Conduct & Conflict of Interest. Allegations of conflicts of interest related to research and involving students will be addressed under College policies D.4.3, Student Code of Conduct (Non-educational Matters) and/or D.4.5, Student Educational Conduct. Individuals should advise the College of any perceived conflict of interest as soon as possible.

CONFLICTS OF INTEREST INVOLVING RESEARCH ETHICS BOARD (REB) MEMBERS

12. To maintain the independence and integrity of ethics review, it is of the highest importance that members of the REB avoid real or perceived conflicts of interest. For example, REB members are in a clear conflict of interest: a) when their own research projects are under review by their REB; or b) when they have been in direct academic conflict, have collaborated with, or have provided support to the researcher whose proposal is under review.
13. In the cases where a member of the REB has a conflict of interest pertaining to the research under review, that person shall not be present when the REB is discussing or making decisions on that research.
14. In the cases of disagreement over conflicts of interest, both the REB member in the alleged conflict and the researcher might present evidence and offer a rebuttal concerning the nature of the conflict of interest. The other members of the REB should make a final decision regarding how to proceed.
15. Senior administrators shall not serve on the REB as their presence casts doubt on the independence of the REB's decision making.

RELATED POLICY

Refer to F.1.03 Conflict of Interest Related to Research Policy

2017/18 KEY PRIORITIES Summary – Q1

KSD #1 – Educational Quality

Health Sciences	<ul style="list-style-type: none"> • Launch Pre-Health Sciences program <ul style="list-style-type: none"> ○ Q1 – On hold until curriculum development funds become available • Increase dual credit opportunities • Continue development: Dental Hygiene degree <ul style="list-style-type: none"> ○ Q1 – EDCO approval received in July 2017 ○ Q1 – Degree will next be submitted to DQAB • Continue development: Denturist program <ul style="list-style-type: none"> ○ Q1 – Curriculum in development • Program review <ul style="list-style-type: none"> ○ Q1 – Occupational/Physical Therapist Assistant (OPTA) presented changes to Curriculum Committee in August • Review English Language Proficiency project to improve retention <ul style="list-style-type: none"> ○ Q1 – Working with several departments to identify requirements not only in Health Sciences but across all schools • Respond to accreditation requirements <ul style="list-style-type: none"> ○ Q1 – OPTA changes reflect accreditation – site visit will be conducted in 2018/19
Hospitality, Food Studies and Applied Business	<ul style="list-style-type: none"> • Program renewals in Administrative Assistant and Baking & Pastry Arts <ul style="list-style-type: none"> ○ Q1 – Both programs will go through an review that will involve their PACs • Culinary Arts <ul style="list-style-type: none"> ○ Q1 – PC1 and PC2 being implemented ○ Q1 – Catering module has received governance approval and will be offered in October 2017 • Canadian Business Management Post-Degree Diploma <ul style="list-style-type: none"> ○ Q1 – Launches in September 2017 approximately 20 international students enrolled
Trades, Technology & Design	<ul style="list-style-type: none"> • Heavy Mechanical Technology diploma <ul style="list-style-type: none"> ○ Q1 – Diploma program development close to being ready to be submit to curriculum committee • Visual Communication design (VCD) <ul style="list-style-type: none"> ○ Q1 – Curriculum update completed to enable transfer agreements with other institutions

	<ul style="list-style-type: none"> • Hairstyling Apprenticeship <ul style="list-style-type: none"> ○ Q1 – Implementation of new Hair and Skin and Body Therapy program in progress • CAD/BIM program accreditation <ul style="list-style-type: none"> ○ Q1 – Working with Technology Accreditation Canada (TAC) to determine timelines ○ Q1 – Initial work has begun
Arts & Sciences	<ul style="list-style-type: none"> • New programs: ABE Pathways; guaranteed Transfer Certificates into Faculty of Environmental Sciences; Associate of Arts and Associate of Science <ul style="list-style-type: none"> ○ Q1 – Work ongoing towards completion of Program Content Guide (PCG) for Associate Degree ○ Q1 – Career Literacy Foundations work ongoing with development work – completion target date of fall 2017
School of Instructor Education	<ul style="list-style-type: none"> • Conduct needs assessment of an 18-month postgraduate PIDP/eLearning certificate for International students <ul style="list-style-type: none"> ○ Q1 – Consultation complete. Proposal being prepared for EDCO
Continuing Studies	<ul style="list-style-type: none"> • Implement 5-year program renewal plan <ul style="list-style-type: none"> ○ Q1 – In progress • Continue program renewals for Early Childhood Care Education (ECCE) and Counselling Skills <ul style="list-style-type: none"> ○ Q1 – ECCE post-basic program restructuring is underway. Proposal for New Program concept paper submitted to Curriculum Committee ○ Q1 – Counselling Skills program redesign is underway. Proposal for New Program concept paper submitted to Curriculum Committee • Initiate program renewals for Network Technology NETT, Leadership Suite of courses <ul style="list-style-type: none"> ○ Q1 – Information gathering and needs assessment for NETT program renewal is under • Develop new programming <ul style="list-style-type: none"> ○ Q1 – Partnership established with the Rick Hansen Foundation (RHF) to deliver Accessibility Assessor training program certification ○ Q1 – Volunteer Management Program to launched in September 2017 ○ Q1 – New standalone non-credit courses being offered from April – September (see detailed goals and objectives for listing of courses)

	<ul style="list-style-type: none"> • Increase online delivery <ul style="list-style-type: none"> ○ Q1 – Moodle course has been offered to instructors • Develop Samsung mobile application certificate <ul style="list-style-type: none"> ○ Q1 – Preparing to run Appliance Repair Technician Program in January or February 2018 ○ Q1 – Curriculum development continues to create modules for the Foundational program
Library, Teaching and Learning Services	<ul style="list-style-type: none"> • Implement Learning Commons initiatives <ul style="list-style-type: none"> ○ Q1 – Learning Commons survey for employees will be launched in September 2017 • Support applied research at VCC <ul style="list-style-type: none"> ○ Q1 – President’s Research Symposium planned for October 4th. Theme: Applied research to support student success • Moodle upgrade <ul style="list-style-type: none"> ○ Q1 – Upgrade in progress • Online Learning strategy <ul style="list-style-type: none"> ○ Q1 – Learning Management Systems (LMS) working group – Phase I planning under way, project team is conducting pedagogical analysis and market research • E-textbook and Open Textbook strategy <ul style="list-style-type: none"> ○ Q1 – e-textbook pilot in Culinary ongoing ○ Q1 – Hospitality pilot starting fall 2017 • Institutional Learning Outcomes <ul style="list-style-type: none"> ○ Q1 – Consultation sessions in progress
Student Development	<ul style="list-style-type: none"> • Case management approach <ul style="list-style-type: none"> ○ Q1 – Review of current software and processes in practice in progress ○ Q1 – Research prospective application process with Registrar and IT in progress • Access and Accommodation of Students with Disabilities Policy <ul style="list-style-type: none"> ○ Q1 – Current provisions and practices on duty to accommodate in progress • Finalize mental health and wellness strategy <ul style="list-style-type: none"> ○ Q1 – In progress • Sexual Violence Policy in compliance with Ministry expectations <ul style="list-style-type: none"> ○ Q1 – Policy has been completed, approved and posted on the website

International Education	<ul style="list-style-type: none"> • Canadian Business Management Post-Degree Diploma <ul style="list-style-type: none"> ○ Q1 – Launched in School of Hospitality, Food Studies & Applied Business • New programs: IT Management and Project Management post-degree diplomas <ul style="list-style-type: none"> ○ Q1 – Discussion underway on Project Management program ○ Q1 – Discussion underway to launch a two year diploma in IT Technology instead of a post-degree diploma. The intent is that this program would then ladder into the Samsung mobile applications program • Articulation Agreements <ul style="list-style-type: none"> ○ Q1 – MOUs have been updated with language partner schools to UT articulation effective immediately • Additional cohorts in Trades and Hospitality <ul style="list-style-type: none"> ○ Q1 – Additional international cohorts are planned for Culinary Arts, ACR and AST
Partnership Development Office	<ul style="list-style-type: none"> • Explore feasibility of short-term “Field Studies” for International faculty (instructors) <ul style="list-style-type: none"> ○ Q1 – Meeting with several international institutions to determine operational feasibility and costing • Work with Indigenous Education and Community Engagement to explore training opportunities <ul style="list-style-type: none"> ○ Q1 – Submitted proposals and continuing discussions with local first nations
Indigenous Education and Community Engagement	<ul style="list-style-type: none"> • Gladue report writing program <ul style="list-style-type: none"> ○ Q1 – Curriculum development in progress Working with PDO to run a pilot for the program • Indigenization Committee <ul style="list-style-type: none"> ○ Q1 – Implementation of advisory council/committee in progress
KSD #2 – Operational Excellence	
Registrar and Enrolment Services	<ul style="list-style-type: none"> • Banner cleanup <ul style="list-style-type: none"> ○ Q1 – Curriculum structure clean up underway ○ Q1 – Testing of new curriculum structure to take place in fall 2017 • Real term admissions processes <ul style="list-style-type: none"> ○ Q1 – Review of current admission processes commenced in August ○ Q1 – Test environment being set up

	<ul style="list-style-type: none"> • New timetabling processes <ul style="list-style-type: none"> ○ Q1 – New timetabling structure is under development
Institutional Research	<ul style="list-style-type: none"> • Conduct Labour Market research for projects identified <ul style="list-style-type: none"> ○ Q1 – No requests received to this point • Prepare Program Renewal data collection <ul style="list-style-type: none"> ○ Q1 – Awaiting instructions from the Program Review and Renewal Committee • Banner process review <ul style="list-style-type: none"> ○ Q1 – Process review of ODS data source planned to begin in January 2018 • Upgrade COGNOS <ul style="list-style-type: none"> ○ Q1 – Has been postponed ○ Q1 - Looking to pilot a new visualization/reporting software tool • Space Utilization Report for Ministry Advanced Education <ul style="list-style-type: none"> ○ Q1 - completed • Provide monthly reporting actuals to budget and forecast <ul style="list-style-type: none"> ○ Q1 – In progress • Policies <ul style="list-style-type: none"> ○ Q1 – Revised admissions and flexible admissions policies is under review and finalized ready for Board approval in fall 2017
Human Resources	<ul style="list-style-type: none"> • Review bullying, harassment and discrimination policy <ul style="list-style-type: none"> ○ Q1 - Policy/Procedures reviewed by legal counsel ○ Q1 – Recommendations for policy/procedure changes forthcoming in 2018 • Develop best practices for an employee training program <ul style="list-style-type: none"> ○ Q1 – In progress • Action program training for employees <ul style="list-style-type: none"> ○ Q1 – D2 meeting topics and lunch/afternoon sessions planned for September 2017 – June 2018 ○ Q1 – HR’s learning for life workshop program launched • Create a comprehensive employee health and wellness plan <ul style="list-style-type: none"> ○ Q1 – Partnered with Student Development counselling for Mental Health Awareness week ○ Q1 – Participated in Healthy Minds & Healthy Campus National conference

