VCC Board of Governors Public Meeting

November 28, 2018
5:30 p.m. VCC Downtown Campus, Room 420

AGENDA

ATTENDANCE

Board Members

Joey Hartman (Chair/Chair, Human Resources)
Libby Davies (Vice Chair)
Mike Tourigny (Chair, Finance & Audit)
Garth Manning (Chair, Governance)
Chloe Lau
Erin Klis
Brenda Aynsley
Rene-John Nicolas
Mahin Rashid
Nadia Belokopitov
Shobha Rajagopalan,
Armor Valor Corrales

Board Secretary

Deborah Lucas

Ex-Officio

Dr. Peter Nunoda	President & CEO
Todd Rowlatt	Chair, Education Council

Staff Resources

Dr. Kathryn McNaughton	VP, Academic
Karen Wilson	Executive Director, Marketing
Jamie Choi	Director, Finance
David Wells	Dean, School of Arts and Sciences
Brett Griffiths	Dean, School of Trades & Technology

Guests

VCC Faculty Association (VCCFA)
CUPE Local 4627
Student Union of VCC (SUVCC)

Item	Topic	Action	Speaker	Time	Attachment	Page
1.	**CALL TO ORDER & OPENING REMARKS**		J. Hartman P. Nunoda	5 min		
2.	**APPROVAL OF AGENDA/CONSENT AGENDA**					
	Recommended Resolution: *"THAT the VCC Board of Governors approve the agenda and approve/ acknowledge receipt of the following items on the consent agenda."*	Decision		2 min		
	2.1 Minutes – Sep 26, 2018 Public Meeting				✓	3
	2.2 Minutes: Oct 3, 2018 Special Meeting				✓	9
	2.3 VCC News & Events				✓	12
	2.4 VCCFA Report				✓	14
3.	**NEW BOARD MEMBER INTRODUCTION & OATH OF OFFICE**	Info	J. Hartman	5 min		
4.	**ACTION TRACKER**					
	Actions tracked on Sep 26 & Oct 3 Minutes	Info	J. Hartman	5 min	✓	4 & 11
5.	**CONSTITUENCY GROUP REPORTS**					
	5.1 CUPE Local 4627 **5.2** VCCFA **5.3** SUVCC	Info	Constituency Reps	5 min each		

Item	Topic	Action	Speaker	Time	Attachment	Page
6.	**BOARD COMMITTEE REPORTS**					
	6.1 Governance Committee **6.2** Human Resources Committee **6.3** Finance and Audit Committee	Info	G. Manning J. Hartman M. Tourigny	5 min each		
7.	**FINANCIAL REPORTING**					
	7.1 Financial Performance - Management, Discussion & Analysis (MD&A) – Period End Sep 30, 2018	Info	M. Tourigny	5 min	✓	16
8.	**INTEGRATED COLLEGE PLAN**					
	8.1 2018/19 Key Priorities, Goals and Objectives (Q2 Update)	Info	Senior Exec.	10 min	✓	27
9.	**PROGRAMS, TUITIONS AND FEES**					
	9.1 2019/20 - 2% increase - Domestic tuition	Decision	M. Tourigny	5 min	✓	75
	9.2 2019/20 – 2% increase - International tuition	Info	M. Tourigny	5 min	✓	76
	9.3 International English Language Testing System (IELTS)Test Prep Course – International tuition	Info	D. Wells	5 min	✓	77
	9.4 Computer Systems Technology Diploma - International tuition	Info	B.Griffiths	5 min	✓	78
10.	**PROCUREMENT**					
	10.1 Upgrade Wireless Infrastructure	Decision	M. Tourigny	5 min	✓	82
11.	**POLICIES**					
	11.1 C.3.14 Curriculum Development and Approval Revisions	Decision	T. Rowlatt	5 min	✓	84
12.	**EDUCATION COUNCIL**					
	EdCo Chair Report	Info	T. Rowlatt	5 min	✓	95
13.	**PRESENTATION**					
	Strategic Innovation Plan: Building Programs of the Future	Info	P. Nunoda	20 min		
14.	**OTHER BUSINESS**					
	Board of Governors Correspondence	Info	J. Hartman	2 min		
15.	**NEXT MEETING & ADJOURNMENT**					
	Next meeting: Feb 13, 2019	Info	J. Hartman	1 min		

VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS
PUBLIC MEETING MINUTES
September 26, 2018
5:30 p.m. VCC Downtown Campus, Room 420

DRAFT

ATTENDANCE

Board Members
Mike Tourigny (Acting Board Chair/ Chair, Finance & Audit)
Brenda Aynsley (Chair, Human Resources)
Chloe Lau
Garth Manning
Erin Klis
Rene-John Nicolas
Joey Hartman
Shobha Rajagopalan
Nadia Belokopitov
Mahin Rashid

Board Secretary
Deborah Lucas

Ex-Officio	
Dr. Peter Nunoda	President & CEO
Todd Rowlatt	Chair, Education Council

Staff Resources	
Dr. Kathryn McNaughton	VP, Academic
Karen Wilson	Executive Director, Marketing
Clodine Sartori	Director, Finance
Marlene Kowalski	VP, Admin, CFO & Business Development
Brett Griffiths	Dean, School of Trades & Technology
Dennis Innes	Dean, School of Hospitality & Business

Guests		Regrets
Chris Joyce	CUPE Local 4627	Libby Davies
K. Shortt	VCC Faculty Association (VCCFA)	

1. CALL TO ORDER

The meeting was called to order at 5:37 p.m. by M. Tourigny, who acted as Chair.

2. APPROVAL OF AGENDA AND CONSENT AGENDA

MOTION: THAT the VCC Board of Governors approve the agenda and approve/acknowledge receipt of the following items on the consent agenda:

2.1 DRAFT Minutes – Jun 27, 2018 Public Board Meeting
2.2 News & Events
2.3 VCCFA Report

Moved, Seconded & CARRIED (Unanimously)

3. CHAIR'S REMARKS

M. Tourigny:

- Welcomed the 5 newly appointed board members: Joey Hartman, Nadia Belokopitov, (Terms End: Dec 31, 2020) Libby Davies, Mahin Rashid and Shobha Rajagopalan (Terms End: Dec 31, 2019).
- Priority business is to elect a Board Chair, Vice Chair and fill vacancies on Standing Committees. The Board are holding a Special meeting on Oct 3, 2018 for this purpose. The outcome will be communicated on VCC's public website and through the VCC Digest Newsletter for employees.

4. PRESIDENT'S REMARKS

P. Nunoda:

- Highlighted upcoming Campus Master Plan Ideas Fair that will provide information and ask for feedback on the project from the community. Oct 9 (Broadway) & Oct 10 (Downtown).
- Announced a series of roadshows, where he will meet will all departments and discuss the development of the new Strategic Innovation Plan.

5. ACTION TRACKER

ACTION		WHO	STATUS	COMMENT
1.	Management create a framework for international student experience evaluations and advise the Board.	Management	Pending	No update.
2.	Dean, Student Development will report on the plan for the Assessment Centre.	Dean Shin	Complete	See agenda item 12. Portfolio Presentation

6. CONSTITUENCY GROUP UPDATES

6.1 CUPE Local 4627

- C. Joyce welcomed new Board members and introduced CUPE Local 4627.
- The Assessment Centre operations continue to be a concern. There are arbitration and grievance matters in progress.
- The Fee Waiver for Seniors is an important community Outreach program. Rescinding this policy would impact membership of the Willem Choir, which is composed of approximately 50-60 Seniors.
- At a recent meeting, CUPE Local 4627 constituents elected new members to the Executive.

6.2 Vancouver Community College Faculty Association (VCCFA or FA)

- K. Shortt welcomed new members, thanked departing members and introduced the VCCFA.
- In their view, there is relative stability at VCC. Programs are growing. There are more term instructors. There's still work to be done. Concern continues over policy for ABE students, reduced base funding and the VCCFA strongly encourage the Board to follow up on operational issues with the Assessment Centre.

6.3 Student Union of Vancouver Community College (SUVCC)

No report.

7. COMMITTEE REPORTS

7.1 Human Resources Committee (HRC)

- HRC met on Jun 12, 2018.
- The Committee reviewed and approved the annual Executive Compensation Statement for submission to Post-Secondary Education Council (PSEC).

7.2 Governance Committee (Gov Com)

- No report. A meeting will be held once vacancies on the committee have been filled.

7.3 Finance & Audit Committee (FAC)

- FAC met on Jun 16, 2018.
- No report, other than items being presented for approval at the meeting.

8. FINANCIAL REPORTING

8.1 Financial Performance – Period End Aug 31, 2018

- Year to date, revenue is ahead of budget. Domestic revenue is down for the period and has been offset by higher international revenue. Where domestic enrolment was softer, additional seats were made available to international students. Forecast is on budget for year end.

- Increasing international enrolment has its risks. International tuition revenue is approximately 13%. For risk management purposes and to enhance the experience of our international students, VCC continues to pursue new international partnership opportunities.
- The Board highlighted the fast growing indigenous student demographic and the need for more Outreach programs. It was agreed that there's a critical need and constant opportunity to provide our indigenous community access to VCC's programs. Articulation agreements are being activated to support the growth, but obtaining government funding that would help VCC move at the same pace as the growth, is a challenge.

8.2 Statement of Financial Information (SOFI) – Year End Mar 31, 2018

- The Statement of Financial Information (SOFI) for the year end Mar 31, 2018 was presented to the Board in advance of the meeting.
- FAC approved this item for recommendation to the Board on Sep 19, 2018.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the Statement of Financial Information, year ended March 31, 2018.
Moved, Seconded & CARRIED (Unanimously)

8.3 Ministry of Advanced Education, Skills & Training (AEST) – Five-Year Capital Plan - Period 2019/20 to 2023/24

- The VCC Five-Year Plan has not changed from what was included in the 2018/2019 Integrated College Plan approved by the Board on Jun 27, 2018. However, the costing information for each project has been updated to reflect current construction costs.
- FAC approved this item for recommendation to the Board on Sept 19, 2018.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the Five-Year Capital Plan for the period 2019/20 to 2023/24.
Moved, Seconded & CARRIED (Unanimously)

9. PROGRAMS, TUITION & FEES

9.1 New Computer System Technology Diploma

- T. Rowlatt and B. Griffiths presented this item to the Board and responded to questions.
- The development of the new Computer System Technology diploma program creates an opportunity to meet the demand for skilled professionals in information technology. It's a full time program, open to domestic and international students.
- The College has provided capital funding from 2018/19 budget for developing computer lab space, technology and office space, that's required. New base funding from the Ministry of Advanced Education and Skills Training (AEST) has been received.
- Education Council and Curriculum Committee have reviewed the curriculum. Some adjustments were made to course learning outcomes and evaluation plans to include an emphasis on teamwork and communication. They recommend the implementation of this new program.
- The proposed tuition is comparable to Camosun College, whose program has recently been renewed. To remain competitive, other institutions will likely renew their programs and increase fees. It fully recovers all current direct and indirect costs and results in an 8% net contribution, which is the model that VCC follows. If domestic enrolment is low, it can be back-filled with international students.
- The Board expressed concern that the tuition was high in comparison to the cost of living. In response, it was highlighted that the program is capital intense and in this field, there is continuous need to invest in the technology. The benefit to students is an easy return on their investment, as it's a sector in demand.
- FAC approved this item for recommendation to the Board on Sept 19, 2018.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Computer Systems Technology Diploma program.
Moved, Seconded & CARRIED (Unanimously)

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of $14,626 for the Computer Systems Technology Diploma, effective September 2019.
Moved, Seconded & CARRIED
Abstained: E. Klis

9.2 New Post-Degree Diploma (Business & Project Management) – International Program

- T. Rowlatt and D. Innes presented this item to the Board and responded to questions.
- With the introduction of the Canadian Business Management (CBM) Post-Degree Diploma program proving to be very successful, in Sept 2019, VCC will launch two cohorts of its second post-degree diploma – Business and Project Management (B&PM).
- The program is designed to offer general business training during the first year, followed by a specialization in Project Management during the second.
- As per the Tuition Policy, international tuition is set and approved by Administration and presented the Board for information. Administration set tuition for this program at $34,320 ($572 per credit), effective Sept 1, 2019. This is same tuition as the CBM program.
- Education Council and Curriculum Committee approved the curriculum and implementation of this new program.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve the implementation of the new Business & Project Management Post-Degree Diploma.
Moved, Seconded & CARRIED (Unanimously)

10. POLICIES

10.1 Revised B.1.3 Expenses & Travel/ Rescind B.1.16 Travel

- The review of Policy B.1.3 has undergone extensive consultation including the Admin Policy Committee, VCC community and Operations Council. It ensures the systematic management of expenses and travel and provides clarification on items eligible for reimbursement, the process under which employees can seek reimbursement and refinement of language related to off campus activities.
- Aspects under B.1.16 Travel Policy have been incorporated, therefore, approval to rescind B.2.16 is recommended.
- The changes to policy & process should reduce the number of petty cash transactions, which is labour intensive.
- FAC approved this item for recommendation to the Board on Sept 19, 2018.

MOTION: THAT, on the recommendation of Finance and Audit Committee, the Board of Governors approve the revised B.1.3 Expenses and Travel policy and procedures and rescinds B.2.16 Travel policy and procedures.
Moved, Seconded & CARRIED (Unanimously)

10.2 New B.1.10 Signing & Spending

- B.1.10 defines levels of signing authorities at the College.
- A Spending Authority report conducted by Grant Thornton was used as a guide throughout the policy development process. Extensive consultation with the Admin Policy Committee, VCC community and Operations Council has taken place.

- FAC approved this item for recommendation to the Board on Sept 19, 2018.

MOTION: THAT, on the recommendation of the Finance & Audit Committee, the Board of Governors approve the new B.1.10 Signing and Spending Policy and Procedures.

Moved, Seconded & CARRIED (Unanimously)

10.3 Revised C.1.3 Granting of Credentials

- This policy governs the issuance of credentials by the institution. It was last reviewed in 2016.
- Key changes:
  - Reduce the number of minimum credits for a Certificate credential from 20 credits to 18 credits, increasing the College's flexibility in offering shorter programs that appeal to students.
  - Change the name of the "Citation" credential to "Short Certificate."
- The policy was posted for community feedback, reviewed by EdCo and Education Policy Committee and approved for recommendation to the Board.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, C.1.3 Granting of Credentials Policy and Procedures.
Moved, Seconded & CARRIED (Unanimously)

10.4 Rescind D.3.9 Fee Waivers for Seniors

- The purpose of rescinding this policy and procedures is to ensure that business practices reflect changes in the demographics, which includes the growth in the aging population.
- The rationale is that it precludes the College from considering new programs designed for Seniors and VCC would be able to maximize the impact of grant funding, which is reduced year after year. Other institutions have already rescinded similar policies.
- The Administrative Policy Committee reviewed the information and rationale around this policy, as well as the community feedback. Operations Council approved the recommendation to rescind it, with the exception of CUPE Local 4627, who felt that more learning opportunities for Seniors should be offered.
- A large proportion of VCC's Senior students are currently participating in the Willem Choir. M. Kowalski commented that it's a unique program and will be reviewed separately by the Dean of the School. Bursaries with the VCC Foundation are being considered, as well as a 0 credit option.
- The Board are concerned about the impact to VCC's Senior students and requested that this item be tabled, pending further consideration by Senior Executive. A friendly amendment was made to the motion.

MOTION: THAT the Board of Governors table the item 10.4 Rescind D.3.9 Fee Waiver for Seniors**.**
Moved, Seconded & CARRIED (Unanimously)

11. EDUCATION COUNCIL

EdCo Chair, T. Rowlatt, provided a summary of the report in the meeting materials.