	<ul style="list-style-type: none"> • Develop a monitoring plan to ensure annual performance reviews are completed <ul style="list-style-type: none"> ○ Q1 – Faculty performance appraisal process implemented in June 2017. • Enhance staff orientation <ul style="list-style-type: none"> ○ Q1 – Proposal has been developed to deliver a full day semi-annual new orientation program ○ Q1 – Pilot for this program to start February 2018 • Develop a comprehensive plan to address employee engagement survey results <ul style="list-style-type: none"> ○ Q1 – All day Talent Map planning was held in June 2017 ○ Q1 – Summary report from Talent Map received in July 2017 • Review and update job descriptions <ul style="list-style-type: none"> ○ Q1 – Position Questionnaires (PQ) sent out to exempt staff for completion in September 2017
Information Technology	<ul style="list-style-type: none"> • Web time entry project and implementation plan <ul style="list-style-type: none"> ○ Q1 – Working group is developing a survey for timekeepers to be completed in Q2 ○ Q1 – HR reviewing earning codes • Curriculum management software implementation <ul style="list-style-type: none"> ○ Q1 – In progress. Requires some Banner data cleanup before full implementation can be done • Improve online registration process in Continuing Studies <ul style="list-style-type: none"> ○ Q1 – Current process has been mapped and analyzed. Options will be presented to the working group in Q2 • Examine software options for improving process of agent commissions payment for International Education <ul style="list-style-type: none"> ○ Q1 – Cloud technology to be operationalized in fall 2018 • Banner 9 upgrade project and implementation plan <ul style="list-style-type: none"> ○ Q1 – Test environment being built and configured • College wide printer replacement plan (current Ricoh lease expires in 2018) <ul style="list-style-type: none"> ○ Q1 – Proof of concept (POC) in progress. Recommendations to be made by end of September 2017 • IT security assessment <ul style="list-style-type: none"> ○ Q1 – Statement of Work (SOW) has been reviewed and contract awarded to Scalar ○ Q1 – Project to start in October 2017 • Virtual Desktop Infrastructure project plan • Wireless update plan

	<ul style="list-style-type: none"> • Assess current payment processing processes/procedures (PCI compliant) • Assessment T4 marketing web content management platform functionality <ul style="list-style-type: none"> ○ Q1 – Assessment will be completed by the web team in Q2
Commercial Services	<ul style="list-style-type: none"> • Evaluate and streamline bookstore and duplicating processes and operations <ul style="list-style-type: none"> ○ Q1 – In progress ○ Q1 – Planning in the works to relocate duplicating services • Coordinate and facilitate operational changes based on the new culinary arts curriculum <ul style="list-style-type: none"> ○ Q1 – Operational implementation of culinary curriculum is underway ○ Q1 – Cafeteria renovations set to start end of September. Temporary operational provisions have been made
Safety and Security	<ul style="list-style-type: none"> • Complete review of emergency response management plan <ul style="list-style-type: none"> ○ Q1 – Final draft revisions completed and now being reviewed • Develop emergency training plan for faculty and staff <ul style="list-style-type: none"> ○ Q1 – Draft plan being reviewed • Communicate and roll out emergency training plan • Add CCTV cameras to all campuses <ul style="list-style-type: none"> ○ Q1 – Additional cameras' installed • Upgrade security infrastructure <ul style="list-style-type: none"> ○ Q1 – Renovation of downtown security kiosk underway • Review, develop and communicate risk management and privacy procedures <ul style="list-style-type: none"> ○ Q1 – In progress • Draft and roll out sexual violence and sexual misconduct policy and procedures <ul style="list-style-type: none"> ○ Q1 – Initial internal and external communication pieces have been released and distributed to stakeholders ○ Q1 – Working group has identified projects and steps to roll out the policy
Procurement	<ul style="list-style-type: none"> • Second phase of streamlining processes for procurement, receipt of goods/services and reporting <ul style="list-style-type: none"> ○ Q1 – to start in Q2

	<ul style="list-style-type: none"> • Develop and adopt new solicitation and contract templates <ul style="list-style-type: none"> ○ Q1 – to start in Q2/Q3 • Deliver FAST training on procurement processes to users <ul style="list-style-type: none"> ○ Q1 - Ongoing
Facilities	<ul style="list-style-type: none"> • Fully implement Event Management Software (EMS) <ul style="list-style-type: none"> ○ Q1 – Academic configuration of EMS underway. User testing to begin in fall 2017 ○ Q1 – Complete web app configuration in progress ○ Q1 – Web upgrade scheduled for 2018 • Conduct space needs assessment based on enrolment forecast <ul style="list-style-type: none"> ○ Q1 – Space analysis study being conducted by Cornerstone and PGP ○ Q1 – Reports to be received in Q2 • Develop space utilization and campus plan for Broadway and Downtown campuses <ul style="list-style-type: none"> ○ Q1 – Will be dependent on consultant reports that will be received in Q2 • Upgrade campus facilities based on government and internal capital funding envelopes <ul style="list-style-type: none"> ○ Q1 – Capital plan for both government and internal capital funding for the year has been completed
KSD #3 – Financial Stability and Sustainability	
Integrated College Plan	<ul style="list-style-type: none"> • Integrated College Planning (ICP) framework cycle <ul style="list-style-type: none"> ○ Q1 – Department meetings have been scheduled in Q2 to discuss the current 2017/18 ICP and kick-off the 2018/19 planning cycle • Update 5-year academic and financial plan <ul style="list-style-type: none"> ○ Q1 – Slated to start in Q2 • Monitoring, updating of goals, objectives and initiatives <ul style="list-style-type: none"> ○ Q1 – Updates completed • Communication of updated goals, objectives and initiatives <ul style="list-style-type: none"> ○ Q1 – being communicated in VCC Digest and at department meetings
Vision and Values	<ul style="list-style-type: none"> • Communicate new vision and values to the college body <ul style="list-style-type: none"> ○ Q1 – Presidents department and constituency groups meeting consultations completed

Finance	<ul style="list-style-type: none"> • Review and improve enrolment and budget planning process <ul style="list-style-type: none"> ○ Q1 – Meetings have taken place and changes are in progress to streamline the processes • Carefully monitor of actual financial results to budget <ul style="list-style-type: none"> ○ Q1 – Exceeded international targets in the 1st quarter • Enhance financial reporting <ul style="list-style-type: none"> ○ Q1 – Monthly YTD reports are being sent out each department for review
KSD #4 – Reputation Management	
Marketing	<ul style="list-style-type: none"> • Continuation of “Make your Mark” recruitment campaign <ul style="list-style-type: none"> ○ Q1 – Creative development complete; second flight in market started August 2017 • Develop digital marketing strategy <ul style="list-style-type: none"> ○ Q1 – Revised approach to sustained Google advertising to ensure VCC is presented as an option for users ○ Q1 – Digital metrics and reporting are being developed to appropriately measure brand presence ○ Q1 – Brand standards guide and templates refresh underway
Stakeholder Engagement	<ul style="list-style-type: none"> • Investigate community involvement opportunities <ul style="list-style-type: none"> ○ Q1 – Investigation list of opportunities is ongoing • Continued internal and external outreach <ul style="list-style-type: none"> ○ Q1 – Discussion of a community report for distribution in January 2018 ○ Q1 – Developing a stakeholder report that will go to the Leadership team three times a year
Fundraising	<ul style="list-style-type: none"> • Develop capital campaign fundraising business case for Culinary Arts facilities upgrades <ul style="list-style-type: none"> ○ Q1 – Awaiting space analysis consultant report before developing the business case • Gala plan for 2017/18 <ul style="list-style-type: none"> ○ Q1 – Two fundraisers so far : <ul style="list-style-type: none"> ▪ Oct 3 dim sum challenge to raise funds for culinary competitions ▪ March 14 is set for Flourish 2018

KSD #5 – Business Development	
Partnership Development	<ul style="list-style-type: none">• Explore Samsung partnership opportunity in mobile application design<ul style="list-style-type: none">○ Q1 – On hold until we are able to deliver a IT Technology program
Business Development	<ul style="list-style-type: none">• Explore new opportunities with corporate and not-for-profit organizations<ul style="list-style-type: none">○ Q1 – PDO is exploring mutually beneficial business partnerships with external stakeholders such as community development organizations.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.1 – Deliver a superior student educational experience			
<p>1.1.1 Conduct needs assessment and determine viability and potential of new programs that meet community need, provide pathways, take into consideration the labour market skills gap, and are relevant</p>	Health Sciences	<ul style="list-style-type: none"> ■ Implement new Pre-Health Sciences ■ Develop new Dental Hygiene degree program ■ Develop 3 year Denturist program 	<p>Debbie Sargent:</p> <ul style="list-style-type: none"> ■ Pre-Health Sciences program has Board approval but is currently on hold as there were insufficient funds to support Curriculum Development in 2017-18. ■ The new Dental Hygiene degree program received approval from Education Council in July and the degree will soon be submitted to DQAB. ■ The Denturist program curriculum is currently being developed. A capital request for additional space has been submitted.
	Hospitality, Food Services & Applied Business	<p>Culinary Arts:</p> <ul style="list-style-type: none"> ■ Implement catering module ■ Implement new Professional Cook (PC) 1 and 2 curriculum ■ Implement Continuing Studies cooking program ■ Create partnerships and student exchange programs with International culinary schools ■ Complete MOU with KPU for culinary and baking student pathways <p>Asian Culinary Arts:</p> <ul style="list-style-type: none"> ■ Bridge PC 1 and PC 2 with a session of Asian Culinary Arts <p>Baking and Pastry Arts:</p> <ul style="list-style-type: none"> ■ Conduct needs assessment of Advanced Pathways to Baking-Indigenous perspective <p>Canadian Business Management (CBM):</p> <ul style="list-style-type: none"> ■ Launch new Canadian Business Management post degree diploma 	<p>Dennis Innes:</p> <ul style="list-style-type: none"> ■ Catering module has been approved and will be offered in October. ■ PC1 has been implemented and PC 2 will be implemented in September. ■ Partnership development is ongoing with Italian Culinary Schools. ■ A working group is currently developing a series of classes that will be jointly offered by VCC and KPU. ■ Another Pathways to Baking will be offered this fiscal. ■ CBM launches in September. The Department Head is in place and we are currently hiring faculty.