12. PRESENTATION

- As part of a series of presentations by Deans and Directors, Dr. Jane Shin introduced the Student Development portfolio/department.
- The presentation was well received. The Board enquired about counselling support for indigenous students In light of call to action. J. Shin responded that Student Services is working with the Indigenous Education department at potential gaps in this support service and will be conducting an environmental scan to pursue solution to this.

Assessment Centre Update

- In response to concerns by the Board and constituency groups, J. Shin presented an update on the operations of the Assessment Centre.
- In 2017, the department size was reduced following 1 resignation and 3 voluntary departmental moves. This was a considerable contraction of staff, however, the steady decline in assessment volume allowed the department to maintain levels of service to meet the demand. It also created the opportunity for the department to review its practices.
- Through a recent renewal process the Assessment Centre has implemented new practices to improve the student experience, e.g. expanded booking options to include email and phone, moving reception services to Advising, on-site computers for testing. An online booking tool will be implemented shortly and other initiatives being considered include Pop-up assessment centres, virtual assessments and increasing the range of assessments.
- Currently the Assessment Centre is supported by 1 supervisor and 3 assistants and with the new practices, this meets the current demand.

13. OTHER BUSINESS

13.1 Board of Governors Correspondence

- Ministry letters of appointment for new members were received on July 17, 2018.

14. NEXT MEETING

The next Board of Governors Public Board meeting will be held on Nov 28, 2018.

15. ADJOURN

There being no further business, the meeting adjourned at 7:40 p.m.

APPROVED AT THE NOV 28, 2018 PUBLIC BOARD MEETING:

Joey Hartman
Chair, VCC Board of Governors

VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS
SPECIAL MEETING MINUTES
October 3, 2018
8:00 a.m. VCC Downtown Campus, Room 413

DRAFT

Board Members
Mike Tourigny (Chair, Finance & Audit)
Brenda Aynsley (Chair, Human Resources)
Chloe Lau
Garth Manning
Erin Klis
Rene-John Nicolas
Joey Hartman
Libby Davies
Shobha Rajagopalan
Nadia Belokopitov
Mahin Rashid

Ex-Officio	
Dr. Peter Nunoda	President & CEO
Todd Rowlatt	Chair, Education Council

Board Secretary
Deborah Lucas

Regrets
Tarun Puri
Zara Hashemi

1. CALL TO ORDER

The meeting was called to order at 8:07 p.m. by P. Nunoda, who acted as Chair.

2. APPROVAL OF AGENDA

MOTION: THAT the VCC Board of Governors approve the agenda for the October 3, 2018 Special Meeting.
Moved, Seconded & CARRIED (Unanimously)

3. ELECTIONS

3.1 Board Chair

- J. Hartman was nominated. The nomination was accepted.

By acclamation, Joey Hartman was declared Chair of the VCC Board of Governors for a term of one year.

3.2 Vice Chair

- P. Nunoda turned the Chair over to J. Hartman.
- L. Davies was nominated. The nomination was accepted.

By acclamation, Libby Davies was declared Vice Chair of the VCC Board of Governors for a term of one year.

3.3 Finance & Audit Committee (FAC)

- FAC can have up to 4 appointed members only.
- M. Tourigny, C. Lau and S. Rajagopalan were nominated. Nominations were accepted.

By acclamation, M. Tourigny, C. Lau and S. Rajagopalan were declared members of the VCC Finance and Audit Committee for a term of one year.

3.4 Human Resources Committee (HRC)

- HRC can have up to 4 appointed members.
- B. Aynsley, R. Nicolas, J. Hartman and L. Davies were nominated. Nominations were accepted.

By acclamation, B. Aynsley, R. Nicolas, J. Hartman and L. Davies were declared members of the Human Resources Committee for a term of one year.

3.5 Governance Committee (Gov Com)

- Gov Com can have up to 4 members, including elected members.
- G. Manning, R. Nicolas, M. Rashid and N. Belokopitov were nominated. Nominations were accepted.

By acclamation, G. Manning, R. Nicolas, M. Rashid, N. Belokopitov were declared as members of the Governance Committee for a term of one year. T. Rowlatt will be an ex-officio member of this committee until December 31, 2018.

4. PRESENTATION: STRATEGIC INNOVATION PLAN 2019-28 – IINNOVATING THE FUTURE

- P. Nunoda introduced the Strategic Innovation Plan ("the Plan") to the Board. It spans the period 2018-28 and is titled "Innovating for the Future". It will be introduced to the College community through a series of roadshows led by the P. Nunoda. Consultation on the Plan will involve the Board, constituency groups, the Foundation Board. "Thoughtexchange", a web based engagement tool has been acquired for sharing feedback on initiatives and submitting ideas. Consultation will be completed by Jan 2018 and a draft plan for Board approval presented for approval in May 2018.
- VCC has recovered from a budget deficit and significant challenges.
- For the Plan, strategic principles will be developed with the objective of positioning the college as nimble, resilient and responsive to potential disruptions in the future. It will encompass the Campus Master Plan (CMP) and engagement initiatives. The Board recommend CMP consultation with the campus communities.
- VCC has received advice from Stephen Murgatroyd, an acknowledged expert on change and innovation policy and practice, on preparing for these disruptive forces, which are:

  - **Reduction in Base Government funding.**
    Over recent years, Government funding has been in a steady state, however, with increasing costs, the result is a net reduction in government funding compared to budget.
  - **Change in demographic.**
    Growth in Indigenous Education. Low domestic enrolment has resulted in a growth in International enrolment, as domestic programs are back-filled.
  - **Rapidly changing post-secondary landscape due to advances in technology e.g. online learning and changing needs of its learners.**
    Many students work part time/full time. Increased demand for compressed programs. Flexibility and imaginative ways to deliver current programs are critical for VCC to maintain a position of stability and growth.

- The 5 main objectives for the new Strategic Innovation Plan are:

  - building the campuses of the future
  - building the programs of the future
  - building the college brand
  - building a culture of innovation
  - building and developing a sustainable business model

- The Plan will direct the future of the College and prepare for the anticipated disruptions by maximizing its assets. VCC has a well-deserved reputation for delivering high quality programs in upgrading skills and English as an Additional Language (EAL). However, VCC has other flagship programs; culinary and hospitality, auto service, heavy duty mechanical, health and music.

- The location and physical infrastructure of VCC is unique. The Broadway location will benefit from the transit corridor being developed. For the downtown campus, leveraging its central location and access to transit will be important. This campus offers community services in open, learning environments e.g. JJ's Restaurant, The Bistro, Seiffert's Market and the Salon & Spa. There are partnership opportunities, including more co-location partners. VCC's advising services are easily accessible to the clients of government career advisors the Open Door Group, currently leasing space at the Downtown Campus.
- "Building programs of the future" include the introduction of an Assessment-only Credential. The program would be directed at students with foreign credentials not recognized in Canada and who can demonstrate prior learning in order to gain a credential in their field. Full tuition would be charged, but the student gains their credential expeditiously. This model has its challenges, including costs to develop assessment programs and ensuring students graduate with the required human skills (formerly soft skills) e.g. teamwork, collaboration, interpersonal communication, anticipation skills. These skills are hard to assess and can take time to develop. There's a demand from students for fast qualifications, but employers are also asking "What's the add value to a graduate, besides the credential?"
- Imaginative programs should be considered, but program quality must be maintained. The College reputation cannot be compromised. For foreign credentials, roadblocks exist in the professional vocations e.g. engineer, physician, dentist, because they are externally regulated. For industry vocations, there are assessments and validation processes that are accepted. Adopting some of those, along with recognition of prior learning, is the shortest path to "assessment only" credentials. Pilots are being considered.
- At this time, graduate feedback is available through a government issued survey. VCC has developed Institutional Learning Outcomes (ILOs). The Board will receive an update on this.
- Having a 10 year timeframe, the Plan could be considered radical. What's important is to build in resiliency and agility so the College is prepared for the disruptive forces ahead.
- The Board enquired how can VCC best engage the urban indigenous communities. VCC is actively recruiting in local high schools, which connects with the youth segment, but there's a gap with adult learners. VCC has a strong partnership with the Native Education College (NEC) and they continue to work with each other to build connections with those communities. It is a priority objective for the Indigenous Education & Engagement department.
- Senior Executive have two advisors on this project, one for the business model and the second for the workstream integration. All initiatives are characterized as pilots at this stage.

NEW ACTIONS		WHO	STATUS	COMMENT
1.	Present pillars of the Plan to the Board, tentatively starting with Building Programs of the Future: the Assessment-only Credential idea on Nov 28 and update on ILO's.	P. Nunoda	Pending	
2.	Distribute presentation slide deck & S. Murgatroyd presentation on Advancing the Future of Colleges.	D. Lucas	Pending	

11. ADJOURN

There being no further business, the meeting adjourned at 9:40 a.m.

APPROVED AT THE NOV 28, 2018 PUBLIC BOARD MEETING

Joey Hartman,
Chair, VCC Board of Governors

VANCOUVER COMMUNITY COLLEGE

VCC NEWS AND EVENTS

November 2018

Events

- **VCC Convocation** was held on Nov. 20 at the Queen Elizabeth Theatre. Board Chair, Joey Hartman and VCC President Nunoda, Elder Deanna George, Byron Joseph, along with VPs and deans celebrated VCC graduates from the following programs: School of Health Sciences, School of Hospitality, Food Studies & Applied Business, School of Trades, Technology & Design, School of Arts and Sciences, Centre for Continuing Studies and Contract Training, and Division of Library and Teaching & Learning Services.

- **VCC Day** was held on Nov. 6 at the Playhouse Theatre and Downtown Campus for all VCC employees. This is a long-standing tradition at VCC where once a year the college's staff, faculty and administration come together to celebrate our successes and plan for our future. The morning at the Playhouse included; Employee Recognition Award winners, keynote speaker, Kevin Lamoureux. In the afternoon, departments participated in several professional development activities, including the second VCC Dragon's Den.

- **Experience VCC**, VCC's largest recruitment event, was held on Oct. 24. The college provided a trade show style interactive and experiential evening, which included seminars, tours, and representatives from all 120 programs to answer attendee's questions.

- **The Chef's Table** guest chef series featured alumni Jefferson Bueno on Oct. 10 and Danvee Kwok on Nov. 7. Reservations sold out within 24 hours and proceeds went to the VCC Foundation.

- The annual **ShakeOut B.C**. earthquake drill took place at VCC on Oct. 18. For the third year, VCC's School of Health students took part in a full emergency simulation of an earthquake. Student-volunteers were given realistic makeup wounds and were strewn throughout Broadway's building B. The actors did their best impressions of suffering earthquake victims and groups of nursing, dental hygiene and health-unit coordinator students are led from victim to victim to access their condition.

- On October 11, VCC hosted the second annual **President's Research Symposium**. Opening remarks provided by Rick Warner, Nserc-Pacific and special activity, Diversity Circles, led by Shannon Kelly and Zaa Joseph, followed by presentations from VCC Faculty.

- The Native Women's Association of Canada, and VCC Indigenous Education and Community Engagement (IECE) held a vigil **"Sisters in Spirit",** remembering and honouring missing and murdered Indigenous women at the Broadway campus on Oct. 4.

VCC in the News, highlights

- Bakers obtain their Red Seal—and a possible raise—through Vancouver Community College - Anyone who has watched *The Great British Baking Show* knows how difficult it is to create complicated layer cakes filled with a multitude of ingredients. And that's one reason why the Industry Training Authority B.C. includes bakers in its Red Seal certification program for skilled trades…Those interested in pursuing a career as a baker can become licensed by going through the three-level baking-and-pastry-arts apprentice program at Vancouver Community College. (Georgia Straight, November 14)

- VCC Continuing Studies creates convenient pathways for aspiring fashion merchandisers and makeup artists (Georgia Straight, November 14) - Vancouver Community College has been delivering career education for more than 50 years, including through its continuing-studies division. In an effort to increase accessibility, it has decided to offer three of its eight courses online for those seeking a fashion-merchandising-associate certificate.

- Canadian gemmologists turn to drone technology (Jewellery Business, October 26) - A new initiative in Canada's gemmological industry was announced at the Canadian Gemmological Association (CGA) Gem Conference in Vancouver last week. In an exploration focused on Nunavut's Baffin Island, drones will be used to search for sapphire and cobalt spinel….Hawrelko is also a gemmology professor at Vancouver Community College (VCC) and was recognized with an Award for Excellence in Teaching at the conference. The honour was presented by more than 30 B.C. gemmology students and recognized her more than 25 years of teaching experience.

- Whoopsie Daisy: UBC alum Meghan Buckley talks Vancouver Fashion Week – Vancouver's 18th Fashion Week kicked off in the third week of September with a showcase of both established and up-and-coming designers in a diverse atmosphere. Vancouver Fashion Week (VFW) claims to be the second largest fashion week in North America. Meghan Buckley, whose brand is called *MGHN*, was the opening designer at VFW on September 19. Buckley received her Bachelor of Arts with a major in Psychology at UBC in 2013, before attending design school at Vancouver Community College. (The Ubyssey, September 27)

Upcoming Events:

- Awards ceremonies, November 30
- Off Broadway Faculty Concert Series, November 30 and January 18
- Flourish, VCC Foundation Gala March 15

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

DATE: November, 2018

VCCFA Report to the College Board
Submitted November 20th, 2018 for the Board meeting on November 28th, 2018

Labour Appreciation Award – Our Congratulations to Joey Hartman

Each year the Vancouver and District Labour Council presents the Syd Thompson Community Service award to an individual who has made a significant contribution to the labour movement and the community. This year's award given out at the United Way's Annual Labour Appreciation Dinner on November 21st will be presented to Joey Hartman. Congratulations Joey! We appreciate your life-long work in the labour movement and your continuing work on the VCC College Board.

Bill 36 Repeals Restriction of Faculty Involvement on College Boards

The NDP recently introduced Bill 36 allowing faculty union executive members to sit on their institution's board. Despite opposition from the BC Liberals, Minister of Advanced Education, Skills and Training Melanie Mark held firm. The bill passed after a week of debate and is now in effect. This is a huge victory for faculty in BC. FPSE advocated for this change from the moment the new government came in, and now, thanks to Premier John Horgan and Minister Mark, this unfair, anti-union legislation is off the books. Faculty will no longer be denied professional opportunities because of their union activism, and post-secondary boards will be all the better for hearing their voices.

Provincial Advocacy

Through the Federation of Post-Secondary Educators, we continue to advocate for a more sustainable model of funding for public post-secondary institutions. Over the past year, we have met with the Premier, the Minister of Advanced Education, Skills & Training, the Minister of Social Development & Poverty Reduction, and many other Members of the Legislative Assembly. VCC is currently funded by the Government for only about 54% of its overall costs. The remainder must come from tuition and ancillary services. This decreasing government financial support results in an increasing business model approach by Administration, and an even heavier reliance on student tuition, both domestic and international.

The last comprehensive review of the post-secondary funding situation took place in the early 2000s when block funding replaced formula funding. VCCFA Local 15 of FPSE made a motion at the FPSE AGM in May 2018 to fund a province-wide study of government funding in each of its 19 Locals. This study, tentatively called 'The Scope Document' will look at the diverse needs of each institution – urban, rural, college and university – and the communities they serve. We plan to present and speak to the completed document at all levels of government in order to increase awareness of the overall benefits to society that a strong post-secondary system brings.

TEAL Charitable Foundation – Tears to Smiles Refugee Award Fundraiser Event

("Promoting the teaching and learning of English as an additional language")

Our EAL faculty are very involved in this organization which assists refugees to settle in to the community and to learn English. The VCCFA financial support along with an added donation from the Federation of Post-Secondary Educators resulted in this Fundraising event's first ever Gold Level of Sponsorship.