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.1 – Deliver a superior student educational experience			
	Trades, Technology & Design	<p>Auto Service Technician (AST):</p> <ul style="list-style-type: none"> ▪ Develop Trades Sampler, journey person upgrading courses, update to harmonized curriculum <p>Auto Collision Refinishing (ACR):</p> <ul style="list-style-type: none"> ▪ Blending ICAR and VCC curriculum <p>Heavy Mechanical Trades (HMT):</p> <ul style="list-style-type: none"> ▪ International HMT diploma program and CVIP course <p>Visual Communications Design (VCD):</p> <ul style="list-style-type: none"> ▪ Identify bridge programs with Emily Carr, Capilano U and KPU <p>Hair Design & Skin & Body Therapy (Hair/SBT):</p> <ul style="list-style-type: none"> ▪ Conduct needs assessments for Nail Technology, Barbering and Hairstyling Level 2 ▪ Implement revised Skin & Body Therapy certificate and Hairstylist Foundation programs 	<p>Brett Griffiths:</p> <ul style="list-style-type: none"> ▪ AST – Trades sampler pilot is currently running; curriculum documents for approved program currently out for feedback and should be presented in September. ▪ ACR – Project still in progress; blend has resulted in new auto glass program and integration of ICAR curriculum. ▪ HMT – Diploma program development close to submission to curriculum committee; out for community feedback; Canadian Vehicle Inspection Program (CVIP) may be developed later in the year. ▪ VCD – Curriculum update completed to enable transfer agreements with other institutions; changes coming forward to curriculum committee in August. ▪ Hair/SBT – Needs assessments ongoing; implementation of new Hair and SBT program in progress.
	Arts & Sciences	<p>University Transfer (UT):</p> <ul style="list-style-type: none"> ▪ Launch Associate of Arts and Associate of Science degrees <p>Basic Education:</p> <ul style="list-style-type: none"> ▪ Propose curriculum development for Basic Education Career Explorations tied to Jobs Plan: Career Literacy Foundations; Basic Literacy and Numeracy for Trades 	<p>David Wells:</p> <ul style="list-style-type: none"> ▪ Work ongoing towards completion of Program Content Guide (PCG) for Associate Degrees.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 1.1 – Deliver a superior student educational experience			
		<p>Deaf and Hard of Hearing:</p> <ul style="list-style-type: none"> ▪ Conduct needs assessment for advanced ASL, Deaf literature and Job Readiness Program <p>ASL & Deaf Studies:</p> <ul style="list-style-type: none"> ▪ Complete full-time UT program <p>Music:</p> <ul style="list-style-type: none"> ▪ Conduct needs assessment for an enhanced Music degree program ▪ Conduct needs assessment for post-baccalaureate programs and certificates, including teacher training workshops 	<ul style="list-style-type: none"> ▪ Career Literacy Foundations work ongoing with development work - completion target of fall 2017.
	School of Instructor Education	<ul style="list-style-type: none"> ▪ Conduct needs assessment of an 18-month postgraduate PIDP/eLearning certificate working in conjunction with International and Pathways 	<p>Shirley Lew:</p> <ul style="list-style-type: none"> ▪ Consultations complete. Proposal for a Provincial Instructor Diploma Program (PIDP) postgraduate program for international students is being prepared for EdCo.
	Continuing Studies	<ul style="list-style-type: none"> ▪ Develop new courses and programs as partnerships arise with external partners and other internal VCC departments ▪ Develop professional development courses in existing program areas ▪ Expansion of new courses in culinary and trades 	<p>Gordon McIvor:</p> <ul style="list-style-type: none"> ▪ Italian Master Class series (five workshops) launching in September in partnership with the Italian Chamber of Commerce Canada West and the Associazione Professionale Cuochi Italiana del Canada. ▪ New culinary course CULI 1509 Catering - students will be registered through CS. ▪ Partnership established with the Rick Hansen Foundation (RHF) to deliver the Accessibility Assessor training program

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 1.1 – Deliver a superior student educational experience			
			<p>(Foundation Stream 1) to be launched in September.</p> <ul style="list-style-type: none"> ▪ Samsung Appliance Repair Technician Program to run second Professional Pathways in January or February 2018. Gas course curriculum development underway. CS working to determine possible alternate delivery models for the program. ▪ Volunteer Management Program to be launched in September. ▪ New standalone non-credit courses offered from April – September: <ul style="list-style-type: none"> ○ Fashion Show Production ○ Introduction to French Pastry ○ CGA Diamond Grading ○ Simultaneous Interpreting ○ Makeup and Hairstyling for Indian Bridal ○ Denturist Practical Exam Prep ○ Adobe Illustrator for Interior Design: Level 1 ○ Mend, Transform, Renew, Introduction to Industrial Sewing Machines ○ Pojagi Workshop
<p>1.1.2 Renew programs that have not gone through renewal in the past 5 years</p>	<p>Hospitality, Food Services & Applied Business</p>	<ul style="list-style-type: none"> ▪ Administrative Assistant ▪ Baking & Pastry Arts 	<p>Dennis Innes:</p> <ul style="list-style-type: none"> ▪ Both programs are going to do an abbreviated version of a program

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 1.1 – Deliver a superior student educational experience			
			renewal and will involve their PACs in this process.
	Health Sciences	<ul style="list-style-type: none"> ■ Dental Reception Coordinator ■ Occupational/Physical Therapist Assistant (OPTA) ■ Medical Laboratory Assistant (MLA) 	Debbie Sargent: <ul style="list-style-type: none"> ■ Plan to review Dental Reception Coordinator in 2018-19. ■ OPTA is presenting proposed changes at Curriculum Committee on August 15. ■ MLA – there are some potential provincial changes to the role that will impact curriculum so we will await these changes before going through this review.
	Arts & Sciences	<ul style="list-style-type: none"> ■ Deaf and Hard of Hearing program ■ Basic Education ■ College & Career Access ■ ABE Intermediate Program for Youth ■ Access to Career Education ■ Academic Upgrading – Computers 	David Wells: <ul style="list-style-type: none"> ■ No progress to date.
	Trades, Technology & Design	<ul style="list-style-type: none"> ■ Jewellery Art & Design 	Brett Griffiths: <ul style="list-style-type: none"> ■ On hold until the department head returns from education leave. Curriculum documents in development.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.1 – Deliver a superior student educational experience			
	Continuing Studies	<ul style="list-style-type: none"> ■ Finalize renewal matrix for all existing CS programs to establish a schedule, costs and resources needed to renew existing programs (Sequencing of renewal of programs as follows: Year 1: Launch program renewal; Year 2: Ongoing renewal; Year 3: Launch of new program) ■ Launch renewal of Business Leadership suite of programs and culinary through internal partnerships ■ Launch renewal of Networking Technology (NETT) Certificate. 	<p>Gordon McIvor:</p> <ul style="list-style-type: none"> ■ Counselling Skills Program redesign is underway. Proposal for New Program (Concept Paper) – submitted. ■ Early Childhood Care Education (ECCE) Post-Basic program restructuring is underway. Proposal for New Program (Concept Paper) – submitted. ■ Renewal launch for NETT program planned for September. Information gathering for needs assessment is underway.
	School of Instructor Education	<ul style="list-style-type: none"> ■ Renewal of Instructor Education programs 	<p>Shirley Lew:</p> <ul style="list-style-type: none"> ■ Ongoing: self-study complete; external review panel will be on site September 18.
<p>1.1.3 Implement programs that have gone through program renewal and/or have had minor or major changes</p>	Health Sciences	<ul style="list-style-type: none"> ■ Dental Technology Sciences ■ LPN Bridging to BSN 	<p>Debbie Sargent:</p> <ul style="list-style-type: none"> ■ New Dental Technology Sciences program was implemented January 2017. Term 2 is currently being delivered. ■ LPN Bridging has gone through governance and new tuition will begin in September 2018.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 1.1 – Deliver a superior student educational experience			
1.1.4 Identify, promote & support articulation and transferability of courses/programs	Registrar's Office	<ul style="list-style-type: none"> Needs assessment of new Articulation Officer position, work with departments after new/revisions are made to courses/programs; connect agreements with Banner 	Dave McMullen: <ul style="list-style-type: none"> Push to update BC Council on Admission + Transfer (BCCAT) for UT and Advance Placement (AP)/International Baccalaureate (IB) courses for the purposes of articulation.
	Arts & Science	<ul style="list-style-type: none"> Explore potential pathway to graduate MA or MEd TESOL programs at UBC or SFU whereby they recognize VCC TESOL programs for credit 	David Wells: <ul style="list-style-type: none"> No progress to date.
1.1.5 Seek accreditation and/or external program approval status and implement strategies to fulfill accreditation requirements	Health Sciences	<ul style="list-style-type: none"> Make curriculum revisions to address National/Provincial standards in all relevant programs Achieve highest levels of accreditation/program approval possible 	Debbie Sargent: <ul style="list-style-type: none"> OPTA changes reflect accreditation – site visit will be next year. Making curriculum revisions to the Denturist program to ensure accreditation standards will be met.
	Trades, Technology & Design	Computer-aided Design (CAD) & Building Information Modeling (BIM) Technologies: <ul style="list-style-type: none"> Apply to Technology Accreditation Canada (TAC) for national accreditation which is recognized by Applied Sciences Technologies + Technicians British Columbia (ASTTBC) Auto Service Technician: <ul style="list-style-type: none"> Instructor ASE certification 	Brett Griffiths: <ul style="list-style-type: none"> CAD & BIM – Working with TAC to determine timelines; initial work has begun; further work will be completed after graduation of first diploma cohort. AST – Initial research completed – funding may be required for additional release.
1.1.6 Develop a Scholarship and Research Initiatives Plan	Library, Teaching & Learning Services/ VP Academic	<ul style="list-style-type: none"> Support applied research at VCC through training opportunities Inauguration of President's Research Fund Establish President's Research Day 	Kathryn McNaughton: <ul style="list-style-type: none"> President's Research Symposium planned for October 4. Theme: Applied research to support student success.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 1.1 – Deliver a superior student educational experience			
			Shirley Lew: <ul style="list-style-type: none"> ▪ Librarians conducting best practices research & environmental scan on applied research support. Planning meeting scheduled in September.
	Arts & Sciences	<ul style="list-style-type: none"> ▪ Establish connections with SFU and UBC TESOL MA and MEd programs for graduate level research initiatives using the VCC EAL student population 	David Wells: <ul style="list-style-type: none"> ▪ No progress to date.
	Health Sciences	<ul style="list-style-type: none"> ▪ Increase research/ scholarship capacity 	Debbie Sargent: <ul style="list-style-type: none"> ▪ BSN program is proposing a new Workload Profile for consideration to address research/scholarship. ▪ Faculty are developing proposals for consideration.
1.1.7 Develop new relevant programs for international students	International Education	<ul style="list-style-type: none"> ▪ Launch Canadian Business Management post-degree diploma ▪ Plan IT Management and Project Management post-degree diplomas ▪ Expand pathways/opportunities for international students to meet UT English requirements ▪ Plan for additional International Education cohorts in trades & hospitality ▪ Plan Mobile Applications diploma 	Jennifer Gossen: <ul style="list-style-type: none"> ▪ Canadian Business Management Post-Degree Diploma beginning in September. IE made 41 offers to students from India, and we are awaiting study permit approvals for minimum of 20 students. ▪ Discussions underway for Project Management Post Degree Diploma. IT Management Post Degree Diploma will wait until IT Diploma is developed.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 1.1 – Deliver a superior student educational experience			
			<ul style="list-style-type: none"> ▪ Decision reached to update MOUs with language partner schools to include UT articulation effective immediately. ▪ 2018/19 enrolment plan includes additional cohorts in ACR, AST and Culinary Arts. ▪ IE not currently involved in planning Mobile Applications Diploma. On hold until IT Technology Diploma programs are in place.
	Arts & Sciences	<ul style="list-style-type: none"> ▪ Explore how ELS Pathways courses and/or ESL Pathways certification can function as adjunct support for the international students in the Hospitality program 	David Wells: <ul style="list-style-type: none"> ▪ No progress to date.
	Partnership Development Office	<ul style="list-style-type: none"> ▪ Explore feasibility of short term “Field Studies” for International Students and faculty in VCC program areas: Health Sciences, Hospitality, Instructor Education, etc. 	Tanis Sawkins: <ul style="list-style-type: none"> ▪ Meeting with several international institutions to determine operational feasibility and costing.
1.1.8 Ensure programs have active program advisory committees and effective partnerships with industry/community	All Schools/ VP Academic	<ul style="list-style-type: none"> ▪ Continue to revitalize Program Advisory Committees (PACs) across all Schools ▪ Provide opportunities to support effective PACs 	Dennis Innes: <ul style="list-style-type: none"> ▪ There have been PAC meetings for all program areas. Kathryn McNaughton: <ul style="list-style-type: none"> ▪ PAC meeting planned for September 25 to engage industry in discussion of Institutional Learning Outcomes (ILOs).
	Continuing Studies	<ul style="list-style-type: none"> ▪ Continue to expand and launch the number of PACs for all CS programming areas 	Gordon McIvor: <ul style="list-style-type: none"> ▪ Active PACs for following programs:

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.1 – Deliver a superior student educational experience			
			<ul style="list-style-type: none"> ○ Counselling Skills ○ Medical Device Reprocessing Technician (MDRT) ○ ECCE ○ Fashion ○ Samsung ○ Community Interpreting ▪ New PACs for fall 2017 in development for: <ul style="list-style-type: none"> ○ Interior Design ○ Makeup Artistry
1.1.9 Develop supportive partnerships within the academy and student service departments to ensure a positive experience for Indigenous students	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ▪ Facilitate workshops that address the principles of the Indigenous Education Protocol ▪ Implement an Indigenous Education Advisory Council/Committee and ensure there is representation from local First Nations 	Tami Pierce: <ul style="list-style-type: none"> ▪ Facilitate workshops – ongoing ▪ Implement advisory council/committee – in progress
	Health Sciences	<ul style="list-style-type: none"> ▪ Work with Indigenous Education and Community Engagement (IECE) department to implement strategies that support Truth and Reconciliation Commission (TRC) initiatives 	Debbie Sargent: <ul style="list-style-type: none"> ▪ Advanced BSN has given priority seats to any Indigenous student who meets the minimum program requirements. 8 of the 24 students starting in August 2017 are Indigenous. Strategies are being developed and implemented in consultation with Indigenous Education department to help Indigenous students be successful.

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KSD #1 – Educational Quality			
Goal 1.1 – Deliver a superior student educational experience			
	Partnership Development Office	<ul style="list-style-type: none"> Work with IECE to explore training opportunities for VCC programs to be delivered in community (e.g. ECCE in Musqueam, Office Admin in Squamish, etc.) 	Tanis Sawkins: <ul style="list-style-type: none"> Submitted proposal for ACBPT proposals and continuing discussions with local first nations.

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.2 – Enhance instruction, instructional strategy and educational technology			
1.2.1 Develop an online educational technology strategy	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Develop a strategy for online learning Moodle Skills Development workshops Needs assessment of mandatory Basic Moodle Training module for all faculty teaching online courses Develop and implement E-Textbook strategy at the college and in library Create a framework around online course development for faculty using e-learning technology Complete implementation and assess copyright database 	Shirley Lew: <ul style="list-style-type: none"> Learning Management Systems (LMS) Working Group. Phase I planning is underway, project team is conducting pedagogical analysis and market research, identifying current LMS uses, determining current functionality, identifying modes of instruction, support processes, mapping training processes, gathering feature requirements and conducting needs assessment. Held a successful Moodle MOOC promotion and contest. E-textbook pilot in Culinary ongoing; 3 open textbooks to be used in Hospitality in the fall; planning a pilot of

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.2 – Enhance instruction, instructional strategy and educational technology			
			Pearson’s MyLab platform for January 2018. <ul style="list-style-type: none"> ▪ Copyright database complete; launch plan in progress.
	Trades, Technology & Design	Automotive Service Technician: <ul style="list-style-type: none"> ▪ Use E-Textbooks and Open Educational Resources (OER) Automotive Service Repair: <ul style="list-style-type: none"> ▪ Blending ICAR and VCC curriculum in Moodle ▪ Train instructors to use Moodle Heavy Mechanical Trades: <ul style="list-style-type: none"> ▪ Develop Moodle courses apprenticeship level 1 CAD & BIM: <ul style="list-style-type: none"> ▪ Create instructor skills training needs plan 	Brett Griffiths: <ul style="list-style-type: none"> ▪ AST – update of Moodle course shells is in progress; these updates will incorporate E-Textbooks. ▪ ASR – Update is in progress, and some instructors have begun exploring Moodle. ▪ HMT – CD funding would be needed to develop further. ▪ CAD & BIM – in progress
	Arts & Sciences	<ul style="list-style-type: none"> ▪ Blended delivery option for ESL Pathways courses - beginning with development of one blended Listening and Speaking course and one blended Reading and Writing course 	David Wells: <ul style="list-style-type: none"> ▪ No progress to date.
1.2.2 Identify new educational technologies and software that could be supported and resourced	Health Sciences	<ul style="list-style-type: none"> ▪ Increase use of computers for tests/exams ▪ Increase capacity in Simulation Lab ▪ Increase exam bank in CDA/DRC ▪ Ensure adequate hardware and software is available to keep programs current ▪ Develop E-Portfolios in BScN and Dental Hygiene programs ▪ Increase capacity of Inter-professional Education (IPE) and simulation work 	Debbie Sargent: <ul style="list-style-type: none"> ▪ Implemented new role in the School of Health Sciences of Practice Education Coordinator to support IPE initiatives. Collaborating with Safety and Security to plan another successful “Shake Out” IPE event for most Health Sciences programs on October 19.

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.2 – Enhance instruction, instructional strategy and educational technology			
	Trades, Technology & Design	Heavy Mechanical Trades: <ul style="list-style-type: none"> ■ Keep instructor training up to date with technology changes through individual and group learning opportunities 	Brett Griffiths: <ul style="list-style-type: none"> ■ HMT – planning will begin in September.
	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ■ Support development of Teaching & Learning Framework and Institutional Learning Outcomes (ILO) 	Shirley Lew: <ul style="list-style-type: none"> ■ Instructional Associates have completed several drop-in and departmental ILO Consultation Sessions. Sessions continuing in September.
	Continuing Studies	<ul style="list-style-type: none"> ■ Implement plan for online course development and instructor training plan identified in 2016-2017 ■ Strengthen instructor support 	Gordon McIvor: <ul style="list-style-type: none"> ■ Moodle user course has been offered to instructors; some in Fashion and Health have participated. ■ Regarding instructor support: <ul style="list-style-type: none"> ○ Regular instructor meetings with CNSK and ECCE instructors throughout renewal. ○ Workshop on “Giving Effective and Efficient Feedback” was delivered for Fashion instructors. ○ Some CS instructors have started the PIDP. ■ Survey in development for instructors regarding improvements to course evaluations.

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.2 – Enhance instruction, instructional strategy and educational technology			
	Arts & Sciences	LINC: <ul style="list-style-type: none"> Expand online delivery using eduLINC and Moodle 	David Wells: <ul style="list-style-type: none"> No progress to date.
1.2.3 Continue to develop Learning Commons	Library, Teaching & Learning Services	<ul style="list-style-type: none"> Explore and implement short-term projects arising from students' Learning Commons survey 	Shirley Lew: <ul style="list-style-type: none"> Learning Commons survey for employees will be launched in mid-September.

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.3 – Deliver superior student services			
1.3.1 Review and develop support services which contribute to student success and retention	Health Sciences	<ul style="list-style-type: none"> Review admission requirements and English Language Proficiency requirements in each program Advocate for longitudinal research studies to review success based on admission requirements 	Debbie Sargent: <ul style="list-style-type: none"> Continuing to work with several Departments on English Language Proficiency requirements. IR is conducting research in this area.
	VP Academic	<ul style="list-style-type: none"> Explore and implement a process to review English language proficiency requirements across all Schools Ensure English language proficiency expectations are clear, consistent and equitable 	Kathryn McNaughton: <ul style="list-style-type: none"> College wide consultations complete. Working group updating ELPR grid.

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.3 – Deliver superior student services			
	Student Development	<ul style="list-style-type: none"> ■ Create an implementation plan to introduce student development approach to the college community ■ Review how college information screens can be used more effectively to promote Student Services and related events ■ Improve examination space for Disabilities Services ■ Completion of A.3.10 Sexual Violence & Misconduct Policy ■ Develop plan for case management approach (will involve consultation, business case development for position, implementation plan) ■ Review and complete the Access and Accommodation of Students with Disabilities Policy (D.4.1) ■ Finalize Mental Health and Wellness Strategy and begin implementation 	<p>Jane Shin: <i>Create an implementation plan to introduce student development approach to the college community</i></p> <p><u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ■ Department Leadership Development & Capacity Building – in progress. ■ Peer Institutional Comparative Analysis & Research – complete (pending presentation to executives in the fall). ■ Review Career Services – in progress (committee meeting scheduled for the fall). ■ Switchboard Function Move from Operations to Student Development – in progress. ■ Fall Student Services Survey of Current Students with Institutional Research – in progress. ■ Participation in the VCC Program Implementation Committee – complete. ■ Participation in the Institutional Learning Outcomes Consultation – complete. ■ Participation in BSN Indigenous Cohort Planning – complete. ■ Interdepartmental Collaboration with School of Arts & Science, Registrar Disability Services, Interpreting

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 1.3 – Deliver superior student services			
			<p>Services, and Arbiter of Student Issues Office on Admission, Registration and Accommodation Review – in progress.</p> <ul style="list-style-type: none"> ▪ Department Updates: <ul style="list-style-type: none"> ○ <u>Arbiter of Student Issues</u> <ul style="list-style-type: none"> ○ Increased engagement from Academic Programs to comment on Department Handbook content, ensuring content is filtered through lens of rights, roles responsibilities, procedural fairness, and student development approach. ○ Correct re-categorization of policy (i.e. Student Attendance & Participation Policy D.4.6.) to ensure students are treated as independent adult learners. ○ Duty to Accommodate/Duty to Inquire presentations to ensure students are treated as independent adult learners. ○ Co-presentation with Manager of Student Services to PN Faculty re: Human Rights, Student Conduct and Student Issues. <p><i>Review how college information screens can be used more effectively to promote Student Services and related events</i></p>

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #1 – Educational Quality			
Goal 1.3 – Deliver superior student services			
			<p><u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ▪ Departmental Marketing Inventory – complete. ▪ Student Development Awareness Campaign <ul style="list-style-type: none"> ○ SD & College Wide Student Services Infographic (Print & Online) – in Progress. ○ SD & College Wide Student Services Infomercial (Online) – in Progress. <p><i>Improve examination space for Disabilities Services</i></p> <p><u>Q1:</u></p> <ul style="list-style-type: none"> ▪ New SDEB Funded DS Examination Space in BWY Campus: Renovation & Furnishing – complete. <p><i>Completion of A.3.10 Sexual Violence & Misconduct Policy</i></p> <p><u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ▪ Undertaken by the VCC Gender Based Violence & Harassment Committee – complete (The Policy is now up on our external website). ▪ Review Current Sexual Harassment & Bullying Complaints, Investigation, and Resolution Policy and Practices – in progress.