Youth Futures Education Fund

Young people leaving government foster care will now have access to free tuition at all 25 of BCs public post-secondary institutions. The Youth Futures Kick-Off campaign takes place Friday November 30th. The VCCFA is pleased to contribute to this campaign. We appreciate Board Member Brenda Aynsley's work and reaching out to the VCCFA to participate.

Season's Best

Wishing you a wonderful and peaceful Holiday Season.

Respectfully submitted,
Karen Shortt, President, VCCFA
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Email: kshortt@vccfa.ca

FINANCIAL PERFORMANCE

Management Discussion & Analysis (MD&A)

For the Six Months Ended September 30, 2018

PERFORMANCE HIGHLIGHTS

2018/19 OPERATING OVERVIEW

Revenue for the period was $53.9 million compared to budget of $52.3 million ($1.6 million above plan) and prior year of $51.1 million ($2.8 million above prior year) (**Table 4**). Domestic revenue is down for the period by $456K compared to budget and has been offset by higher international revenue of $336K (**Table 1, 2 and 3**). In areas where domestic enrolment was softer, additional seats were made available to international students.

The School of Hospitality, Food Studies and Applied Business domestic revenue was $147.2K lower than budget. However, international revenue was up by $144.3K. School of Arts and Sciences was $132.1K higher than the domestic revenue budget. Contract training revenue was $1.1 million above budget.

The School of Trades, Technology and Design domestic revenue was lower than budget by $333.4K, with an increase in international revenue of $139.7K. Combined Skin & Body Therapy and Hair Design had lower domestic revenue of $110.5K, although there was a $54.3K increase in international revenue. Automotive programs domestic revenue was $118.7K lower but this was offset by $79.3K increase in international revenues. Graphic Media Design domestic revenue was $63.5K lower than plan.

Total expenses for the period were $53.6 million compared to budget of $53.7 million ($100K above budget) and prior year of $50.4 million ($3.2 million above prior year).

The surplus for period was $295K compared to a budget loss of $1.4 million ($1.7 million more favourable than budget) and prior year surplus of $662K ($367K less favourable than prior year).

Summary - Revenue by School

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

	2018/19 Actuals (Apr 2018 - Sep 2018)	2018/19 Budget (Apr 2018 - Sep 2018)	Variance Favourable/ Unfavorable	2018/19 Prior Year (Apr 2018 - Sep 2018)	Variance Favourable/ Unfavorable
Centre for Continuing Studies	1,407,968	1,373,100	34,868	1,248,711	159,257
Centre for International Education	6,280,729	5,944,353	336,376	4,094,522	2,186,207
School of Arts & Sciences	2,644,757	2,512,634	132,123	1,695,661	949,096
School of Health Sciences	1,783,898	1,885,930	(102,032)	1,711,842	72,056
School of Hospitality, Food Studies & Applied Business	787,695	934,874	(147,179)	832,757	(45,062)
School of Instructor Education	403,579	440,534	(36,955)	372,963	30,616
School of Trades, Technology & Design	839,411	1,172,849	(333,438)	820,882	18,529
Total	**14,148,037**	**14,264,274**	**(116,237)**	**10,777,338**	**3,370,699**

Table 2:
International Revenue by School – Actual Compared to Budget and Prior Year

	2018/19 Actuals (Apr 2018 - Sep 2018)	2018/19 Budget (Apr 2018 - Sep 2018)	Variance Favourable/ Unfavorable	2018/19 Prior Year (Apr 2018 - Sep 2018)	Variance Favourable/ Unfavorable
Centre for Continuing Studies	34,896	0	34,896	36,709	(1,813)
School of Arts & Sciences	193,235	180,028	13,207	187,306	5,929
School of Health Sciences	41,386	40,111	1,275	59,707	(18,321)
School of Hospitality, Food Studies & Applied Business	3,405,809	3,261,461	144,348	2,033,529	1,372,280
School of Instructor Education	3,245	258	2,987	1,358	1,887
School of Trades, Technology & Design	2,602,157	2,462,495	139,662	1,775,914	826,243
Total	**6,280,729**	**5,944,353**	**336,376**	**4,094,522**	**2,186,207**

Table 3:
Combined Domestic and International Revenue by School

	2018/19 Actuals (Apr 2018 - Sep 2018)	2018/19 Budget (Apr 2018 - Sep 2018)	Variance Favourable/ Unfavorable	2018/19 Prior Year (Apr 2018 - Sep 2018)	Variance Favourable/ Unfavorable
Centre for Continuing Studies	1,442,864	1,373,100	69,764	1,285,420	157,444
School of Arts & Sciences	2,837,992	2,692,662	145,330	1,882,967	955,025
School of Health Sciences	1,825,284	1,926,041	(100,757)	1,771,549	53,735
School of Hospitality, Food Studies & Applied Business	4,193,504	4,196,335	(2,831)	2,866,286	1,327,218
School of Instructor Education	406,824	440,792	(33,968)	374,321	32,503
School of Trades, Technology & Design	3,441,568	3,635,344	(193,776)	2,596,796	844,772
Total	**14,148,037**	**14,264,274**	**(116,237)**	**10,777,338**	**3,370,699**

Statement of Operations – Comparison to Budget and Prior Year
For the Six Months Ended September 30, 2018
Table 4:

(In $ Thousands)	2018/19 Actuals (Apr 2018 - Sep 2018)	2018/19 Budget (Apr 2018 - Sep 2018)	Variance favourable /(unfavourable)	Comments	2017/18 Actuals (Apr 2017 - Sep 2017)	Variance favourable /(unfavourable)
Province of B.C. Grants	27,883	27,621	262	ITA funding over by $80K due to timing difference; operating grant increased by $130K	27,846	37
Adult upgrading grant	278		278		953	-675
Sales of goods and services	3,234	3,137	96		3,131	103
Tuition and student fees	13,417	13,644	-227		12,019	1,398
ABE/EAL Tuition Free Grant	2,128	1,837	291	Mostly due to EAL Pathways	314	1,814
Other grants, fees & contract services	3,191	2,132	1,059	ASP $55K; BCMEA $41K; ECCE $121K; EHW $150K; Instro Skills to Culinary $76K; LINC $239K; OAT $154K; BC Hydro $31K	2,864	327
Miscellaneous income	872	735	137	Movie rental increased by $25K, Parking revenue increased by $33K	1,067	-194
Donation income (Foundation Related)	317	218	99		205	112
Amortization of deferred capital contribution	2,440	2,907	-468		2,629	-189
Investment income	182	100	82		92	90
REVENUES	**53,942**	**52,332**	**1,610**		**51,120**	**2,822**
SALARY AND BENEFIT EXPENSES	**39,052**	**39,614**	**562**	$265K reduction in MSP expenses	**36,655**	**2,397**
Supplies and general expenses	3,526	3,272	-254	Supplies increased by $170K	2,994	532
Adult upgrading/Financial aid	278		-278		953	-675
Bursary/Scholarship (donation related)	317	218	-99		205	112
Professional fees	1,340	1,045	-295	Agency fee YTD increased by $181K - forecast has been adjusted to a variance of $120K. Professional fees to execute contract increased by $80K	805	535
Building and telecom	3,263	3,093	-170	Increased repair & maintenance - timing difference	2,970	293
Cost of Goods Sold	1,887	1,882	-5		1,837	50
Depreciation Expense	3,984	4,601	617	Due to lower restricted capital revenues and delay of IT capital lease	4,039	-55
OPERATING EXPENSES	**14,595**	**14,112**	**483**		**13,803**	**792**
TOTAL EXPENSES	**53,647**	**53,725**	**-79**		**50,458**	**3,189**
NET SURPLUS (DEFICIT)	**295**	**-1,393**	**1,688**		**662**	**-367**

* ASP: Aboriginal Service Plan
* CACE: College & Career Access
* ECCE: Early Childhood Certificate
* EST: Essential Skills to Training
* EHW: Entry to Hospitality for Women
* LINC: Language Instruction for Newcomers to Canada
* OAT: Office Assistance Training

2018/19 YEAR END FORECAST

2018/19 Forecast to Budget Overview

The 2018/19 Forecast (6 months actual + 6 months forecast) in **Table 5** shows that VCC is projecting a breakeven position. Revenue is forecasted to be $113.5 million compared to budget of $111.8 million ($1.7 million above budget) and prior year of $107.4 million ($6.1 million higher than prior year). One of the main reasons is the increase in contract revenue projected to be $1.3 million over budget.

Expenses are forecasted to be $113.5 million compared to budget of $111.8 million ($1.7 million higher than budget) and prior year of $106.6 million ($6.9 million higher than prior year). The main increase in projected expenses is due to higher salaries of $982K (additional hires needed to deliver new programs and higher enrolment), increase in supplies and general expenses of $333K and an increase in agency fees due to higher international student enrolment of $286K.

Statement of Operations – Comparison to Budget and Prior Year
2018/19 Forecast with Six Months Actual (Ended September 30, 2018) and Six Months Forecast
Table 5:

(In $ Thousands)	2018/19 Current Forecast (6 + 6)	2018/19 Budget	Variance favourable /(unfavourable)	Comments	2017/18 Actuals	Variance favourable /(unfavourable) - 1819 current fcst vs 1718 actuals
Province of B.C. Grants	55,085	55,242	-157	Reduced ITA funding by $450K due to lower enrolment in Culinary Programs; operating grant increased by $260K	54,415	670
Adult upgrading grant	278		278		1,057	-779
Sales of goods and services	6,404	6,308	96		5,910	494
Tuition and student fees	33,567	33,521	46	Domestic tuition - School of Hospitality & Food tuition revenue lower by $250K, School of Trades tuition revenue lower by $580k, School of Health tuition revenue lower by $300K. International tuition - School of Hospitality & Food tuition revenue increased by $672K, School of Trades tuition revenue increased by $532K.	27,876	5,690
ABE/EAL Tuition Free Grant	4,680	4,395	285	Mostly for EAL program	3,140	1,540
Other grants, fees & contract services	5,626	4,280	1,346	ASP $55K, Building Service Worker $81K, CACE Pilot $44K, ECCE $190K, EWH $152K, OAT $154K, Intro Skills to Culinary $76K, LINC $475K, BC Hydro $30K	6,405	-779
Miscellaneous income	1,635	1,507	129	Movie rental increased by $25K, Parking revenue increased by $33K	2,312	-677
Donation income (Foundation Related)	619	520	99		598	21
Amortization of deferred capital contribution	5,353	5,820	-468	Restricted capital project not started.	5,498	-145
Investment income	282	200	82		261	21
REVENUES	**113,528**	**111,792**	**1,736**		**107,472**	**6,056**
SALARY AND BENEFIT EXPENSES	**81,193**	**80,211**	**-982**	A few new positions have been added with a start date in September. Faculty/Staff expenses increased to accommodate increase in contracts that will start in September.	**76,670**	**4,523**
Supplies and general expenses	8,143	7,810	-333	Software increased by $120K, supplies increased $53K, and travel increased by $75K	7,186	957
Adult upgrading/Financial aid	278		-278		1,057	-779
Bursary/Scholarship	619	520	-99		598	21
Professional fees	3,323	3,037	-286	Agency fee increased by $125K, professional fee for contract training increased by $75K, and legal fees increased by $25K	2,372	950
Building and telecom	6,769	6,685	-84		6,563	206
Cost of Goods Sold	3,881	3,897	16		3,732	150
Depreciation Expense	9,322	9,632	310	due to lower restricted capital revenues	8,390	933
OPERATING EXPENSES	**32,336**	**31,581**	**-754**		**29,897**	**2,439**
TOTAL EXPENSES	**113,528**	**111,792**	**1,736**		**106,567**	**6,962**
NET SURPLUS (DEFICIT)	-		-		**905**	**-906**

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* OAT: Office Assistance Training

November 2018 - Report on Potential Procurement Opportunities Over $200k

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Recurrent Needs					
Citrix	IT Software Licenses	19-Sep-15	27-Oct-19	$303,000	Projected spend for 5yrs over $200k. Contract extended for one year.
Prism Engineering Ltd	Energy Management Services. BC Hydro supports this work with a $50k annual rebate	1-Mar-13	31-Dec-18	$600,000	BCNETSource considering energy management consulting services as a future sector wide opportunity. Project on hold until further notice.
Bloom Media	Digital Ad Buyer	12-Jul-13	11-Jul-18	>$500k	Award Stage. RFP was posted, evaluation is complete and a contract has been awarded to NichePlus Digital .Projected 5 year spend
Revolution Resource Recovery Inc.	Waste and recycling removal and handling services	1-Aug-15	15-Jul-19	>$500k	Planning stage - projected 5 year spend
The Toronto Dominion Bank	Banking Services	15-Jan-14	14-Jan-19		Solicitation stage
Imperial Parking Canada Corp	Parking Management	7-Feb-14	28-Feb-19	Revenue Contract	Planning stage
Known New Opportunities					
Fire Sprinkler Project - Phase I				$200,000	Planning Stage
Fire Sprinkler Project - Phase II				$800,000	Planning Stage
Washroom Renovation Phase III				$300,000	Contract awarded to KDS Construction for $220,000. Work has commenced.
Downtown 1st Floor Renovation (International Educ and Student Dev)				$800,000	Contract awarded to Holaco Construction for $560,000. Work has commenced. (approved spend by FAC - Sept 19)

November 2018 - Report on Potential Procurement Opportunities Over $200k

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Automotive Classroom Enlargement				$600,000	Solicitation Stage - (approved spend by FAC - Sept 19)
New Datacenter Storage Solution				$480,000	Solicitation Stage - multi year spend
Wireless Infrastructure Upgrade	Phase I (FY 18/19) Downtown Campus - $700k Phase II (FY 19/20) Broadway Campus - Approx. $1M			$1,700,000	Planning stage - (DN to FAC Nov 19)
BCNET Common Needs Projects:					
Uniglobe Travel	Travel Management Company	TBD		>$200,000	VCC in the process of onboarding with the BCNETSource Vision Travel (formerly Uniglobe) agreement.