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 1.3 – Deliver superior student services			
			<ul style="list-style-type: none"> ▪ VCC Critical Incident & Emergency Response Development with HR & Department of Safety & Security – in progress. <p><i>Develop plan for case management approach (will involve consultation, business case development for position, implementation plan)</i></p> <p><u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ▪ Review of Current Software & Processes in Practice – in progress. ▪ Peer Institutional Comparative Analysis & Research – complete. ▪ Research Prospective Applications with Registrar & IT – in progress (i.e. OOHLALA Mobile App). <p><i>Review and complete the Access and Accommodation of Students with Disabilities Policy (D.4.1)</i></p> <p><u>Q1/Q2:</u></p> <ul style="list-style-type: none"> ▪ Review Current Provisions & Practices on Duty to Accommodate – in progress (two working groups on Admissions and APSD Administration). ▪ Review Current Provisions & Practices on Duty to Accommodate – in progress (committee meeting scheduled for the fall).

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #1 – Educational Quality			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 1.3 – Deliver superior student services			
			<p><i>Finalize Mental Health and Wellness Strategy and begin implementation</i></p> <ul style="list-style-type: none"> ▪ Q1/Q2 – in progress
	Arts & Sciences	<p>American Sign Language (ASL) & Deaf Studies:</p> <ul style="list-style-type: none"> ▪ Develop an ASL Language Proficiency assessment screening tool <p>Basic Education:</p> <ul style="list-style-type: none"> ▪ Continue to advocate for seamless/invisible grant funding process 	<p>David Wells:</p> <ul style="list-style-type: none"> ▪ ASL Language Proficiency assessment screening tool complete.
	Hospitality, Food Services & Applied Business	<ul style="list-style-type: none"> ▪ Hospitality Management: ▪ Develop a comprehensive plan to address English language support for domestic and international students ▪ EAL support for Hospitality instructors ▪ Complete renovations in the Bistro 	<p>Dennis Innes:</p> <ul style="list-style-type: none"> ▪ 1.0 FTE has been allocated from August through December 2017 to the Hospitality Management and Canadian Business Management areas to support their international students.
	Registrar's Office	<ul style="list-style-type: none"> ▪ Review and revise admissions procedures to ensure a better student experience 	<p>Dave McMullen:</p> <ul style="list-style-type: none"> ▪ As part of Banner Curriculum Clean Up, we are building out a test environment to test moving to real term admission instead of using the 199800 term. A review of the actual admissions processes will commence late August.
1.3.2 Provide timely and relevant international student support	International Education	<ul style="list-style-type: none"> ▪ Identify and operationalize projects to enhance the academic and personal success of international students throughout the duration of the academic planning cycle 	<p>Jennifer Gossen:</p> <ul style="list-style-type: none"> ▪ IE Director liaising with Deans and Department Heads regarding EAL support and intercultural competency training for VCC Faculty.

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KSD #1 – Educational Quality			
Goal 1.3 – Deliver superior student services			
			<ul style="list-style-type: none"> ▪ Fall orientations for international students are being planned, and IE department liaising with Hospitality and Canadian Business Management Department Heads in planning their week-long student orientations.

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #2 – Operational Excellence			
Goal 2.1 – Develop efficient systems and collaborative communication			
2.1.1 Evaluate current functions/processes in order to streamline, reduce manual input and duplication	Institutional Research	<ul style="list-style-type: none"> ▪ Conduct labour market research for the projects identified ▪ Prepare program renewal data collection ▪ Process review of the Banner Operational Data Store (ODS) functionality and cost ▪ Upgrade COGNOS ▪ Complete the Space Utilization Report 2016/17 – Ministry of Advanced Education ▪ Provide monthly reporting actuals to budget and forecast 	Brian Beacham: <ul style="list-style-type: none"> ▪ No labour market research request received at this point, early discussions with Hanover Research. ▪ Awaiting instructions from the Program Review and Renewal Committee. ▪ Process review of the ODS Data source for Banner is planned to begin in January 2018. ▪ Upgrade to COGNOS has been postponed/delayed. IR is piloting a new visualization/reporting software tool. ▪ Space Utilization Report for the Ministry of Advanced Education, Skills and Training has been completed.

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #2 – Operational Excellence			STATUS UPDATE – 1ST QUARTER
Goal 2.1 – Develop efficient systems and collaborative communication			JUNE 2017
			<ul style="list-style-type: none"> ▪ Monthly reporting actuals to budget has been completed including the re-allocation of the FTE based on the revenue recognition model.
	Registrar’s Office	<ul style="list-style-type: none"> ▪ Articulate Banner projects and keep college community informed of different tasks underway – data quality clean up; revise curriculum structure ▪ Implement Timetabling and Roombooking processes 	<p>Dave McMullen:</p> <ul style="list-style-type: none"> ▪ Banner Curriculum clean up underway. Testing of new curriculum structure to take place in mid August with participation from a variety of College stakeholders. ▪ Compilation of future Banner projects being developed. We anticipate sharing this information with associated priorities by October. ▪ New timetable structure is currently being developed. We anticipate roll out to Departments later this month. Departmental meetings to be completed by the end of September. ▪ Academic configuration of EMS to facilitate revised timetabling processes underway. We will continue with user testing in early fall.
	VP Academic	<ul style="list-style-type: none"> ▪ Develop and implement a Strategic Enrolment Plan (SEM) ▪ Monitor SEM pilot projects ▪ Review admission requirements for Health Care Aide as part of English Language Proficiency Requirements (ELPR) project ▪ Prepare programs for Ministry’s Quality Audit Process Review 	<p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> ▪ Working group looking at SEM data needs. ▪ Program Renewal policy being developed.

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #2 – Operational Excellence			
Goal 2.1 – Develop efficient systems and collaborative communication			
		<ul style="list-style-type: none"> ■ Evaluate and develop program renewal process in collaboration with Education Council ■ Integrated Admissions Process (IAP) 	<ul style="list-style-type: none"> ■ VCC members hope to participate as observers at Okanagan College QAPA audit. <p>Marlene Kowalski</p> <ul style="list-style-type: none"> ■ IAP pilot underway for culinary arts programs to review and revise a process for tracking and following up with prospective students from info session attendance to registration.
	Indigenous Education & Community Engagement	<ul style="list-style-type: none"> ■ Create an orientation/training plan for IECE staff ■ Complete IECE Department Handbook including Elders guide 	<p>Tami Pierce:</p> <ul style="list-style-type: none"> ■ In progress
	Continuing Studies	<ul style="list-style-type: none"> ■ Review and update course evaluation procedure to capture data in a more meaningful way ■ Improve online registration experience ■ Implement and refine monthly reporting structure ■ Implement revised marketing strategies 	<p>Karen Wilson:</p> <ul style="list-style-type: none"> ■ Process for current registration experience has been mapped and analyzed in order to determine where issues and disconnects are occurring. Alternative options and approaches will be presented to the working group during the second quarter. <p>Gordon McIvor:</p> <ul style="list-style-type: none"> ■ Pilot project to review and update course evaluations is underway. Working group has been formed and pilot is planned for January. ■ Implementation of revised marketing strategies is underway. There are new

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KSD #2 – Operational Excellence			STATUS UPDATE – 1ST QUARTER
Goal 2.1 – Develop efficient systems and collaborative communication			JUNE 2017
			postcards and a new post-card rack outside the CS office.
	Partnership Development Office	<ul style="list-style-type: none"> ▪ Develop a central repository for contracts that the college has with various partners ▪ Institute processes for proposal development and support ▪ Research the use of implementing contact relationship management software (CRM) to track inquiries 	Tanis Sawkins: <ul style="list-style-type: none"> ▪ Completed digitization of past contracts. Working with IT on setting up Sharepoint site.
	Commercial Services	<ul style="list-style-type: none"> ▪ Evaluate and streamline bookstore and duplicating processes and operations ▪ Coordinate and facilitate operational changes based on the new culinary arts curriculum 	Soleille Cyr: <ul style="list-style-type: none"> ▪ The bookstore working group has come to a close. Through this group the process of text book adoption within the departments was reviewed and documented. An update of this process to be provided at D2. ▪ Further review of both the bookstore and duplicating processes and operations continues. ▪ Operational implementation of the culinary curriculum is under way. Cafeteria renovations are set to begin mid-September. Temporary operational provisions are being coordinated for this time.
	Information Technology	<ul style="list-style-type: none"> ▪ Evaluate and develop college-wide printer replacement plan (current Ricoh lease expires in 2018) ▪ Conduct IT security assessment ▪ Evaluate and develop a Virtual Desktop Infrastructure project plan 	Elmer Wansink: <ul style="list-style-type: none"> ▪ Proof of Concept (POC) in progress for printer replacement.

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #2 – Operational Excellence			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 2.1 – Develop efficient systems and collaborative communication			
		<ul style="list-style-type: none"> Assess and develop a plan to update the wireless network Review current payment processing processes/procedures (PCI compliant requirements) 	<ul style="list-style-type: none"> Security assessment Statement of Work (SOW) being reviewed. <ul style="list-style-type: none"> Scalar will start the project in October.
	Information Technology/Marketing	<ul style="list-style-type: none"> Assess T4 marketing web content management platform functionality 	<p>Karen Wilson:</p> <ul style="list-style-type: none"> Assessment of T4 platform will be complete by the web team during the second quarter of this fiscal and is being completed by ensuring our end user's needs are accurately defined and understood.
	Facilities/Information Technology	<ul style="list-style-type: none"> Develop Event Management Software (EMS) processes and procedures for room bookings Review and upgrade facilities work order system (Webworks) 	<p>Jerry Guspie:</p> <ul style="list-style-type: none"> EMS Software updates - complete Web app configuration in progress. Webworks upgrade deferred to 2018.
	Procurement	<ul style="list-style-type: none"> Phase II of streamlining processes for procurement, receipt of goods/services and reporting Develop and adopt new solicitation and contract templates Deliver FAST training on procurement processes to users 	<p>Trevor Maddern:</p> <ul style="list-style-type: none"> No updates
	Marketing	<ul style="list-style-type: none"> Develop new process for internal marketing support requests and approvals 	<p>Karen Wilson:</p> <ul style="list-style-type: none"> Target date is January 2018.
2.1.2 Identify, evaluate, recommend and implement software applications to increase efficiencies	International Education	<ul style="list-style-type: none"> Implement Phase II of International Student Programs software project to increase efficiencies in agent and service commission tracking, billing and invoicing 	<p>Jennifer Gossen:</p> <ul style="list-style-type: none"> ISP cloud technology to be operationalized this fall and will streamline agent and service

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #2 – Operational Excellence			
Goal 2.1 – Develop efficient systems and collaborative communication			
			commission tracking, billing and invoicing.
	Information Technology/various departments	<ul style="list-style-type: none"> ▪ Develop web time entry project and implementation plan ▪ Develop Banner 9 upgrade project and implementation plan ▪ HR Application Tracking System 	<p>Elmer Wansink:</p> <ul style="list-style-type: none"> ▪ Banner 9 upgrade in progress. <p>Marlene Kowalski</p> <ul style="list-style-type: none"> ▪ Web Time Entry working group have generated questions for the development of a survey for timekeepers with a target of October 2017. Awaiting Banner upgrade information. <p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ Web Time Entry HR Reps: Karen, Jeff, Rachel, Clodine, Ryan. <ul style="list-style-type: none"> ○ Reviewing earning codes for Seniority & Service. ▪ Applicant tracking system (Karen) <ul style="list-style-type: none"> ○ Oasis 1996 Version – looking at options with IT.
	Information Technology/VP Academic	<ul style="list-style-type: none"> ▪ Implement curriculum management software 	<p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> ▪ Software launch has been delayed due to data issues related to Banner. Looking at possible late fall implementation.
	Information Technology/Facilities	<ul style="list-style-type: none"> ▪ Fully implement Event Management Software (EMS) for room bookings 	<p>Jerry Guspie:</p> <ul style="list-style-type: none"> ▪ EMS Software updates - complete Web app configuration in progress.

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #2 – Operational Excellence			
Goals 2.2 – Ensure a safe student and working environment			
2.2.1 Ensure compliance with WorkSafe BC and other safety regulations	Trades, Technology & Design	Automotive Service Technician: <ul style="list-style-type: none"> ▪ Upgrade shop space and classroom capacity Hair Design & Skin & Body Therapy: <ul style="list-style-type: none"> ▪ In-house workshop on dealing with challenging situations for Instructors 	Brett Griffiths: <ul style="list-style-type: none"> ▪ AST-working with facilities to complete architectural plan. Capital funds need to be secured to move forward. ▪ HAIR/SBT – A workshop was completed earlier this year by HR; working with HR to deliver additional sessions on other topics.
2.2.2 Focus on promoting health and wellness	Library, Teaching & Learning Services	<ul style="list-style-type: none"> ▪ Initiate Positive Space training for LLC employees and establish service/space guidelines ▪ Create plan for mental health, wellness, and sense of community services in LLC 	Shirley Lew: <ul style="list-style-type: none"> ▪ In progress.
	VP Academic/VP People & Culture	<ul style="list-style-type: none"> ▪ Implement a college-wide health and wellness plan that incorporates Healthy Minds, Healthy Campus and the Okanagan Charter 	Shannon Railton: <ul style="list-style-type: none"> ▪ NAOSH Week – Safety Training & Chemical Safety Training. ▪ Participation in Healthy Minds & Healthy Campuses National Conference. ▪ Partnership with Counselling for Mental Health Awareness Week (staff & students). Kathryn McNaughton:

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OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #2 – Operational Excellence			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goals 2.2 – Ensure a safe student and working environment			
			<ul style="list-style-type: none"> ▪ Working group has initial meeting in July.
<p>2.2.3 Implement emergency management safety plan</p>	<p>Safety, Security & Risk Management</p>	<ul style="list-style-type: none"> ▪ Complete review of revised emergency response management (ERM) plan ▪ Develop and communicate emergency management training plan ▪ Procure additional CCTV cameras for campuses ▪ Investigate feasibility of a single (“one”) card system (for access control, IT, printing) for all campuses ▪ Continue to upgrade access control panels and key security infrastructure ▪ Review, develop and communicate risk management and privacy procedures 	<p>Surinder Aulakh:</p> <ul style="list-style-type: none"> ▪ Final draft reviewed, revisions being included and anticipate completion by mid-September. ▪ Training plan created, will be included in the new EMP. ▪ Additional cameras’ installed will continue to add to system as funds become available. ▪ Single card system has been investigated; required infrastructure not in place; security will maintain the present process. ▪ See above comments on CCTV ▪ RM and Privacy - ongoing ▪ Kiosk in construction ▪ Policies in development

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #2 – Operational Excellence			
Goal 2.3 – Maximize campus facilities and resources			
2.3.1 Assess space requirements and utilization	Health Sciences/Facilities	<ul style="list-style-type: none"> ■ Develop plan to increase number of computers/desks and chairs in computer labs to accommodate large section sizes (Practical Nursing and Dental Technology Sciences) ■ Develop plan to increase computers/desks and chairs in the office space of the 6th floor Broadway to accommodate part-time faculty ■ Develop budget to renovate Dental Technology Sciences and Denturist physical space (labs and clinic) to be able to accommodate annual intakes of students (2017-2020) ■ Conduct needs assessment of a new Dental Clinic to support growth potential of the Denturist program and demands of other dental programs ■ Assess and develop plan to purchase up-to-date software for Health Unit Coordinator, Dental Reception Coordinator and Dental Technology Sciences programs 	Debbie Sargent: <ul style="list-style-type: none"> ■ Capital request was submitted for adding more computers to computer labs. Facilities and IT are considering this. ■ Capital request was approved to provide more computers for Faculty on the 6th floor in Building B at Broadway. ■ Meetings are continuing around the required space for the new Denturist Program and the Dental Technology Sciences program.
	Hospitality, Food Services & Applied Business /Facilities	<ul style="list-style-type: none"> ■ Develop budget and implementation plan for renovations to deliver new culinary program at the Downtown campus 	Dennis Innes: <ul style="list-style-type: none"> ■ Capital funds were secured to complete the renovation of the cafeteria. Jerry Guspie: <ul style="list-style-type: none"> ■ Cafeteria serverly upgrades out for tender.
	Trades, Technology & Design/Facilities	<ul style="list-style-type: none"> ■ Explore new location for Jewellery Arts & Design program 	Jerry Guspie: <ul style="list-style-type: none"> ■ Part of DTN Campus Space Use Analysis.
	Arts & Sciences	<ul style="list-style-type: none"> ■ Conduct needs assessment for UT programming 	David Wells:

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #2 – Operational Excellence			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 2.3 – Maximize campus facilities and resources			
			<ul style="list-style-type: none"> In progress with Cornerstone consultants
	Facilities	<ul style="list-style-type: none"> Conduct space needs assessment based on enrolment forecast Develop plan to upgrade and revitalize campus facilities based on approved government and internal capital funding envelopes 	Jerry Guspie: <ul style="list-style-type: none"> Upgrades and revitalization linked to space use analysis still in progress.

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #2 – Operational Excellence			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 2.4 – Develop a high-performing college team			
2.4.1 Implement an enhanced performance management system	VP Academic	<ul style="list-style-type: none"> In collaboration with VCC's Faculty Association roll out faculty performance appraisal processes 	Debbie Sargent: <ul style="list-style-type: none"> Department leaders in Health Sciences are developing plans to complete performance appraisals. Kathryn McNaughton: <ul style="list-style-type: none"> Project complete - Faculty performance appraisal process implemented in June 2017. Information is posted on myVCC.
2.4.2 Review and implement exempt job descriptions and performance management system	Human Resources	<ul style="list-style-type: none"> Review and update exempt job descriptions Develop a monitoring plan to ensure annual performance reviews are completed Review current performance management system to ensure alignment with PSEA exempt compensation guidelines 	Shannon Railton: <ul style="list-style-type: none"> Phase 1- review & update EX Job Descriptions. Position Questionnaires sent out April 2017 to all Exempt Staff.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #2 – Operational Excellence			
Goal 2.4 – Develop a high-performing college team			
			<ul style="list-style-type: none"> ▪ Completed Position Questionnaires due September, 2017.
<p>2.4.3 Assess employee needs, develop a training plan and coordinate schedule</p>	<p>VP Academic/Human Resources</p>	<ul style="list-style-type: none"> ▪ Develop and implement an employee training plan 	<p>Kathryn McNaughton:</p> <ul style="list-style-type: none"> ▪ D2 meeting topics and lunch/afternoon sessions planned for September 2017 – June 2018. <p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ HR Resource Team: Kendal (Lead), Clodine, Christie, Karen. ▪ March 2017-HR’s learning for Life workshop program launched. All spring workshops had full attendance and workshop offerings will be expanded for 2018. ▪ August 2017 – HR/VP Academic Office & CID met. ▪ Draft of training program to be delivered during D2 meetings starting September 2017. ▪ Create a College wide integrated training plan, starting September 2017.
<p>2.4.4 Enhance staff orientation</p>	<p>Human Resources</p>	<ul style="list-style-type: none"> ▪ Review and develop an enhanced staff orientation process 	<p>Shannon Railton:</p> <ul style="list-style-type: none"> ▪ HR Project Team– Pierce, Kendal, Yang, Clodine, Jen W. ▪ Proposal for a full day semi-annual, new employee orientation program developed.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #2 – Operational Excellence			
Goal 2.4 – Develop a high-performing college team			
			<ul style="list-style-type: none"> Pilot this new program for February 2018.
2.4.5 Increase overall level of employee engagement	Human Resources	<ul style="list-style-type: none"> Develop a comprehensive plan to address employee engagement survey results 	Shannon Railton: <ul style="list-style-type: none"> June 15 – Talent Map all day planning (30 people). July – summary report received from Talent Map.