Notes:
Recurrent Needs - open recurrent contracts expiring before Sept, 2019
Known New Opportunities - New opportunities revealed by end user departments
BCNET Common Needs Projects - Group purchasing opportunities

2018/19 Risk Assessment Update

The 2018/19 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 7**):

Risk Rating

L	Low
M	Medium
H	High

Risk Register
Table 7:

Risk associated with achieving the 2018/19 Integrated College Plan and budget

Rating	Risk	Mitigation
L	Government budget constraints	• Increase revenue from other sources such as continuing studies, contract training, international students and strategic partnerships
L	Below-target enrolment compared to plan	• 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	• On-going monitoring of enrolments • Maintain proactive relationship with ITA to ensure any changes in funding formula is known in advance • Ensure program curriculum meets ITA expectations
L	2018/19 financial targets not realized	• Strong emphasis on budgeting process and establishing realistic budgets • Monthly financial review and forecasting • Comprehensive monthly cost analysis

Rating	Risk	Mitigation
		• Reduce manual processes by streamlining, automating and continuous improvement to create efficiencies
L	Faculty Association and CUPE labour relations	• Foster favourable relations with bargaining units
L	Program delivery meeting changing students' expectations	• 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 • Keep in regular contact with the Student Union (SUVCC) executive
L	Reputation management	• Develop an internal and external communication strategy
M	Board succession	• Develop a succession plan to address Board skill requirements prior to individual term expiry or resignations and continue to work with the government to find suitable candidates
M	Management succession	• Develop a succession plan for key positions within the college • Continue to provide career development training opportunities and mentoring
M	Government relations	• Significant and sustained outreach to government representatives, in AEST and other Ministries • Ensure there is government awareness of the VCC mandate and priorities
M	IT – Banner 9 Software upgrade	• Steering committee and working group in place • Continually monitor the project milestones
M	IT – Security assessment	• Develop a cyber security plan to address vulnerabilities identified in the security assessment
M	IT – Disaster recovery	• Develop a comprehensive disaster recovery plan

Rating	Risk	Mitigation
		• Migrate more IT functionality to cloud based solutions
M	Emergency response plan - roles and responsibilities clearly defined and communicated	• Update emergency preparedness and response plan and clearly identify roles and responsibilities • Conduct training workshops on emergency response
M	Aging capital infrastructure	• 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 2018/19 Integrated College Plan

	Opportunities	Strategy
M	New revenue generating opportunities	• 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	• In collaboration with VCC Foundation establish fundraising campaign initiatives and set targets • Reinvigorate alumni relations and turn more alumni into donors

2018/19 INTEGRATED COLLEGE PLAN - KEY PRIORITIES SUMMARY		
Key Success Driver #1 - Educational Quality		**Status Update – Q1 & Q2**
Health Sciences	■ Conduct needs assessment for developing a Practical Nurse Refresher program ■ Investigate new program offering opportunities for international students: o 2-year Health Care Assistant ESL program o Post-degree diploma in Health ■ Commence program renewal process for: o Health Unit Coordinator o Practical Nursing o Access to Practical Nursing (provincial program renewal) o Pharmacy Technician ■ Develop program implementation plan for: o Dental Technology Sciences (year 2) o Bachelor of Allied Science in Dental Hygiene o Denturist Sciences o Occupational/Physical Therapist Assistant (year 1) o Acute Care Skills for Health Care Assistants o Pre-Health Sciences	■ Practical Nurse Refresher - Ongoing discussion with Ministry regarding the need for a refresher program ■ 2-year Health Care Assistant-ESL for international students has been put on hold a this time ■ Post-degree diploma - Very preliminary discussions have been initiated ■ Health Unit Coordinator – renewal underway ■ Practical Nursing – renewal completed. New curriculum will be implemented in January 2019 ■ Access to Practical Nursing – renewal completed. Curriculum to be implemented in September 2019 ■ Pharmacy Technician renewal moved to 2019-2020 ■ Dental Tech Sciences – 2nd year currently being implemented ■ Bachelor of Applied Science Dental Hygiene – awaiting Ministry response to proposal ■ Denturist Sciences – awaiting Ministry response to proposal ■ Occupational/Physical Therapist Assistant – renewed program being implemented ■ Acute Care Skills for Health Care Assistants – revisions being implemented ■ Pre-Health Sciences – recruitment for January 2019 intake in progress

Trades, Technology & Design	▪ Develop Indigenous Pathway programs for Auto Collision Refinishing (ACR) ▪ Launch first heavy Mechanical Technology diploma for international students ▪ Implement Hairstyling Apprenticeship Level 2 courses ▪ Implement new Computer Systems Technology (CST) 2 year Diploma ▪ Develop new curriculum for Mechanical CAD/BIM program ▪ Based on Jewellery diploma renewal process update curriculum ▪ Seek National Automotive Technician Education Foundation (NATEF) accreditation ▪ Develop Level 2 Heavy Mechanical trades apprenticeship courses in Moodle	▪ Develop Indigenous Pathway program for ACR – in progress ▪ International Heavy Mechanical Diploma – scheduled to start May 2019 ▪ Hairstyling Apprenticeship Level 2 courses – 90% of course development has been completed ▪ CST 2-year Diploma – curriculum approved and planning in progress for launch in September 2019 ▪ CAD/BIM – completed industry needs assessment ▪ Jewellery diploma renewal – first meeting of the renewal committee was held in September ▪ Heavy Mechanical trades apprenticeship Level course development in Moodle on hold until 2019/2020
Hospitality, Food Studies & Applied Business	▪ Pilot summer camp program ▪ Conduct needs assessment for offering an international Asian Culinary Arts program ▪ Develop diploma program in Applied Business ▪ Commence program renewal for: o Administrative Assistant o Baking and Pastry Arts ▪ Explore articulation agreements for international exchanges for Hospitality, Culinary and Baking students ▪ Expand e-text offerings ▪ Expand online offerings ▪ Curriculum development for Project Management post-degree diploma ▪ Continue to pilot English language support for domestic and international students ▪ Continue pilot for EAL support instructors	▪ Pilot summer camps – no summer classes were offered ▪ Molecular program – developed and will be offered through Continuing Studies ▪ Investigating diploma in Asian Culinary Arts ▪ Investigating building a diploma with Culinary Arts/Asian Culinary/Baking & Pastry Arts ▪ Administrative Assistant – program renewal process has started ▪ Baking & Pastry Arts – program renewal in progress ▪ Articulation agreements have been signed with some domestic and international institutions ▪ Project Management post-degree diploma – curriculum development completed. Launch scheduled for September 2019 ▪ Hospitality Management e-texts implemented for some courses

		▪ On-line student success modules have been created and being piloted in Hospitality Management ▪ EAL support for instructors and supports pilot is continuing and will be complete in May 2019
Arts & Sciences	▪ Implement Environmental Science Certificate ▪ Assess/adapt programs/courses to align with K-12 changes ▪ Conduct needs assessment for: o Advanced ASL, Deaf literature and job readiness program o An enhanced Music Degree program o Post-baccalaureate programs ▪ Commence program renewal process for: o Deaf and Hard of Hearing (DHH) programs o Basic Education o College and Career Access o ABE Intermediate Program for Youth o Access Career Education o Academic Upgrading – Computers o TESOL Certificate and Diploma ▪ Expand blended delivery option for ESL Pathways courses to include all levels 7 and 8 ▪ Expand online delivery ▪ Create an ABE Hub that would bring all adult upgrading programming together in the same space	▪ Environmental Science Certificate - will be brought to Curriculum Committee in October/November ▪ Expansion of ESL Pathways courses to include levels 7 and 8 – completed ▪ Program renewal – DHH, Music and TESOL underway ▪ Basic Education Career Exploration Course – completed and running ▪ Creation of ABE Hub – discussions ongoing
Continuing Studies	▪ Design professional development courses in existing program areas ▪ Ongoing renewal/program redesign of Counselling Skills programs ▪ Initiate program review and revision of: o Makeup Artistry Certificate	▪ Ongoing renewal of Counselling Skill programs – in progress ▪ Program reviews – in progress ▪ ECCE Diploma/Post Basic Programs – launched in September 2018 ▪ Phase I Online registration system changes were

	○ Business Leadership suite ○ Network Technology NETT ○ Fashion Merchandising Associate ■ Implement and launch ECCE Diploma/Post Basic programs ■ Research new online "shopping cart" registration system and make a recommendation for implementation ■ Implement new course evaluation processes	identified and went "live" in July. To date marginal improvements have been observed and progress is being monitored
Library, Teaching & Learning Services	■ Conduct needs assessment for an 18 month Provincial Instructor Diploma (PIDP)/eLearning Certificate ■ Review PIDP and Online & eLearning (ONEL) curriculum – considering new pathways and structures ■ Complete Education Services renewal for the library ■ Develop Library Research Framework ■ Initiate Student Research Day ■ Re-establish School of Instructor Education PAC ■ Develop online learning strategy ■ Expand e-textbook and e-learning platform ■ Develop Institutional Learning Outcomes (ILO) implementation plan	■ Needs assessment for Post Graduate PIDP/eLearning Certificate – ongoing discussions with International Education ■ PIDP and ONEL renewal – curriculum changes going through the governance process ■ ILOs finalized and presented at PAC breakfast and on VCC Day. The Leaders' Forum will be consulted on steps to integrate/implement ILOs in their respective departments ■ Student Research Day – ongoing ■ PAC – re-established; members confirmed ■ Online Learning Strategy – final draft complete; going to Education Council for information ■ e-textbook and e-learning platform expansion - ongoing
Student Development	■ Participate in Educational Services review ■ In conjunction with SUVCC evaluate student life initiatives and develop recommendations	■ Participate in Educational Services review – in progress
International Education	■ Plan for additional international cohorts in Post-Degree Diplomas ■ Evaluate processes and implement strategies to increase efficiencies international student support in relation to admission and advising ■ Engage Deans and Department Heads to ensure there is intercultural and English language support for	■ Additional International Post-Degree Diplomas – additional cohorts have been added ■ Evaluate processes and implement strategies to increase efficiencies – changes to Banner admissions completed and new process documents created ■ Intercultural and English language supports –

	international students and faculty ■ Increase capacity within the department to provide timely and relevant international student support	have been coordinated with Deans ■ Increase department capacity – additional staff have been hired to provide student support ■ Increased enrolment in UT programs
Indigenous Education & Community Engagement (IECE)	■ Conduct needs assessment with local Indigenous communities to identify opportunities for community program delivery ■ Continue to develop Indigenization strategy ■ Review support services for Indigenous	■ Ongoing
Vice President Academic	■ Host annual President's Research Symposium ■ Launch President's Research Fund ■ Support Strategic Enrolment Management (SEM) working groups' goals in student recruitment, retention, data management and teaching/learning space needs ■ Participate in Ministry's Quality Assurance Process Audit (QAPA) ■ Complete curriculum management software implementation	■ Second Research Symposium was held in October ■ President's Research Fund - $10,000 was awarded to 5 recipients for 2018-19 ■ Institutional Report for Quality Assurance Audit – submitted in early September. External panel visit scheduled for November ■ Curriculum management software implement – CourseLeaf has been fully implements
Partnership Development Office	■ Explore feasibility of short term "Fields of Studies" for International students and faculty in program areas ■ Work with IECE to explore training opportunities to deliver programs in community ■ Explore feasibility of online course delivery through LERN ■ In conjunction with Student Development implement recommendations from Career Services study ■ Develop a central repository for partnership contracts	■ "Fields of Studies" for international and faculty – discussions are ongoing with departments ■ Explore training opportunities with IECE – delivery of contracts with Musqueam in progress; exploring other opportunities ■ LERN – explored and liaised with other organizations and determined courses are not revenue generating ■ Career Services study – met with departments and Career Services committee to update and identify priorities for 2018/19 ■ Repository for partnership contracts – established with finance and now completed

Key Success Driver #2 – Operational Excellence		Status Update – Q1 & Q2
Registrar & Enrolment Services	▪ Codify and catalogue transfer credit rulings and build these into Banner ▪ Assess VCC articulation information in BCCAT ▪ Banner cleanup to better support timetabling and EMS (room bookings) implementation ▪ Develop real term admissions processes ▪ Develop and implement new timetabling processes ▪ Implement revisions to admissions process, including additional data cleanup and reporting ▪ Support Banner 9 upgrade	▪ Codify and catalogue transfer credit rulings – recruitment for position in progress ▪ Real time admissions conversion - completed. There will be ongoing refinement and changes to reporting going forward to build on initial changes ▪ Banner data cleanup - ongoing ▪ Banner 9 Student upgrade – testing ongoing and preparation for mass training in progress
Institutional Research	▪ Conduct labour market research for new program development and program renewals ▪ Transition from COGNOS to Tableau reporting ▪ Increase course evaluations ▪ Increase program evaluations ▪ Develop self-service model for reporting of student data ▪ Deploy Student Development student survey	▪ Developed College, School, Department profile report ▪ Pilot to Tableau reporting – in progress Provided data to annual program review process ▪ Continue to support schools and departments with student surveys
Student Development	▪ Regularize annual safety and security protocols review and workplace discrimination, harassment and violence training for staff and faculty ▪ Support mental health and wellness initiatives ▪ Develop department practice guidelines for Disability Services	▪ In progress
International	▪ Examine current international admissions and advising processes to initiate strategies that will increase efficiencies through technology and automation	▪ MailChimp online mass communication tool – implemented to improve pre-arrival communications ▪ Investigating FlyWire online payment system to increase efficiencies in payments and refunds
Human Resources	▪ Review and update exempt job descriptions ▪ Develop a monitoring plan to ensure annual performance	▪ Review and update exempt job descriptions – completed

	reviews are completed ▪ Review current performance management system to ensure alignment with PSEA exempt compensation guidelines ▪ Implement Faculty Performance Appraisal cycle throughout the life of the academic plan ▪ Review and develop enhanced staff orientation process ▪ Develop a comprehensive plan to address employee engagement survey results ▪ Enhance VCC's recognition culture by enhancing college wide formal and informal recognition plans ▪ Review Prevention of Harassment, Discrimination and Bullying Policy	▪ Performance reviews – created process and procedures to monitor and mid-year performance reviews in alignment with Excluded Compensation Sectorial Framework ▪ Faculty performance appraisal cycle – fully implemented ▪ Implement employee training plan – training has been incorporated into regularly scheduled Leaders' Forum meetings; multi-year training plan has been established ▪ Implemented initiatives for Health and Wellness Plan - created draft terms of reference for committee ▪ Develop and enhance staff orientation process – continuing to receive feedback and incorporating suggestions into new orientation program ▪ Engagement survey – Pulse Check survey in progress and closes November 22nd
Information Technology	▪ Evaluate and develop college-wide printer replacement plan (current Ricoh lease expires June 2018) ▪ Review IT security assessment recommendations and develop and implementation plan ▪ Evaluate and develop a Virtual Desktop infrastructure project plan ▪ Assess and develop a plan to update the wireless network infrastructure ▪ Assess current payment processing processes/procedures and develop a plan to meet PCI compliant requirements ▪ Marketing Initiatives: o Marketing migrate myVCC to Sharepoint o Develop business case for external web	▪ College-wide printer replacement – First phase completed in October and second phase started in November ▪ IT Banner security assessment – initiated ▪ Virtual Desktop infrastructure project plan – on hold until resources become available ▪ Wireless Assessment – completed. Implementation plan now in progress ▪ Payment processing – on hold until resources become available ▪ Marketing migration of myVCC to Sharepoint - temporarily on hold ▪ Business case for external web content management system – 85% complete ▪ Room booking Web App – non-academic

	content management system ▪ Facilities Initiatives: o Finalize Web App to simplify internal academic room bookings o Conduct needs assessment and make recommendations for options to replace the existing Facilities Work Order system ▪ Implement Banner 9 upgrade project plan – Phase I Payroll and HR upgrade to be completed and go live by Dec 31 2018 ▪ Evaluate and make recommendations on a CRM system	booking complete ▪ Facilities Work Order System – in progress ▪ Banner 9 upgrade – Phase I Payroll, HR and Finance go live completed end of October; Student to go live in December. On time and on budget ▪ CRM system – discussions with departments have been completed. On hold until 2019/2020 ▪ HR recruitment application portal – implementation complete
Commercial Services	▪ Evaluate and streamline VCC bookstore and duplicating processes and operations ▪ Coordinate and facilitate operational changes based on the new culinary arts curriculum ▪ Explore revenue opportunities to expand duplicating services	▪ Improvement of processes and services in both the bookstore and printing – in progress ▪ Coordinate and facilitate operational changes based on new culinary arts curriculum – continues to develop. Work has begun on new food service catering preparation space
Safety and Security	▪ Complete review of Emergency Response Management (ERM) plan ▪ Develop and communicate emergency training plan for faculty and staff ▪ Review, develop and communicate risk management and privacy policy and procedures ▪ Emergency Operations Centre (EOC) management training ▪ Table top exercise on a simulated disaster ▪ Draft policies for: Cannabis on campus and travel risk management	▪ ERM – plan moving to Operations Council for review and adoption ▪ Emergency training plan – has been put forward and training has started college wide ▪ Risk management and privacy – Hooper consultants selected to assist in policy development ▪ EOC management training – two ½ day workshops have been delivered ▪ Table top exercise – planning in progress; scheduled for early December ▪ Policies – in progress
Procurement	▪ Initiate second phase of streamlining processes for procurement, receipt of goods/services and reporting ▪ Roll out Bonfire eSourcing tool ▪ Introduce department name change from Purchasing	▪ Process streamlining – department focus has been on testing and updating user-guides for the Banner 9 upgrade ▪ Bonfire eSourcing tool – three solicitations have