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #2 – Operational Excellence			
Goal 2.5 – Review, develop and communicate policies			
2.5.1 Review, develop, update, implement and communicate policies	VP Academic	<ul style="list-style-type: none"> Develop and implement the new Sexual Violence and Misconduct Policy Develop a plan to review and develop new and existing policies. Identify college training needs to roll out new/revised policies 	Karen Wilson: <ul style="list-style-type: none"> Initial internal and external communication pieces have been released and distributed to stakeholders. Kathryn McNaughton: <ul style="list-style-type: none"> Sexual Violence and Misconduct Policy working group has identified projects and steps to roll out new policy. Policy Coordinator has prepared a plan to review new and existing policies. Shannon Railton:

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2017/18 INITIATIVES	
KSD #2 – Operational Excellence			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 2.5 – Review, develop and communicate policies			
			<ul style="list-style-type: none"> ▪ June 22 Implementation Meeting – add Christie to the Committee.
	Registrar’s Office	<ul style="list-style-type: none"> ▪ Explore mature students admission – “open” study concept that allows student to take university-level credit courses for credit but not towards a specific degree or diploma program. New policy in development 	Dave McMullen: <ul style="list-style-type: none"> ▪ Revised Admissions and Flexible Admissions policies should be approved by the Board in early fall. Open Studies, transfer student and mature student admission pathways included as part of revised policies.
	Human Resources	<ul style="list-style-type: none"> ▪ Review A.3.1 Prevention of Harassment, Discrimination and Bullying Policy 	Shannon Railton: <ul style="list-style-type: none"> ▪ Policy/Procedures reviewed by Legal Counsel in January 2017. ▪ Recommendations for Policy & Procedure changes forthcoming in 2018.
	Safety, Security & Risk Management	<ul style="list-style-type: none"> ▪ Draft privacy and privacy breach policy 	Surinder Aulakh: <ul style="list-style-type: none"> ▪ To be completed
	Finance/Procurement	<ul style="list-style-type: none"> ▪ Review and update B.2.16 Travel Policy ▪ Update spending authority limit policy 	Jamie Choi: <ul style="list-style-type: none"> ▪ Review/revision in progress for both policies.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #3 – Financial Stability and Sustainability			
Goal 3.1 – Implement our financial strategy			
3.1.1 Meet our domestic and international enrolment targets	International Education	<ul style="list-style-type: none"> ■ Support agents and maintain agent relationships to ensure international enrolment targets are met ■ Participate in educational fairs to recruit international students ■ Travel to emerging markets to recruit international students 	Jennifer Gossen: <ul style="list-style-type: none"> ■ Met or exceeded international enrolment targets in 1st quarter. ■ Manager, Marketing and Recruiting attending local agent fairs to market VCC international and support agent relationships. ■ Initiating new relationships with agents in the Philippines to recruit new international students. ■ Support agents and VCC India in marketing and recruiting efforts in India.
	Health Sciences	<ul style="list-style-type: none"> ■ Discuss with the Ministry of Advanced Education and the Ministry of Health developing a new Access to Practical Nursing program stream for international nurses wanting to move to Canada 	Debbie Sargent: <ul style="list-style-type: none"> ■ A working group including the Ministry of Advanced Education, the Ministry of Health and other stakeholders has been established to propose changes to the admission requirements for Access to Practical Nursing program. This group has met several times and new admission requirements have been proposed – these will be going out for feedback in September.
	Institutional Research	<ul style="list-style-type: none"> ■ Create monthly/quarterly department enrolment reports in order to monitor progress 	Brian Beacham: <ul style="list-style-type: none"> ■ Reports have been created for School of Arts and Science, other school will follow in the 2nd and 3rd quarters.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	
KSD #3 – Financial Stability and Sustainability			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 3.1 – Implement our financial strategy			
3.1.2 Meet our financial budget targets	VP Academic	<ul style="list-style-type: none"> In collaboration with Education Council Program Review & Renewal Committee, explore effective costing models for curriculum development 	Kathryn McNaughton: <ul style="list-style-type: none"> A working group of Education Council's Program Review & Renewal Committee has met to consider other options for CD costing. A proposal will be submitted to EDCO in the fall.
	Finance/Institutional Research	<ul style="list-style-type: none"> Review and improve enrolment and budget planning process 	Jamie Choi: <ul style="list-style-type: none"> Meetings have taken place and changes in progress. Brian Beacham: <ul style="list-style-type: none"> Enrolment Planning process completed and implemented.
	Finance	<ul style="list-style-type: none"> Create monthly/quarterly department financial reports in order to monitor actual financial results to budget Review and enhance financial reporting 	Jamie Choi: <ul style="list-style-type: none"> Monthly YTD reporting sent out to each department.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #3 – Financial Stability and Sustainability			
Goal 3.2 – Achieve our long-term growth strategy			
3.2.1 Carry out the annual integrated planning cycle	VP Admin	<ul style="list-style-type: none"> Monitor, update and communicate status of goals, objectives and initiatives Planning for the next integrated college planning (ICP) framework cycle 	Marlene Kowalski <ul style="list-style-type: none"> Q1 updates completed Meetings have been scheduled with departments to discuss the ICP and 2018/19 planning 2018/19 theme is the year of innovation
3.2.2 Vision and values initiative	President	<ul style="list-style-type: none"> Complete consultation and communication of new college vision and values 	Peter Nunoda: <ul style="list-style-type: none"> Process completed

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #3 – Financial Stability and Sustainability			
Goal 3.3 – Grow our commercial services and other revenue			
3.3.1 Identify additional sources of revenue generation	Student Development	<ul style="list-style-type: none"> Explore revenue generating opportunities 	Jane Shin: <i>Identify additional sources of revenue generation</i> <u>Q1/Q2:</u> <ul style="list-style-type: none"> Research & build a working inventory of external funding sources from all three levels of governments, community foundations & organizations and business sponsorships – complete.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	
KSD #3 – Financial Stability and Sustainability			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 3.3 – Grow our commercial services and other revenue			
			<ul style="list-style-type: none"> ▪ Feasibility analysis of potential funding sources with Partnerships Office, Foundations, and Student Development Team – in progress. <u>New Applications Pursued:</u> <ul style="list-style-type: none"> ○ Vancouver Foundation’s Fostering Change Grant ○ Employment & Social Development Canada’s Career Focus Grant ○ BC Skills Link Fund ○ Top Off Requests for Assistance Program for Students with Permanent Disabilities ○ SDEB Funding for Access Cohort with School of Trade and School of Hospitality ▪ Department Updates: <ul style="list-style-type: none"> <u>Assessment Centre</u> <ul style="list-style-type: none"> ○ Information Note re: Career Exploration Assessment Services – complete. ○ Executive Career Packages Proposal – in progress. ○ CILISAT (Community Interpreter Language and Interpreting Skills Assessment Tool) with STIBC (Society of Translators and Interpreters of BC) to negotiate inclusion of the CILISAT as a component of the application for

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #3 – Financial Stability and Sustainability			
Goal 3.3 – Grow our commercial services and other revenue			
			<p>STIBC associate membership – in progress.</p> <ul style="list-style-type: none"> ○ Methodology for Pacific Rim Institute ECE candidates and the Douglas College Mental Health Worker/HCA program to complete the CLBPT at VCC – in progress. <p><u>Arbiter of Student Issues Office:</u></p> <ul style="list-style-type: none"> ○ Review of Office & Proposal for a new Ombudsperson’s Office – in progress. ○ Joint Funding Agreement of the new office with VCC Student Union – complete. <p><i>Explore revenue generating opportunities Q1/Q2:</i></p> <ul style="list-style-type: none"> ▪ New PID course, in potential collaboration between Counselling Department and SIE – in progress. ▪ Contract services for external clients (i.e. Career Fair, accommodations planning) – in progress.
	Commercial Services	<ul style="list-style-type: none"> ▪ Explore revenue opportunities to expand duplicating services 	<p>Soleille Cyr:</p> <ul style="list-style-type: none"> ▪ Plans to relocate our duplicating services to a portion of space in the bookstore are being drafted. A consultant has been secured to facilitate this move. We are currently

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	
KSD #3 – Financial Stability and Sustainability			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 3.3 – Grow our commercial services and other revenue			
			working to secure outside printing contracts, and are in negotiation with Emily Carr to provide all of their duplicating needs.
	Facilities	<ul style="list-style-type: none"> ■ Explore opportunities to expand external room bookings ■ Continue to explore opportunities to grow filming revenue 	Jerry Guspie: <ul style="list-style-type: none"> ■ New co-ordinator of Filming and Events retained. The revenue is growing.

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	
KSD #3 – Financial Stability and Sustainability			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goal 3.4 – College infrastructure renewal			
3.4.1 Develop campus master plan	VP Admin/VP Academic/President	<ul style="list-style-type: none"> ■ Develop a campus master plan for Broadway and Downtown campuses based on the 5-year academic plan and space assessment 	Marlene Kowalski <ul style="list-style-type: none"> ■ Cornerstone and RPG space analysis in progress, waiting for reports. Next step is to tender space analysis study for the rest of Broadway A and all of B. ■ Develop scope of work document for campus master plan RFP.
3.4.2 Develop capital campaign plan	VP Admin/President	<ul style="list-style-type: none"> ■ Develop capital campaign fundraising business case for the culinary arts facilities renovations and upgrades 	Jerry Guspie: <ul style="list-style-type: none"> ■ Culinary Program planning study in progress.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #4 – Reputation Management			
Goal 4.1 Increase brand awareness			
4.1.1 Branding strategy	Marketing	<ul style="list-style-type: none"> ■ Develop digital marketing strategy ■ Develop plan to ensure brand standards are communicated and implemented through the college 	
4.1.2 Increase community engagement	Marketing	<ul style="list-style-type: none"> ■ Investigate opportunities for community involvement 	
4.1.3 Fundraising	VCC Foundation	<ul style="list-style-type: none"> ■ Establish priorities to increase student bursaries ■ Develop plan for fundraising events 	

Karen Wilson:

- Revised approach to sustained advertising within Google will begin in August and is intended to ensure VCC is presented as an option for users searching for brand, institution and school relevant terms.
- Digital metrics and reporting are being developed in order to appropriately address and measure our brand presence and overall performance within the digital channel.
- Brand standards guide and templates refresh underway; completion date and communication to College starts w/o September 25, 2017.

Karen Wilson:

- Investigation by MCO of list of possible opportunities ongoing.
- Ideas to be reviewed at mid-September marketing meeting.

Nancy Nesbitt:

- VCC Foundation staff have divided up how they will work with departments in order to maximize the fundraising efforts - including improvement of

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #4 – Reputation Management			
Goal 4.1 Increase brand awareness			
			establishing and distribution of bursary support. VCC Foundation staff will share the departmental breakdown at the September Welcome Back Leadership event. <ul style="list-style-type: none"> ▪ Launching an employee giving campaign through September ending on VCC Day. There are two fundraisers scheduled thus far: <ul style="list-style-type: none"> ○ October 3 is a dim sum challenge to raise funds for culinary competitions. ○ March 14 is set for Flourish 2018.