	Services to Procurement Services to better reflect the full scope of services provided by the department	been done using this tool ▪ Department name change – has been completed
Facilities	▪ Fully implement Event Management Software (EMS) for room bookings ▪ Complete space usage studies – Downtown, Broadway A & B o Initiate measures to address critical space issues identified in interim space use studies ▪ Secure consultant to advise on a plan to renovate the Dental spaces Downtown – including the Denturist Sciences program ▪ Develop space designs in various areas to address growth and changes to curriculum ▪ Explore opportunities to expand external room bookings revenue	▪ EMS Web App – non-academic booking implementation complete ▪ Space usage studies – interim space analysis for DTN campus mainly complete; BWY A and B in progress ▪ Dental space – consultant retained to develop needs assessment ▪ International Education and Student Development space – remodeling and expansion project preparing for construction phase ▪ Culinary/Baking – RPG retained for the project; visioning exercises in progress ▪ Automotive Service Technician and Automotive Collision and Refinishing – classroom upgrade in progress; construction scheduled to start in November/December
Key Success Driver #3 – Financial Stability and Sustainability		**Status Update – Q1 & Q2**
VP Administration & CFO	▪ Initiate the integrated college planning (ICP) framework cycle – 2019/20 ▪ Monitor, update and communicate status of goals, objectives and initiatives as detailed in the 2018/19 ICP ▪ Work with Partnerships BC to issue an RFP and secure a proponent to develop a Campus Master Plan o Start the campus master planning process	▪ ICP framework – initiated; enrolment and budget planning; and department meetings in progress ▪ Status update – Q1 and Q2 in progress ▪ Campus Master Plan – DIALOG has been awarded the project contract; community and engagement plan has been development and engagement exercises have started
President	▪ Develop long-term strategic objectives that are the bridge between the new VCC Vision and Values and the Integrated College Plan – incorporate into a Strategic	▪ In progress – department meetings have been scheduled ▪ Strategic Plan – draft to be presented to the Board in early 2019

	Plan and present to the Board by summer 2018 ▪ Implement external outreach initiatives	▪ External outreach initiatives – ongoing
Finance	▪ Review and improve enrolment and budget planning process ▪ Carefully monitor actual to budget results ▪ Develop plan to implement Uniglobe Travel services ▪ Review and update travel policy ▪ Update spending authority limit policy	▪ Review and streamline enrolment and budget planning process – completed and changes being implemented ▪ Monitor actual to budget – on going ▪ Uniglobe Travel services – transition to new services in progress ▪ Travel policy and spending authority matrix update and review – completed; through governance and approved
Key Success Driver #4 – Reputation Management		**Status Update – Q1 & Q2**
Marketing	▪ Begin investigation and discovery phase of college-wide brand refresh ▪ Implement the digital marketing strategy ▪ Roll-out current refreshed brand standards ▪ Develop and implement social media policy ▪ Develop and communicate short and long-term goals of the Strategic Enrolment Management (SEM) working group ▪ Develop plan to improve online acquisition process ▪ Continuation of “Make Your Mark” campaign ▪ Begin research for next recruitment campaign	▪ Brand refresh – RFP for research consultant to being in October/November ▪ Digital marketing strategy – temporarily on hold until new Manager, Digital Strategy is in place ▪ Refresh brand standards – assessing project next steps and timelines ▪ SEM – recruitment working group established ▪ “Make your Mark” campaign – in market; brand health and research planned to determine next steps
Stakeholder Engagement	▪ Investigate community involvement opportunities ▪ Continued internal and external outreach	▪ On going
Fundraising	▪ Gala plan for 2018/19	▪ In progress

KSD #5 – Business Development		Status Update – Q1 & Q2
Partnerships and Collaborations	▪ Develop new partnerships to expand programming	▪ On going
Partnership Development	▪ Explore partnership opportunities with corporate and not-for-profit organizations	▪ On going
Business Development	▪ Explore new opportunities with corporate and not-for-profit organizations	▪ On going

2018/19 INTEGRATED COLLEGE PLAN - Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
Key Success Driver (KSD) #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
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	Health Sciences	▪ Investigate opportunity for Practical Nurse Refresher program ▪ Consider development of a Post-Degree Diploma program in Health	Debbie Sargent: ▪ There is no update at this time.	Debbie Sargent: ▪ There are ongoing discussions with the Ministry of Advanced Education, Skills and Training regarding the need for a Practical Nurse Refresher program. ▪ A two-year HCA-ESL program for International Students was considered. Discussions occurred with EdCo and International Department and this initiative will not continue. Remove "Consider offering a 2 year Health Care Assistant ESL program for International students" from the 2018/19 initiatives column. ▪ A Post-Degree Diploma program in Health will be explored in 2019-20. The Ministry may be providing some funding for Health Leadership programs in the future.	
	Hospitality, Food Studies & Applied Business	**Culinary Arts:** ▪ Develop 6 month program for Italian students ▪ Pilot summer camp program ▪ Complete MOU with KPU for Culinary and Baking student pathways ▪ Develop new programming with KPU ▪ Develop Molecular Cuisine course for Red Seal chefs **Asian Culinary Arts:** ▪ Investigate International Cohort ▪ Bridge PC 1 and PC 2 with a session of Asian Culinary Arts **Applied Business:** ▪ Implement new Medical Transcriptionist program for internationally trained doctors if funding is secured ▪ Develop diploma program in Applied Business **Hospitality:** ▪ Investigate professional upgrading courses for industry professionals	Dennis Innes: ▪ There is no update at this time.	Dennis Innes: Culinary Arts: ▪ Molecular Program has been developed and will be offered through Continuing Studies. ▪ Program with KPU has stalled due to internal processes at KPU. ▪ No summer classes were offered. Asian Culinary Arts: ▪ Investigating a diploma in Asian Culinary Arts. ▪ Investigating how to build a diploma with Culinary Arts/Asian Culinary/ Baking & Pastry Arts. Applied Business: ▪ Program renewal for Administrative Assistant has started. ▪ Medical Transcription program for internationally trained Doctors was not feasible.	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
				Hospitality: ▪ Still investigating upgrading courses.	
	Trades, Technology & Design	**Auto Service Technician:** ▪ Update curriculum for harmonized program. Complete NATEF accreditation. **Auto Collision Refinishing:** ▪ Develop Indigenous Pathway programs **Heavy Mechanical Trades:** ▪ Launch new international diploma program first cohort **Visual Communications Design:** ▪ Design new pathways or modules for new diploma program ▪ Develop bridge programs with Emily Carr, Capilano U and KPU **Hair Design & Skin & Body Therapy:** ▪ Launch Hairstylist Level 2 apprenticeship courses **Computer Systems Technology:** ▪ Launch new program **CAD/BIM:** ▪ Develop new curriculum for Mechanical CAD/BIM certificate program	Brett Griffiths: Auto Service Technician: ▪ Instructor Ryan Lee has started working on upgrading Moodle Shells. The process has started to complete NATEF accreditation. Auto Collision Refinishing: ▪ The development of the Indigenous Pathways programs has not started. Heavy Mechanical Trades: ▪ The international diploma program has been approved and is scheduled to launch in May 2019. Visual Communications Design: ▪ On hold - funding was not approved. The application will be resubmitted for funding next year. ▪ Conversation started with Capilano, however, the department head stepped away from duties. The new department head will be contacted. Langara and VCC have had conversations and will look to have a formal meeting before Christmas. Hair Design & Skin & Body Therapy: ▪ Project has started. Computer Systems Technology: ▪ Program was approved by the Curriculum Committee. CAD/BIM: ▪ The department met with the PAC to review the proposal for the new program. Direction report completed.	Brett Griffiths: Auto Service Technician: ▪ Ryan Lee has upgraded many of the Moodle shells with harmonized content and assessment techniques. Project is almost complete. Department has started collecting information needed for the NATEF package. Project is on track. Auto Collision Refinishing: ▪ Department is in the process of collecting information to start the conversation with the Indigenous Education Office. Heavy Mechanical Trades: ▪ First cohort is scheduled to start in May 2019. Department is finalizing the Master schedule. Visual Communications Design: ▪ On hold - funding was not approved. The application will be resubmitted for funding next year. ▪ Introduction email sent to the new department head at Capilano. Meeting with Langara will be scheduled before Christmas. Hair Design & Skin & Body Therapy: ▪ 90% of courses have been developed. Level 2 will run upon enrolling enough students. Computer Systems Technology: ▪ Program was approved by Education Council. It is scheduled to launch in September 2019.	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
				CAD/BIM: ▪ Completed industry needs assessment. Revised course learning outcome. Program uploaded to Course Leaf.	
	Arts & Sciences	**University Transfer:** ▪ Implement Environmental Science Certificate ▪ Assess/adapt programs/courses to align with K-12 changes ▪ Explore new courses such as food chemistry, physics and music, organic chemistry, flexible pre-biology majors for Associate of Science degree **Basic Education:** ▪ Propose curriculum development for Basic Education Career Explorations tied to provincial labour market demand: Basic Literacy and Numeracy for Trades **Deaf and Hard of Hearing:** ▪ Conduct needs assessment for advanced ASL, Deaf literature and Job Readiness Program **Music:** ▪ Conduct needs assessment for an enhanced Music Degree program ▪ Conduct needs assessment for post-baccalaureate programs and certificates, including teacher training workshops	David Wells: ▪ There is no update at this time.	David Wells: University Transfer: ▪ Guaranteed Transfer Pathway between VCC and SFU has been signed by both institutions. ▪ University Transfer Science Certificate is being amended for alignment and will be taken through Curriculum Committee in October or November. ▪ New courses at the 200 level are awaiting more details on Lab renovation. Basic Education: ▪ Basic Education Career Exploration Course is complete and running. Deaf and Hard of Hearing: ▪ No update for Deaf and Hard of Hearing. Music: ▪ Music Degree Program currently going through program renewal process.	
	School of Instructor Education	▪ Needs assessment of an 18 month Post Graduate PIDP/eLearning Certificate working in conjunction with International and Pathways ▪ Review PIDP and ONEL curriculum, considering new pathways and structures	Shirley Lew: ▪ Ongoing ▪ Action Plan from SIE's program renewal complete and going through governance.	Shirley Lew: ▪ Ongoing. Early discussions with International Education positive. ▪ Renewal of PIDP and ONEL has resulted in changes in curriculum and program structure. Changes are going through governance.	
	Continuing Studies	▪ Refine and implement assessment tool to evaluate suitability of new programs and partnerships	Gordon McIvor: ▪ School Age course development contract finalized.	Gordon McIvor: ▪ Updated course costing template and new course proposal form to	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
		proposed to CS by internal and external stakeholders ▪ Develop new courses and programs as partnerships arise with external partners and other internal VCC departments ▪ Develop professional development courses in existing program areas ▪ Creation of new "one-off" courses in Culinary, Fashion, ECCE and Trades		assess suitability has been launched. ▪ Molecular gastronomy course arrangement in progress with Culinary. ▪ School Age course for ECCE in development with an expected launch in winter 2019.	
	Indigenous Education & Community Engagement	▪ Conduct Needs Assessment with local Indigenous communities to identify opportunities for VCC (community delivery) ▪ Develop Indigenous Community Program Delivery Checklist for Faculty teaching in Indigenous Communities	Tami Pierce: ▪ Ongoing	Tami Pierce: ▪ Ongoing	
1.1.2 Renew programs that have not gone through renewal in the past 5 years	Hospitality, Food Studies & Applied Business	▪ Develop curriculum to support action items arising from program renewals ➢ Administrative Assistant ➢ Baking and Pastry Arts	Dennis Innes: ▪ In progress	Dennis Innes: ▪ Program renewals for both Baking and Administrative Assistant are underway.	
	Health Sciences	▪ Health Unit Coordinator (HUC) program (renewal) ▪ Practical Nursing (provincial renewal) ▪ Access to Practical Nursing (provincial program renewal) ▪ Pharmacy Technician program (renewal)	Debbie Sargent: ▪ HUC renewal will start in September. ▪ Practical Nursing and Access to Practical Nursing - CD funding is in place for implementation of renewed provincial curriculum. ▪ Pharmacy Technician renewal – discussions with accrediting body – need to increase program length.	Debbie Sargent: ▪ HUC renewal is underway. ▪ Practical Nursing renewal is complete, and the new curriculum will be implemented in January 2019. ▪ Access to Practical Nursing renewal is complete, and the new curriculum will be implemented in September 2019. ▪ Pharmacy Technician renewal will move to 2019-2020. There will be a need to increase the program length and a need for increased budget for the new program.	
	Arts & Sciences	▪ Deaf and Hard of Hearing (DHH) Program ▪ Basic Education ▪ College & Career Access ▪ ABE Intermediate Program for Youth ▪ Access to Career Education ▪ Academic Upgrading – Computers ▪ TESOL Certificate and Diploma	David Wells: ▪ There is no update at this time.	David Wells: ▪ DHH, TESOL and Music Degree Programs have all commenced the Program Renewal process.	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
		▪ Music Degree			
	Trades, Technology & Design	**Jewelry Arts and Design:** ▪ Update curriculum for Jewelry diploma program based upon renewal	Brett Griffiths: ▪ Courses updated have been uploaded to Course Leaf. A renewal committee has been formed.	Brett Griffiths: ▪ The first meeting for the Jewelry Design program renewal committee is scheduled on September 19, 2018.	
	Continuing Studies	▪ Update renewal matrix, based on market needs and changing priorities ▪ CS formally reviews programs as follows: Year 1, Launch program renewal; Year 2, Ongoing renewal/ Redesign; Year 3, Launch of New Program ▪ CS to initiate a "curriculum review and revision" for minor program changes and non-credit courses, as needed Specific Program Activities: ▪ Ongoing renewal/program redesign of Counselling Skills Programs (Foundation and Advanced Certificates) ▪ Launch Curriculum Review and revision of Makeup Artistry Certificate ▪ Launch renewal of Business Leadership suite of programs ▪ Complete NETT renewal ▪ Launch of curriculum review and revision of Fashion Merchandising Associate Program	Gordon McIvor: ▪ There is no update at this time.	Gordon McIvor: ▪ There is no update at this time.	
	Library, Teaching & Learning Services	▪ Complete Education Services Renewal for the Learning Centre ▪ Complete Education Services Renewal for the Centre of Teaching, Learning & Research (CTLR)	Shirley Lew: ▪ Learning Centre self-study ongoing. ▪ CTLR self-study ongoing.	Shirley Lew: ▪ Self-study complete. Preparing for external panel visit. ▪ CTLR self-study almost complete. External site visit scheduled for November.	
1.1.3 Implement programs that have gone through program renewal and/or have had minor or major changes	Health Sciences	▪ Dental Technology Sciences (DTS) – implement Year 2 ▪ Bachelor Of Allied Science in Dental Hygiene degree – achieve DQAB and Board approval ▪ Denturist Sciences Program – achieve Ministry and Board approval ▪ Occupational/Physical Therapist Assistant (OPTA) program –implement major changes Year 1 ▪ Acute Care Skills for Health Care Assistants - implement approved changes	Debbie Sargent: ▪ Year 2 of DTS will start in August 2018. ▪ Bachelor of Applied Science in Dental Hygiene (BSDH) program has been submitted to DQAB. ▪ The Denturist Sciences program has been submitted to the Ministry. Capital funding has been made available to further explore space	Debbie Sargent: ▪ 2nd year of Dental Technology Sciences is currently being implemented. ▪ Ministry has responded to the BSDH proposal requesting additional information; this is currently being complied. ▪ Had a conference call with the Ministry regarding the Denturist	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
		▪ Pre-Health Sciences – implement new program	renovations. ▪ Revisions to OPTA will be implemented in September 2018. ▪ Pre-Health Sciences enrolment low – needs more marketing – decision to delay implementation until January 2019.	Sciences tuition. This is currently with the senior leaders in the Ministry; awaiting approval. Space consultant is being hired to recommend space reconfiguration. ▪ Renewed OPTA program is being implemented. ▪ Acute Care Skills for HCA's – revisions are being implemented. ▪ Pre-Health Sciences enrolment increasing – plan for implementation January 2019.	
	Continuing Studies	▪ Implement and launch ECCE Diploma/Post Basic Programs	Gordon McIvor: ▪ In-progress	Gordon McIvor: ▪ Post-Basic Diploma Program launched in September 2018 – 27 students started the program.	
	School of Instructor Education	▪ Develop a 3-5 year Action Plan from the recommendations from the renewal ▪ Implement first year changes from the Action Plan	Shirley Lew: ▪ Action Plan complete. Plan is going through governance. ▪ Implementation is ongoing.	Shirley Lew: ▪ Action Plan approved. Department has prepared concept paper and business analysis for restructured PIDP which is going through governance. ▪ Concept paper for Certificate in Educational Leadership is also going through governance.	
1.1.4 Identify, promote & support articulation and transferability of courses/programs	Registrar's Office	▪ Codify and catalogue all previous transfer credit rulings that have been made and start to build these into Banner ▪ Assess VCC articulation information in BCCAT. Focus on areas of need which should be addressed and commence articulating courses from other institutions to position VCC as a receiving institution.	Dave McMullen: ▪ Finalized new position description for a position to oversee this function as it has previously been dealt with as an add-on function for several staff.	Dave McMullen: ▪ Recruitment to new position going ahead. Some initial review of transfer articulation information that currently resides within Banner beginning.	
	Hospitality, Food Studies and Applied Business	▪ Explore articulation agreements for international exchanges for Hospitality, Culinary and Baking students	Dennis Innes: ▪ In progress	Dennis Innes: ▪ Articulation agreements have been signed with domestic and international institutes.	
1.1.5 Seek accreditation and/or external program approval status and	Health Sciences	▪ Make recommended curriculum revisions to address national/provincial standards and accreditation reports	Debbie Sargent: ▪ Preparing for CLPNBC site visit for Practical Nursing and Access to	Debbie Sargent: ▪ CLPNBC requested a delay in the site visit for the Practical Nursing and	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
implement strategies to fulfill accreditation requirements		▪ Achieve highest levels of accreditation/program approval possible	Practical Nursing accreditation in September 2018. ▪ Preparing for Pharmacy Technician program accreditation. ▪ Preparing for OPTA accreditation by implementing a renewed program that will meet accreditation standards.	Access to Practical Nursing site visit until November – CLPNBC is joining with other Nursing regulators and will be part of the BCNNP. ▪ Pharmacy Technician accreditation self study is due December 31 - site visit will be in February/March 2019. ▪ Self study report for OPTA is being prepared.	
	Trades, Technology & Design	**Auto Service Technician:** ▪ NATEF accreditation	Brett Griffiths: ▪ The process has started.	Brett Griffiths: ▪ Department has started collecting information needed for the NATEF package. Project is on track.	
1.1.6 Develop a Scholarship and Research Initiatives Plan	Library, Teaching & Learning Services/ VP Academic	▪ Initiation of Student Research Day ▪ Improve awareness of national research funding opportunities through workshops and presentations ▪ Develop Library Research Framework ▪ Library pursue Institutional Repository to archive and make accessible VCC's research output ▪ Continue to develop the Research Ethics Board (REB), through training/workshops.	Shirley Lew: ▪ Student Research Day – ongoing. ▪ Improve awareness of national research funding opportunities - no progress. ▪ Develop Library Research Framework – ongoing. ▪ Budget and implementation timeline developed for Institutional Repository. ▪ REB meetings and documentation ongoing.	Shirley Lew: ▪ Student Research Day – ongoing. ▪ Improve awareness of national research funding opportunities - no progress. ▪ Develop Library Research Framework – ongoing. ▪ Planning ongoing for Institutional Repository. ▪ Funds identified to support REB activities, training, workshops. Kathryn McNaughton: ▪ Modest release time has been approved to support the work of the Chair of Research Ethics Board (REB). ▪ Dr. Elle Ting provided Education Council with an annual update of activities carried out by REB which has seen a multifold increase in volume. ▪ Workshops/learning conversations will be scheduled to increase awareness and opportunities to access external funds.	
	Health Sciences	▪ Increase research/scholarship capacity in the Bachelor of Sciences in Nursing Program ▪ Implement strategies to support research activities	Debbie Sargent: ▪ Additional funding for 1.5 FTEs in April and 2 FTEs in September has	Debbie Sargent: ▪ Many BScN research projects are now underway with the help of the	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
			been approved to support BScN research activity.	additional funding received.	
	Hospitality, Food Studies and Applied Business	▪ Explore Foods research with external partners	Dennis Innes: ▪ There is no update at this time.	Dennis Innes: ▪ On a working group with UBC/ KPU/ VFV/ BCIT/ VCC to develop a Food Innovation Center at UBC.	
	Vice President Academic	▪ Host annual President's Research Symposium ▪ Launch President's Research Fund	Kathryn McNaughton: ▪ President's Research funds amounting to $10,000 were awarded to 5 recipients for 2018-19. The recipients presented at the Research Symposium.	Kathryn McNaughton: ▪ The second Research Symposium was held on October 11 and included a variety of presentations from Virtual Reality, Student Success, research partnerships, wellness initiatives, and community collaboration advancing principles from the Truth and Reconciliation Commission. ▪ Next year's theme is Community and there will be call for research proposals in early 2019.	
1.1.7 Develop new relevant programs and build capacity for international students	International Education	▪ Launch Business and Project Management Post Degree Diploma ▪ Launch Heavy Mechanical Technology Diploma ▪ Plan for additional International cohorts in Post-Degree Diplomas ▪ Build capacity in University Transfer (UT) courses	Jennifer Gossen: ▪ Business and Project Management Post Degree Diploma under development. ▪ Heavy Mechanical Technology Diploma launched and will begin May 2019. ▪ Additional cohort added in Canadian Business Management Post Degree Diploma. ▪ Exceeded May enrolment targets in UT.	Jennifer Gossen: ▪ Business and Project Management Post Degree Diploma through Curriculum Committee and EdCo. ▪ Additional cohort added in Canadian Business Management Post-Degree Diploma. ▪ Exceeded September enrolment targets for UT.	
	Partnership Development Office	▪ Explore feasibility of short term "Field Studies" for International Students and faculty in VCC program areas: Health Sciences, Hospitality, Instructor Education, etc.	Tanis Sawkins: ▪ Met with Education Marketing Managers for China, India & Vietnam at BCCIE to discuss VCC's interest in field studies for contract training. Health Sciences not as feasible due to regulated occupations. Followed up internationally by email.	Tanis Sawkins: ▪ Met with Department Leader for School of Instructor Education to discuss and get an update on Program Review and possibilities for International Marketing.	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
1.1.8 Ensure programs have active program advisory committees and effective partnerships with industry/community	All Schools/ VP Academic	▪ Host college wide Program Advisor Committee (PAC) event		Debbie Sargent: ▪ School of Health Sciences: Met with Lower Mainland Labs senior administration – will re-establish Med Lab Assistant PAC with new members. Kathryn McNaughton: ▪ The Annual PAC breakfast meeting was held on September 27. The turnout of 85 external and internal guests is an indication of the contribution PAC members play in providing input to our programs. An update was provided on VCC's Institutional Learning Outcomes leading to discussions about the impact of automation on jobs and the skills to meet labour market needs. ▪ Next year's event will focus on connecting employers and the College with potential for research development.	
	Continuing Studies	▪ Continue to expand and launch the number of PACs for all CS programming areas	Gordon McIvor: ▪ There is no update at this time.	Gordon McIvor: ▪ PACs launched for: i) Gladue Report Writing ii) Makeup programs	
	School of Instructor Education	▪ Re-establish PAC	Shirley Lew: ▪ List of potential PAC members identified.	Shirley Lew: ▪ PAC members confirmed. Welcome package being sent out.	
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	▪ Develop an Indigenization strategy ▪ Conduct a survey internally/externally with the support/guidance of Institutional Research (IR) to collect data and information that supports the Indigenization strategy and the Aboriginal Service Plan	Tami Pierce: ▪ Ongoing	Tami Pierce: ▪ Ongoing	
	Health Sciences	▪ Implement strategies to support Indigenous students	Debbie Sargent: ▪ In progress	Debbie Sargent: ▪ Health programs continue to	