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #4 – Reputation Management			
Goal 4.2 Improve internal and external communications			
4.2.1 Internal Communication	VP Academic/ Marketing	<ul style="list-style-type: none"> ▪ Expand use of D2 forum to engage academic and student services departments ▪ Expand resources available on myVCC 	Kathryn McNaughton: <ul style="list-style-type: none"> ▪ D2 space on myVCC will be refreshed with information categorized and easy to access.
4.2.2 Enhance internal communication tools and platforms	Marketing	<ul style="list-style-type: none"> ▪ Investigate tools and options for communicating information to the college community 	Karen Wilson: <ul style="list-style-type: none"> ▪ Needs assessment will be performed on myVCC and the tools currently used to manage the site in the second quarter

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #4 – Reputation Management			
Goal 4.2 Improve internal and external communications			
			of this fiscal with the intent of ensuring the site is meeting our expectations from a communication, collaboration and engagement point of view.
4.2.3 Develop external communication strategy	Marketing/President	<ul style="list-style-type: none"> Continue expanding external outreach 	Karen Wilson: <ul style="list-style-type: none"> Discussion of a community report for distribution in January 2018. Development of a stakeholder report that will go to Leadership Team three times a year.

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #4 – Reputation Management			
Goal 4.3 Improve student recruitment and retention process			
4.3.1 Implement student recruitment strategic plan	VP Academic/Marketing	<ul style="list-style-type: none"> Develop a formal process and plan for academic departments to participate in student recruitment and the marketing support required 	Karen Wilson: <ul style="list-style-type: none"> Production and assembly of new event solo banners underway, completion date and delivery between mid-August and mid-September 2017; collateral materials aligned with brand standards refresh, completion and roll-out starts w/o September 25, 2017. Planning for Bookstore management of marketing promo items underway,

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #4 – Reputation Management			
Goal 4.3 Improve student recruitment and retention process			
			project plan with recommended implementation starts mid-August 2017.
	Arts & Sciences	<ul style="list-style-type: none"> Investigate potential of TESOL diploma being eligible for Canada Student Loan program 	David Wells: <ul style="list-style-type: none"> No progress to date.
4.3.2 Student recruitment strategy for emerging International markets and new programs	International Education	<ul style="list-style-type: none"> Investigate new agent relations and business partnerships with recruiters in emerging markets Connect with and support agents and business partners to promote new VCC programs Visit overseas agents to build relationships and capacity for marketing and recruiting Support/expand agent and business partner relationships Note: These initiatives will continue over the life of the academic plan	Jennifer Gossen: <ul style="list-style-type: none"> New agent relations with agents in India and Philippines. Ongoing agent updates regarding new programs and seat availability with expanded cohorts. Overseas trips planned for Sept, Oct and Nov. Continued support of VCC India in marketing and branding VCC in order to recruit for CBM and other VCC programs.
4.3.3 Phase II of recruitment campaign	Marketing	<ul style="list-style-type: none"> Continuation of “Make your Mark” recruitment campaign 	Karen Wilson: <ul style="list-style-type: none"> Creative development complete; second flight in-market starts w/o August 21, 2017 (digital, print, OOH); third flight planned for Feb –Mar 2018.
4.3.4 Improve online acquisition process	Marketing	<ul style="list-style-type: none"> Assess and develop an implementation plan to improve the online acquisition process for recruiting new students 	Karen Wilson: <ul style="list-style-type: none"> Program and courses area of vcc.ca will be redeveloped this fiscal with a focus on ensuring the content and

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #4 – Reputation Management			
Goal 4.3 Improve student recruitment and retention process			
			<p>information is structured and presented in a manner that meets the needs of our users and our acquisition goals. Currently piloting an initial landing page design with Transportation Trades teams with the intent to rollout college wide.</p> <ul style="list-style-type: none"> Currently piloting the use of digital sign-ins at information sessions and recruitment events in order to better target participants via email after the event. Pilot initiatives are also being used to grow our prospect marketing database for future targeted email marketing initiatives.

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #5 – Business Development			
Goals 5.1 Develop new partnerships and collaborations			
<p>5.1.1 Expand dual credit programming options by partnering with more school boards in the Lower Mainland</p>	Health Sciences	<ul style="list-style-type: none"> Revise the Pre-Health Sciences program admission requirements to support high school student entry for dual credit programming 	<p>Debbie Sargent:</p> <ul style="list-style-type: none"> Pre-Health Sciences program start has been delayed. Further discussions with School boards will occur through this year.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	
KSD #5 – Business Development			STATUS UPDATE – 1ST QUARTER JUNE 2017
Goals 5.1 Develop new partnerships and collaborations			
5.1.2 Develop and expand partnerships	Health Sciences	<ul style="list-style-type: none"> ■ Conduct needs assessment related to implementing recognition strategies for our clinical and community partners ■ Determine ongoing need of Acute Care Skills for Health Care Assistants ■ Ensure Program Advisory Committee include appropriate representatives ■ Continue to support initiatives with Metro Vancouver Alliance ■ Explore partnership with VCHA and OPTA program to provide exercise classes for community physio clients 	Debbie Sargent: <ul style="list-style-type: none"> ■ Suspended two intakes of Acute Care Skills program due to limited need. ■ Continuing to examine PAC membership and added new members to OPTA, MLA and HCA PACs. ■ Continuing membership with MVA – Faculty active in participation with MVA meeting.
	Arts & Sciences	LINC: <ul style="list-style-type: none"> ■ Pursue contract opportunities outside the classroom for companies that want to offer classes on-site Career Awareness: <ul style="list-style-type: none"> ■ Develop increased practicum opportunities with B.C. Partners in Workforce Innovation 	David Wells: <ul style="list-style-type: none"> ■ No progress to date.
	Trades, Technology & Design	Heavy Mechanical Trades: <ul style="list-style-type: none"> ■ Launch CNG/LNG curriculum with Fortis and the CNGVA 	Brett Griffiths: <ul style="list-style-type: none"> ■ Program has run at one time; currently working with CS to determine if other opportunities exist.
	Hospitality, Food Studies & Applied Research	<ul style="list-style-type: none"> ■ Target potential partnerships to expand culinary arts programs with international institutions 	Dennis Innes: <ul style="list-style-type: none"> ■ There are ongoing discussions with culinary institutes in Italy, both public and private, about partnership opportunities.

2017/18 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2017/18 INITIATIVES	STATUS UPDATE – 1 ST QUARTER JUNE 2017
KSD #5 – Business Development			
Goals 5.1 Develop new partnerships and collaborations			
	VP Admin/ President	<ul style="list-style-type: none"> ■ Explore other programming opportunities with Samsung 	Peter Nunoda: <ul style="list-style-type: none"> ▪ No updates
	Partnership Development Office	<ul style="list-style-type: none"> ■ Explore new corporate and not-for-profit partnership opportunities ■ Implement mutually beneficial business partnerships with external stakeholders such as community development organizations, other post-secondary institutions, international institutions, etc. 	Tanis Sawkins: <ul style="list-style-type: none"> ▪ Ongoing exploration. Have focused on building relationship with PARQ and Work BC sites.
5.1.3 Develop new international business partnerships to support international enrolment	International Education	<ul style="list-style-type: none"> ■ Explore and implement mutually beneficial business partnerships with external stakeholders such as school districts, post-secondary institutions, private language schools, agency partners, etc. over the life of the academic plan 	Jennifer Gossen: <ul style="list-style-type: none"> ▪ Expanded articulation agreement with language school partners. ▪ New agency partners in India and Philippines being explored.



INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: September 27, 2017

ISSUE: Education Council Chair Report to Board of Governors

NEW PROGRAM DEVELOPMENT: DIPLOMA IN COUNSELLING SKILLS

VCC has offered training in Counselling Skills since 1987, and the program was last renewed in 2006/07. Currently, the program offers two certificates – one in Addiction Counselling Skills and one in Community Counselling. It is a part-time program aimed at students who are interested in working in social services but have no or limited experience in the field.

The department conducted a needs assessment in 2016/17 and identified 42 specific recommendations for program revision. As a result of that review, and working with members of the Program Advisory Committee (PAC), the new program has been conceptualized as three ladder programs: a Foundational Certificate; and an Addiction Counselling Advanced Certificate, and a Counselling Diploma. This will allow multiple points of exit and entry for students.

Graduates of the program will be prepared for occupations such as an addictions worker, family support worker, shelter worker, or vocational counsellor. Social and community service workers is one of the core occupations identified in the *2025 British Columbia Labour Market Outlook*. There are several Community and/or Social Service Worker program at other institutions (such as Douglas and Langara), but the VCC program focuses from a counselling perspective, not a social work one.

The proposed timeline is to launch the Counselling Skills Foundational Certificate in September 2018, the Addictions Counselling Advanced Certificate in September 2019, and the remaining Counselling Diploma in April 2020, with the first graduates of the Diploma finishing in March 2021. The existing Counselling Skills Certificates will be taught until the new program launch.

The program has been approved for continued development by Senior Executive, and presented to Education Council for review at its September meeting.

NEW PROGRAM DEVELOPMENT: DIPLOMA IN EARLY CHILDHOOD CARE & EDUCATION POST BASIC

VCC has offered training in Early Childhood Education since 1964 when the first program was established, one of the first in British Columbia. Historically, programming has included the ECCE Basic Certificate, a two-year foundational program, and two separate post-basic certificates for ECCE professionals wanting to work in inclusive settings (Special Needs and/or Infant Toddler). In 2015, the

post-basic certificates were relaunched as diplomas. These programs did not work well due to program design and a significant increase in tuition.

In November 2016, the program coordinator, Katarina Jovanovic, and Dean of Continuing Studies, Gordon McIvor, proposed changing the diplomas to an advanced certificate in Special Needs and Infant Toddler. The concept was approved for development. After some work, it became clear that the credit load planned for the advanced certificate was very close to the requirements for a diploma. A diploma credential was always the longer term plan for this program, so the timeline was accelerated and a diploma is currently being developed.

The diploma structure will allow the program to teach a comprehensive knowledge of child development and best practices for working with infants and toddlers and children with exceptionalities. These are crucial areas for all early childhood educators, and a diploma-level credential is appropriate to recognize the knowledge, skills, and expectations of these educators.

The PAC has been consulted and is supportive, as is the Ministry of Children & Family Services.

Continued development of the program has been approved by Senior Executive, and was presented to EDCO at its September meeting. The program is planning to launch in September 2018, and a significant amount of the curriculum development work is already complete.

HARMONIZATION OF APPRENTICESHIP TRAINING

There is an on-going project to harmonize apprenticeship training in Red Seal trades across Canada. The Industry Training Authority (ITA) is part of that project, and we are beginning to see effort to harmonize curriculum in some VCC programs. The goal of the program is to standardize the number of training levels and the number of hours for training in all provinces, along with a more consistent approach to technical training. This will make it easier for students to move between provinces during their training without having to re-do levels, making apprenticeship training more portable and flexible.

Education Council approved harmonized curriculum for the Automotive Service Technician Foundation and Apprenticeship Levels 1 and 2 in June 2017, and expect to see additional curriculum changes for other automotive, culinary, and hair programs in the next few years. The project goal is to finish harmonizing all Red Seal apprenticeship training by 2020.

PREPARED BY: Todd Rowlatt, Chair, Education Council

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