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KSD #1 – Educational Quality					
Goal 1.1 – Deliver a superior student educational experience					
				implement strategies to support Indigenous students.	
	Student Development	▪ In conjunction with Indigenous Education, explore liaison and/or regular meeting approach to regularize communication, strengthen working relationship and realize synergy in overlapping service scope	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
	Partnership Development Office	▪ 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.) ▪ 2018-2019 explore feasibility of seeking funding from Corrections Canada for re-entry of incarcerated; potential partnership with COELS and John Howard society ▪ Explore RPL/competence assessment for BSW program	Tanis Sawkins: ▪ Have met with IECE regularly. Have signed 3 contracts with Musqueam Indian band. ▪ No progress to date on Corrections Canada initiative. ▪ Have met with micro-badging/competency assessment forum group of community providers.	Tanis Sawkins: ▪ Delivery of contracts with Musqueam Indian band in progress. Partnering with ECCE in Continuing Studies & Medical Office Assistant. ▪ No progress to date on Corrections Canada initiative. ▪ Held a pilot competency assessment with Open Door Group and the Culinary Arts Department for Kitchen Helper in August 2018.	

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
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	▪ Develop an online learning strategy ▪ Post and hire an Instructional Designer manager position ▪ Implementation of online learning strategy over the duration of the current academic plan ▪ Continue to offer Moodle workshops and development opportunities for the college ▪ Expand e-textbook and e-learning platform use. Establish set procedures/guidelines for e-text adoption.	Shirley Lew: ▪ Online Learning Strategy working group struck and work is ongoing. ▪ Manager position job description being finalized with HR. ▪ CTLR's eLearning group testing and implementing Moodle plug-ins: Blackboard Ally; Pearson MyLab. ▪ CTLR planning next Moodle Mini-Moot. ▪ E-textbook procedure work ongoing.	Shirley Lew: ▪ Online Learning Strategy final draft complete. Going to Education Council for information. ▪ Manager position being prepared for posting. ▪ Pilot of Blackboard Ally ongoing; use of Pearson platform in production. Implementation of Kaltura started. ▪ Moodle Mini Moot planning ongoing. ▪ E-textbook procedure work ongoing.	
	Trades, Technology & Design	**Automotive Service Technician:** ▪ Increase Open Educational Resources (OERO) use by 10%	Brett Griffiths: Automotive Service Technician: ▪ Department is looking to attend	Brett Griffiths: Automotive Service Technician: ▪ Department has added afternoon	

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KSD #1 – Educational Quality					
Goal 1.2 – Enhance instruction, instructional strategy and educational technology					
		Heavy Mechanical Trades: ▪ Develop Moodle courses apprenticeship level 2 **CAD & BIM:** ▪ Implement instructor skills training plan	another cohort to meet this objective. Heavy Mechanical Trades: ▪ The project is on hold. Department needs to apply for new funding. Project will be completed in 2019/2020. CAD & BIM: ▪ The department was approved to create a new collaborative meeting space for this purpose. Construction will begin end of October.	IAST cohort in May 2018. Project is on track. Heavy Mechanical Trades: ▪ The project is on hold. Department needs to apply for new funding. Project will be completed in 2019/2020. CAD & BIM: ▪ The training plan is in the development stage: the faculty members have all joined BIMbc, a local group of industry professional that meet every 2 months. The department will invite a representative from the college to a monthly lunch-and-learn. In September, the Counselling department came and provided the department with information on what they do.	
	Arts & Sciences	▪ Expansion of blended delivery option for ESL Pathways courses – to include all of levels 7 and 8	David Wells: ▪ There is no update at this time.	David Wells: ▪ All are complete and either running or slated for offer in the winter term.	
	School of Hospitality, Food Studies and Applied Business	**Culinary Arts:** ▪ Expand e-text offerings ▪ Expand on-line offerings **Hospitality:** ▪ Develop on-line courses for diploma in Hospitality Management (HM) ▪ Expand e-text offerings ▪ Expand on-line offerings **Applied Business:** ▪ Develop on-line courses for diploma program in Applied Business	Dennis Innes: ▪ There is no update at this time.	Dennis Innes: Culinary Arts: ▪ No movement on e-texts in Culinary Arts. Hospitality: ▪ In discussions with Go2HR about blended delivery for Cook Apprenticeship. ▪ Several Instructors in HM are using e-texts. ▪ On-line student success modules were created and piloted in HM. Applied Business: ▪ On-line course are going to be part of the renewal process.	

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KSD #1 – Educational Quality					
Goal 1.2 – Enhance instruction, instructional strategy and educational technology					
1.2.2 Identify new educational technologies and software that could be supported and resourced	Health Sciences	▪ Expand the use of Simulation in the Nursing labs ▪ Submit capital request for new video recording technology in the Simulation Lab ▪ Submit capital request for new Denturist Sciences technology ▪ Advocate for Coordinator and Technician support in the Simulation Lab ▪ Increase the number and quality of Interprofessional Education (IPE) activities across the School of Health Sciences	Debbie Sargent: ▪ Funding for new video recording technology received. ▪ Capital funding for Denturist Sciences program received and new equipment is being purchased. ▪ Working with HR and the Faculty Association regarding a Health Science Simulation Area and Department.	Debbie Sargent: ▪ Working with Purchasing and IT to choose the most appropriate video recording equipment. ▪ New equipment purchased for Dental Technology and Denturist Sciences programs. ▪ Posting for a Coordinator of the Health Sciences Simulation Department pending. ▪ Planning for 2018 Health Sciences ShakeOut IPE activity is underway.	
	Trades, Technology & Design	**Automotive Collision Refinishing:** ▪ Use of virtual welding simulators and virtual paint simulators	Brett Griffiths: ▪ Project completed. Both virtual simulators have been procured. Students are now using both simulators.	Brett Griffiths: ▪ Project completed.	
	Library, Teaching & Learning Services	▪ Implement Institutional Learning Outcomes (ILO) across College ▪ Investigate feasibility of Blackboard Ally accessibility software ▪ If funded, implementation plan for Kaltura video hosting and streaming service ▪ Implementation of Library Technology Plan (e.g. replace ILS)	Shirley Lew: ▪ Finalizing ILOs after extensive consultation. ▪ VCC is taking part in province-wide pilot of Blackboard Ally. ▪ Kaltura licensing negotiation ongoing. ▪ VCC taking part in partnership with three other PSI to migrate to shared, open source ILS for 2019.Privacy Impact Assessment (PIA) is required and being prepared.	Shirley Lew: ▪ ILOs finalized and presented at PAC Breakfast. ILOs will be presented on VCC Day in November. ▪ Blackboard Ally is in production and pilot is ongoing. ▪ Kaltura license signed-off. Project launched, co-led by CTLR & IT. ▪ Planning underway for migration of the library's ILS to shared ILS. Finalizing PIA. Kathryn McNaughton: ▪ ILOs have been finalised and will be launched at VCC Day. The Leaders' Forum will be consulted on steps to integrate/implement the ILOs in their departments.	
	Arts & Sciences	**LINC:** ▪ Expand online delivery using eduLINC and Moodle	David Wells: ▪ There is no update at this time.	David Wells: ▪ Offer blended learning classes ▪ Face to face classes have Moodle shell ▪ Instructors use online tools such as Kahoot, WhatsApp, Twitter, etc.	

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KSD #1 – Educational Quality					
Goal 1.2 – Enhance instruction, instructional strategy and educational technology					
				▪ Pilot project that gives waitlisted students "Mini English Lessons" on their cell phones.	
	VP Academic	▪ Host annual Education Technology Showcase	Kathryn McNaughton: ▪ The annual Education Technology showcase was held in May at the Downtown Campus and drew a cross section of faculty and staff. The impact of Mobile Learning was demonstrated by Cell-Ed, BC Campus provided an overview of how Pressbooks could be used for developing Open Education Resources, and zero textbook costs through KPU's new initiative called Zed Credentials.		
	Partnership Development Office	▪ Explore feasibility of online course delivery through LERN in the areas of Technology to be combined with F2F training in a customized package	Tanis Sawkins: ▪ Researched LERN program areas. Liaised with other organizations offering LERN. Determined that courses are not revenue generators.	Tanis Sawkins: ▪ Action completed.	
1.2.3 Continue to develop Learning Commons	Library, Teaching & Learning Services	▪ Explore long term goals for Learning Commons ▪ Implement Learning Commons initiatives	Shirley Lew: ▪ Learning Commons committee completed their discussions. VP, Academic, Students & Research created a new sub-committee as part of the Strategic Enrolment Management (SEM) working group focusing on Student Retention, carrying over major ideas from Learning Commons.	Shirley Lew: ▪ Student Retention Committee as part of SEM discussions ongoing. Identifying the top priorities to build upon based on retention literature and research. ▪ Capital planning underway to fund improvement of student study space and technologies.	

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OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
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	▪ Advocate for longitudinal research studies to review success based on admission requirements	Debbie Sargent: ▪ Discussions with Institutional Research Director – supportive of initiative.	Debbie Sargent: ▪ Defer this initiative to 2019-20 due to LOA of IR Director and retirement of Dean.	
	VP Academic	▪ Conduct review for targeted programs and bring forward changes through governance ▪ Raise student awareness of student development services through the Strategic Enrolment Management (SEM) working group ▪ Provide training and development opportunities on cultural awareness amongst VCC employees and students	Kathryn McNaughton: ▪ In progress	Kathryn McNaughton: ▪ Three sub-committees were formed as part of SEM: Student Acquisition; Student Success and Retention; and Data Needs. ▪ The Student Success and Retention committee has identified 6 priorities. A costing and implementation plan will be developed. ▪ Cultural awareness and diversity in the classroom was discussed at the Leaders' Forum. A Diversity and Inclusion Committee will be established.	
	Student Development	▪ Participate in Educational Services Review ▪ Participate in cultural competency workshops and initiatives ▪ In conjunction with SUVCC, evaluate student life initiatives and create recommendations	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
	Arts & Sciences	**College and Career Access:** ▪ Creation of an ABE Hub that would bring all adult upgrading programming together in the same space, and include intake, assessment and advising support to optimally plan an educational pathway for students. In addition to offering a variety of delivery options – self paced, class-based, and blended (online/self-paced).	David Wells: ▪ ABE discussions ongoing.	David Wells: ▪ ABE discussions ongoing.	
	Hospitality, Food Studies & Applied Business	**Hospitality Management:** ▪ Pilot English language support for domestic and international students ▪ Pilot EAL support for Hospitality instructors	Dennis Innes: ▪ There is no update at this time.	Dennis Innes: ▪ Both projects are underway and the pilots will be complete in May 2019.	
	Registrar's Office	▪ Revision to admissions process estimated to go live in March, 2018. Additional clean up and supporting reporting of Admission/Registration reports planned to come online shortly after.	Dave McMullen: ▪ As part of move to real term admissions processing, a comprehensive review of reporting	Dave McMullen: ▪ Initial reporting changes were made to both admissions and registration reports. These will continue to	

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KSD #1 – Educational Quality					
Goal 1.3 – Deliver superior student services					
			needs was conducted to produce information consistent with admissions funnel metrics.	evolve going forward as additional clean up takes place within Banner and through process improvement to provide actionable intelligence.	
	Continuing Studies	▪ Evaluate changes made to CS online registration; make further improvements as required	Gordon McIvor: ▪ In-progress	Gordon McIvor: ▪ Current online registration system changes and improvements went "live" in July; marginal improvements have been observed and progress being monitored; intend to revive discussions with Digital Team when new manager in Marketing is hired.	
	Library, Teaching & Learning Services	▪ Continue 3-year research study on impact of Learning Centre tutoring on student success. Begin analysis.	Shirley Lew: ▪ Study ongoing	Shirley Lew: ▪ Study ongoing	
	Indigenous Education & Community Engagement	▪ Review support services for Indigenous learners currently offered through IECE ▪ Review and update policies and procedures related to safe use of Gathering Places	Tami Pierce: ▪ Ongoing	Tami Pierce: ▪ Ongoing	
	Partnership Development Office	▪ In partnership with Student Services, PDO conducted a Career Services study and report that was completed in December 2017 ▪ Recommendations from Career Services study for the CareerLAB initiative. In partnership with Student Services, will implement in 2018-19.	Tanis Sawkins: ▪ Met with departments and Career Services committee to update and identify priority actions for 2018-2019.	Tanis Sawkins: ▪ Initiative on hold due to position vacancy in PDO (New Program Coordinator).	
1.3.2 Provide timely and relevant international student support	International Education	▪ Evaluate processes and implement strategies to increase efficiencies in international student support in relation to admission and advising ▪ Engage with Deans and Department Heads to ensure intercultural and English language support for international students and faculty ▪ Increase capacity within department to provide timely and relevant international student support	Jennifer Gossen: ▪ Project plan for Banner move to real term and admission changes implemented. ▪ Met with EAL support instructors in Hospitality Management and Canadian Business Management Post Degree Diploma to coordinate efforts. ▪ Engaged with intercultural panel at Leader's Forum.	Jennifer Gossen: ▪ Banner move to real term and Banner admission changes complete and new process documents created. ▪ Hired reception position to provide additional student support. ▪ Review of CUPE job descriptions underway to ensure timely and relevant student support.	

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KEY SUCCESS DRIVER (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	▪ Conduct labour market research for new program development and program renewals ▪ Transition from COGNOS to Tableau reporting ▪ Develop communications strategy for the deployment of data, information and insight ▪ Increase course evaluations ▪ Increase program evaluations ▪ Develop College, School and ORG profiles ▪ Develop a self-service model for reporting of student data ▪ Research into the development of a VCC Data-mart ▪ Continue to support the College, Schools and Departments with student surveys ▪ Deploy the Student Development student survey ▪ Complete all Ministry submissions and reporting requirements ▪ Support Program Review and Renewal Committee to develop student course and program, and faculty course feedback surveys	Brian Beacham: ▪ There is no update at this time.	Brian Beacham: ▪ Developed College, School and ORG profile report. ▪ Completed all Ministry submissions and reporting required up to end of second quarter. ▪ Continued to support the College, Schools and Departments with student surveys. ▪ Provided data to the Annual Program Review process. Provided data and survey support to the Program Renewal process.	
	Registrar's Office	▪ Introduction of real term admissions processing and supporting reporting changes ▪ Course clean up within Banner to better support timetabling processing and EMS implementation ▪ Build out of detailed project plan to track inventory, decision points and develop a decision log that tracks information related to assessment and changes within Banner ▪ CAPP implementation commences ▪ Support for Banner 9 upgrade and retraining Banner Student users ▪ Development of standardized documentation related to Banner processes ▪ Full EMS implementation	Dave McMullen: ▪ Real term admissions processing being implemented with changes to reporting structures. ▪ Development of test plans for Banner 9 Student and project plan to deliver training. ▪ Ongoing development of new standardized documentation which we are posting to the RO SharePoint site. ▪ Review of Banner Student security.	Dave McMullen: ▪ Real term admissions conversion completed. There will be ongoing refinement and changes to reporting going forward to build on initial changes and standardize processes across the College going forward. ▪ Banner 9 Student testing ongoing with preparation for mass training. ▪ Continued development of Documentation with information posted to RO SharePoint site. ▪ Participation in Banner security review in support of revised policy to improve security and quality of data.	
	VP Academic	▪ Support SEM working groups' goals in student recruitment, student retention, data management and teaching/learning space needs ▪ Pilot more programs as part of ELPR project ▪ Participate in Ministry's Quality Assurance Process Audit (QAPA) Review ▪ Implement Program Renewal process	Kathryn McNaughton: ▪ In progress	Kathryn McNaughton: ▪ The Institution Report for the Quality Assurance Process Audit was submitted in early September. The external panel visit is scheduled for November. ▪ Several programs are undergoing program renewal. The process has	

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KSD #2 – Operational Excellence					
Goal 2.1 – Develop efficient systems and collaborative communication					
		▪ Implement Curriculum Management Software (CourseLeaf) and align with public website		been simplified with templates and guides developed by the CTLR. ▪ CourseLeaf is fully implemented, workshops and tutorials have been developed. ▪ Implementation of ELPR is in progress.	
	Indigenous Education & Community Engagement	▪ Review and update Gateways program evaluation procedure to ensure student feedback is captured	Tami Pierce: ▪ Ongoing	Tami Pierce: ▪ Draft complete – to C3 community for feedback.	
	Continuing Studies	▪ Seek approval to implement a new online "shopping cart" registration system ▪ Implement new course evaluation processes across CS ▪ Improve online registration experience ▪ Implement and refine monthly reporting structure ▪ Implementation of revised marketing strategies	Gordon McIvor: ▪ There is no update at this time. Karen Wilson: ▪ Developed integrated 6-month marketing and advertising plan with CS.	Gordon McIvor: ▪ There is no update at this time. Karen Wilson: ▪ Executing plan and will review in October 2018 for following 6 months with CS.	
	Partnership Development Office	▪ 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: ▪ Repository established with finance. Action completed. ▪ Meetings held with VCC Foundation regarding proposal development and support. ▪ More discussion needed on CRM.	Tanis Sawkins: ▪ Proposal documents/templates to be uploaded on myVCC for PDO. Determine feasibility for MOU/LOU documents to be loaded into repository.	
	Commercial Services	▪ Evaluate and streamline bookstore and duplicating processes and operations ▪ Coordinate and facilitate operational changes based on the new culinary arts curriculum	Soleille Cyr: ▪ Improvement of processes and services in both the bookstore and printing are ongoing. ▪ Capital funds have been secured for the purchase of web submission software for print services. ▪ Abatement of room 159 has been scheduled. Room design has been finalized. ▪ Coordination of operational changes surrounding the culinary arts program continues to develop.	Soleille Cyr ▪ The procurement process for the purchase of web submission software is near completion with the PO expected to be issued in October 2018. Anticipated installation, training and college wide launch to be completed by the spring of 2019. ▪ Automated text adoption through Booklog has been implemented and is being used successfully in some departments, with others expected to adopt this process over the coming months. ▪ Work has begun on 159, designated as the new food service catering	

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KSD #2 – Operational Excellence					
Goal 2.1 – Develop efficient systems and collaborative communication					
				preparation space. Anticipated completion of this project is October 2018. ▪ The food services office relocation space has been identified. Timeline for renovation schedule is under review by facilities.	
	Information Technology	▪ 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 ▪ Assess and develop a plan to update the wireless network ▪ Review current payment processing processes/procedures (PCI compliant requirements)	Elmer Wansink: ▪ Evaluation completed. ▪ IT Banner security assessment planned for October. ▪ Virtual Desktop on hold due to lack of resources. ▪ Payment processing on hold due to lack of resources.	Elmer Wansink: ▪ Printer deployment planning complete. First phase to be complete by mid-October. Second phase to start in November. ▪ IT Banner security assessment started. ▪ Wireless assessment completed, plan to be approved end of October.	
	Information Technology/Marketing	▪ Migrate myVCC to Sharepoint ▪ Develop business case for external web content management system	Karen Wilson: ▪ There is no update regarding the migration of myVCC to Sharepoint. ▪ The development of the business case is in progress.	Karen Wilson: ▪ The migration project is temporarily on hold (until November 2018) during recruitment of new Manager, Digital Strategy. ▪ The business case is approximately 85% complete; project is temporarily on hold (until November 2018) during recruitment of new Manager, Digital Strategy. Elmer Wansink: ▪ Plan on hold due to staff turnover in Marketing.	
	Facilities/Information Technology	▪ Support implementation of EMS Campus Planning interface software for internal academic booking ▪ Finalize Web App to simplify internal non-academic booking ▪ Create web presence to simplify external bookings ▪ Put the Work Order system back in order. Replace existing system with updated user friendly application.	Jerry Guspie: ▪ EMS Web App (non-academic booking) complete. ▪ Web presence project pending resources. ▪ Investigation of alternative Work Order system pending resources.	Jerry Guspie: ▪ Web presence project pending resources. ▪ Investigation of alternative Work Order system pending resources.	

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KSD #2 – Operational Excellence					
Goal 2.1 – Develop efficient systems and collaborative communication					
	Human Resources	▪ Data clean up within Banner HR to facilitate future reporting on key HR processes. ▪ Review processes and gain agreement with other departments on process and data entry standards to ensure reliable reporting. ▪ Update or create Standard Operating Process documentation to ensure new processes are clearly understood ▪ Determine audit requirements to ensure data integrity. ▪ Support for Banner 9 upgrade and retraining Banner Student users	Clodine Sartori: ▪ There is no update at this time.	Clodine Sartori: ▪ Initial meetings held to discuss data standards related to employee turnover process and process for reviewing and developing consistent processes and data standards.	
	Procurement	▪ Deliver FAST training on procurement processes to users ▪ Roll out Bonfire eSourcing tool college-wide and have a minimum of 80% of open competitions done through Bonfire ▪ Overhaul of contract filing system with a target of switching from hard copy to soft copy contract files by the end of the 18/19 fiscal ▪ Introduce Department name change from Purchasing Services to Procurement Services to better reflect the full scope of services provided by the Department	Trevor Maddern: ▪ There is no update at this time.	Trevor Maddern: ▪ Due to the rollout of Banner 9, the Procurement Department has been focused on testing and updating user-guides. ▪ So far 3 solicitations have been done using the eSourcing tool Bonfire. There have been some challenges introducing the new process, but overall the compliance rate on these 3 projects has increased. ▪ Department name change to Procurement Services complete.	
2.1.2 Identify, evaluate, recommend and implement software applications to increase efficiencies	International Education	▪ Examine current international admissions and advising processes to initiate strategies that will increase efficiencies through technology and automation	Jennifer Gossen: ▪ Implemented MailChimp online mass communication tool to improve pre-arrival communication. ▪ Created multiple systems to track and report on study permits, official documents, test scores, and conditional admittance.	Jennifer Gossen: ▪ Investigating FlyWire online payment system to increase efficiencies in payments and refunds. ▪ Using online filing system (BDM) to house all student files thus eliminating paper files.	
	Student Development	▪ Participate in CRM discussions and ensure the requirements of all 8 service departments are captured in the new system	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
	Information Technology/various departments	▪ Develop web time entry project and implementation plan ▪ Develop Banner 9 upgrade project and implementation plan	Elmer Wansink: ▪ Banner 9 project on time and budget. ▪ Web time entry on hold until Banner 9 Self Service has been explored.	Elmer Wansink: ▪ Banner 9 on time and budget. Finance, HR and Payroll to go live early November; student in	

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KSD #2 – Operational Excellence					
Goal 2.1 – Develop efficient systems and collaborative communication					
		▪ HR Application Tracking System		December. ▪ HR Application project completed.	
	Information Technology/VP Academic	▪ Implement curriculum management software		Kathryn McNaughton: ▪ CourseLeaf fully implemented. The College is looking at adding Catalog to integrate CourseLeaf with the student information system (Banner) and deliver course schedules. A business case has been presented for review.	
	Information Technology/Facilities	▪ Fully implement Event Management Software (EMS) for room bookings	Jerry Guspie: ▪ Facilities preparations for CPI module complete. Implementation for internal academic bookings pending Banner data cleanup. ▪ EMS Web App (non-academic booking) complete.	Jerry Guspie: ▪ Facilities preparations for CPI module complete. Implementation for internal academic bookings pending Banner data cleanup. ▪ EMS Web App (non-academic booking) complete.	
	Information Technology/ Procurement/Finance	▪ Develop and implement plan to set up Uniglobe Travel as a provider for travel services	Elmer Wansink: ▪ On Hold pending FOIPPA evaluation.	Elmer Wansink: ▪ Project resumed after deciding this will be voluntary participation by staff.	
	Human Resources	▪ Implement an onboarding portal	Clodine Sartori: ▪ There is no update at this time.	Clodine Sartori: ▪ Review functionality and receive initial training on creating an employee onboarding portal that will create a positive first impression for new employees and simplify the new hire process.	

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KSD #2 – Operational Excellence					
Goal 2.2 – Ensure a safe student and working environment					
2.2.1 Promote an environment of safety and compliance	Trades, Technology & Design	**Automotive Service Technician & Automotive Collision and Refinishing:** ▪ Upgrade shop space and classrooms' capacities	Brett Griffiths: ▪ Meeting between the architect company, Chernoff Thompson, and	Brett Griffiths: ▪ Pre-tender drawings have been completed. The project is scheduled	

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KSD #2 – Operational Excellence					
Goal 2.2 – Ensure a safe student and working environment					
			VCC to discuss the renovation plan.	to tender in two weeks (end of September) - construction is scheduled to start in mid-October.	
	Student Development	▪ Review current scope of Disability Services for its educational mandate, professional jurisdiction, and legal duty ▪ Align hiring, training, and supervising of college funded contract student support workers to human resources process ▪ Determine appropriate legal and practical terms for operation of privately funded and arranged student support workers on campus	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
2.2.2 Promote health and wellness	Health Sciences	▪ Support Health and Wellness initiatives for students and staff for the duration of the academic plan	Debbie Sargent: ▪ In progress	Debbie Sargent: ▪ Pilot project: Treadmill with desktop surface has been placed in the Nursing faculty office area and is being used by staff.	
	Library, Teaching & Learning Services	▪ 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: ▪ Held a Queer Competency Training workshop delivered by Qmunity to LLR employees.	Shirley Lew: ▪ Creating plan, offering ongoing training/guidelines, and establishing a wellness culture is ongoing.	
	VP Academic/VP People & Culture	▪ Implement initiatives from Health & Wellness Plan ▪ Advocate the importance of mental health at provincial forums and events such as the Festival of Learning	Clodine Sartori: ▪ Hosted a VCC Wellness Day during Mental Health week in May. Kathryn McNaughton: ▪ Wellness Week in May was a major success through collaboration between Counseling, HR and the Student Union.	Clodine Sartori: ▪ Created a draft terms of reference for a VCC Wellness Committee. The next step will be forming a committee comprising of representatives across the College. ▪ VCC will be hosting a Beyond the Blues event in collaboration with the Canadian Mental Health Association in October during Mental Illness Awareness week. ▪ Organized staff discounts on the MOBI bike share programs annual memberships. Kathryn McNaughton: ▪ Health and Wellness Committee oversight will be managed by Human Resources.	

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KSD #2 – Operational Excellence					
Goal 2.2 – Ensure a safe student and working environment					
				▪ The August Welcome Back breakfast for Leaders focused on self-care and mental wellbeing.	
	Indigenous Education & Community Engagement	▪ Support health & wellness initiatives for students, staff and Elders through IECE sponsored workshops/events ▪ Develop Elder Protocol Guide	Tami Pierce: ▪ Ongoing	Tami Pierce: ▪ Ongoing	
	Student Development	▪ Regularize annual safety & security protocols review and workplace discrimination, harassment and violence training for staff and faculty in all 8 service departments ▪ Support socials, PD/CD, and other mental health & wellness initiatives	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
2.2.3 Implement emergency management safety plan	Safety, Security & Risk Management	▪ Complete review of revised Emergency Response Management (ERM) plan ▪ Complete review of revised Emergency Response Management (ERM) plan ▪ Develop and communicate emergency management training plan ▪ Procure additional CCTV cameras for campuses ▪ Continue to upgrade access control panels and key security infrastructure ▪ Review, develop and communicate risk management and privacy procedures ▪ EOC Training – Management team ▪ Disaster Day – College wide ▪ Emergency Management Working Group	Surinder Aulakh: ▪ ERM Plan in committee for review and recommendation. ▪ Emergency management training plan presented and proceeding through council. ▪ Capital funding approved and Ministry funding letter received. ▪ Risks identified and gap analysis completed. ▪ EOC one day training complete. ▪ Table top “Disaster Day” planned. ▪ Emergency Management Working Group meeting monthly.	Surinder Aulakh: ▪ ERM plan moving to Operations Council for adoption. ▪ Emergency management training plan put forward to Operations Council; training started community wide. ▪ Capital plans submitted and procurement process underway. ▪ Policy created and legislated requirements addressed. Policy, training and presentations have been created and are in communications. ▪ EOC two half day sessions scheduled late October. ▪ Disaster day scenario developed and planned for early December. Shakeout scheduled for October 18 with emergency triage day. ▪ Emergency Management Working Group monthly meeting plan moving forward and new additions created for review.	

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OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #2 – Operational Excellence					
Goal 2.3 – Maximize campus facilities and resources					
2.3.1 Assess space requirements and utilization	Health Sciences/ Facilities	▪ Secure a consultant to advise on renovations to the Dental spaces to accommodate new Denturist Sciences program including an additional Dental clinic ▪ Enhance physical space for Dental Technology Sciences, Denturist and other dental programs for the duration of the academic plan ▪ Increase number of computers/desks and chairs in computer labs to accommodate large section sizes (Practical Nursing and Dental Technology Sciences) ▪ Begin renovations to Dental Technology Sciences and Denturist physical space (labs and clinic) to be able to accommodate annual intakes of students	Debbie Sargent: ▪ Discussions with Facilities regarding dental space needs. ▪ Consultant chosen for Dental space renovations. Jerry Guspie: ▪ Researched consultants with relevant experience. ▪ Some equipment purchased but enhancements to physical space pending design. ▪ Changes BWY computer labs pending input from Health Sciences and Dental departments.	Debbie Sargent: ▪ Dental space consultant has moved to another company so exploring new consultant. ▪ Discussion with the Ministry about high tuition for Denturist program which supports some renovation/equipment replacement costs. Jerry Guspie: ▪ Selected consultant to develop needs analysis for Dental programs. ▪ Scope of design project will be dependent on needs analysis, estimated costs and funding. ▪ Changes BWY computer labs pending input from Health Sciences and Dental departments.	
	Student Development	▪ Explore and implement an interim design for Downtown Campus Student Development Area that includes at least six new soundproof private exam rooms for Disability Services ▪ Review the current space and signage arrangements of Student Development presence at Annacis Island	Jane Shin: ▪ In progress Jerry Guspie: ▪ Downtown Campus Student Development and International Education department design consultant selection process completed.	Jane Shin: ▪ In progress Jerry Guspie: ▪ Student Development area remodeling and International Education expansion project design and construction drawings completed. Released for tender late September.	
	Hospitality, Food Studies & Applied Business/Facilities	▪ Identify space for possible new Post-Degree Diploma – September 2018 ▪ Work with RPG on a redesign of the Culinary/Baking and Hospitality	Dennis Innes: ▪ There is no update at this time. Jerry Guspie: ▪ DTN Space Usage Analysis indicated potential space available on 9th floor DTN. ▪ Initial RPG planning study and functional program report for Culinary and Baking curriculum completed.	Dennis Innes: ▪ Work with RPG has started. We have identified space for more Baking diploma offerings but there will be capital needed to do this. Jerry Guspie: ▪ 2 classrooms on 9th floor DTN were fitted for Canadian Business Management program. ▪ Culinary Arts, Baking and Hospitality management program synergy project visioning initiated with RPG.	

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OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #2 – Operational Excellence					
Goal 2.3 – Maximize campus facilities and resources					
	Arts & Sciences	▪ Conduct needs assessment for UT programming	David Wells: ▪ In progress	David Wells: ▪ In progress	
	Registrar's Office	▪ Look to leverage opportunities for creating new pathways into programming via flexible admission policy	Dave McMullen: ▪ Passage of revised flexible admissions policy that includes a mature student category as well as "open studies".	Dave McMullen: ▪ Ongoing discussion with the School of Arts & Sciences to remove pre-requisites from first year UT survey courses to allow open studies students the opportunity to register in these classes.	
	Continuing Studies	▪ Optimize CS space for customer service and advising	Gordon McIvor: ▪ There is no update at this time.	Gordon McIvor: ▪ Early discussions launched.	
	Facilities	▪ Continue work with Partnerships BC towards development of VCC Campus Master Plan ▪ Complete space analysis assessment of Broadway A and B and the Downtown campus ▪ Initiate measures to address critical space issues identified in Interim Space Use studies	Jerry Guspie: ▪ RFP for Campus Master Plan consultant issued. Dialog selected as successful proponent. Phase 1 Discovery and review of available information underway. ▪ Interim Space Use Analysis of DTN campus underway. Fee proposal to expand on BWY Interim Space Use Analysis requested. ▪ Based on Interim Space Use studies, planning initiated to enlarge Automotive classrooms at BWY campus.	Jerry Guspie: ▪ Dialog continuing with Phase 2 of Campus Master Plan project. Preparations for engagement kick off, visioning and user consultation underway. ▪ Interim Space Use Analysis of DTN campus completed. Fee proposal to expand on BWY Interim Space Use Analysis requested. ▪ Design and construction documents for enlargement of Automotive classrooms at BWY campus being prepared for tender.	

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #2 – Operational Excellence					
Goal 2.4 – Develop a high-performing college team					
2.4.1 Implement an enhanced performance management system	VP Academic	▪ Implement Faculty Performance Appraisal cycle throughout the life of the academic plan	Clodine Sartori: ▪ VP Academic to report. Faculty evaluation and appraisal cycles have been established. HR is responsible for the distribution and tracking of due and completed reports.	Kathryn McNaughton: ▪ Faculty performance process for term instructors and regular faculty members is fully implemented with HR managing and tracking the process.	

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KSD #2 – Operational Excellence					
Goal 2.4 – Develop a high-performing college team					
	Student Development	▪ Ensure performance appraisals and strength & development reviews occur as per schedule prescribed in the collective agreements ▪ Develop a standard annual checklist to document and track: vacation accruals, sick day usage, PD/CD access, etc. ▪ Lead service renewals for Counselling and Interpreting Services	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
2.4.2 Review and implement exempt job descriptions and performance management system	Human Resources	▪ 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	Clodine Sartori: ▪ Completed the review and update of all exempt job descriptions. The updates were based on reviews completed by the incumbent and the direct supervisor and the Position Description Questionnaires requested in 2017.	Clodine Sartori: ▪ Created process and procedures to monitor and track the annual and mid-year performance reviews in alignment with the Excluded Compensation Sectoral Framework. ▪ Next steps include creating automated reporting capabilities and a review of the performance review forms.	
2.4.3 Assess employee needs, develop a training plan and coordinate schedule	VP Academic/Human Resources	▪ Implement employee Training Plan with Department Leaders and Leadership Team		Clodine Sartori: ▪ Training has been incorporated into the regularly scheduled Leadership meeting. ▪ Development of a 3 year training plan for the Leadership Forum drafted and submitted for review. Kathryn McNaughton: ▪ The Leaders' Forum developed a Purpose Statement. ▪ A multi-year training plan has been established for the Leaders' Forum. ▪ Monthly Learning Conversations are planned to cover a variety of topics. ▪ Podcasts to highlight key initiatives at the College will be rolled out over the next few months.	
	Continuing Studies	▪ Develop a standard operating procedures manual for all business practices	Gordon McIvor: ▪ In progress	Gordon McIvor: ▪ Compiled early draft of Operations manual for CS; more input required from others to complete the task.	

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KSD #2 – Operational Excellence					
Goal 2.4 – Develop a high-performing college team					
				▪ Piloting the use of Sharepoint as a CS Intranet for internal documentation of processes, procedures, announcements, etc.	
	Student Development	▪ Identify common professional development opportunities across all 8 service departments and streamline their access for cost efficiency and team building ▪ Budget and schedule regular team socials ▪ Promote and track utilization of free and open college and public resources by staff and faculty ▪ Re-establish VCC participation at National and International platforms for service departments in post-secondary institutions ▪ Explore internal college collaboration for one-on-one mentorship ▪ Identify occasions and opportunities to strengthen working relationship and communication with academic departments and internal stakeholders	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
2.4.4 Enhance staff orientation	Human Resources	▪ Review and develop an enhanced staff orientation process	Clodine Sartori: ▪ Completed: Pilot program launched for an enhanced employee orientation program in the spring of 2018. The enhanced orientation sessions will be held twice a year in the spring and fall.	Clodine Sartori: ▪ Continuing to receive feedback and incorporating suggestions into the new orientation program.	
	Continuing Studies	▪ Implement orientation and exit checklists	Gordon McIvor: ▪ In progress	Gordon McIvor: ▪ Almost finalized but not yet rolled out.	
	Student Development	▪ Regularize annual safety & security protocols review and workplace discrimination, harassment and violence training for staff and faculty in all 8 service departments ▪ Develop department specific new staff and faculty orientation and exit checklists in all 8 service departments	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
2.4.5 Increase overall level of employee engagement	Human Resources	▪ Develop a comprehensive plan to address employee engagement survey results	Clodine Sartori:	Clodine Sartori: ▪ Preparations for the Pulse Check Survey are underway. The survey will	

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OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #2 – Operational Excellence					
Goal 2.4 – Develop a high-performing college team					
		▪ Strengthen VCC's recognition culture by enhancing College wide formal and informal recognition plans	▪ New members joined the Employee Engagement committee in the spring of 2018.	include innovation as an engagement driver and is scheduled to run from November 8 to 22. Karen Wilson: ▪ Communications plan for the pulse check is complete and activities are being executed for the November 8-22 completion date.	

OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #2 – Operational Excellence					
Goal 2.5 – Review, develop and communicate policies					
2.5.1 Review, develop, update, implement and communicate policies	VP Academic	▪ Roll out employee and student workshops on gender violence ▪ Build in training at D2 (Leader's Forum) to introduce new policies and procedures		Kathryn McNaughton: ▪ The Gender Violence Committee has scheduled a retreat in early November to look at raising awareness and aligning practices with policy.	
	Human Resources	▪ Collective Bargaining with VCC Faculty and CUPE	Clodine Sartori: ▪ There is no update at this time.	Clodine Sartori: ▪ Bargaining preparations have commenced and will continue through 3rd quarter.	
	Indigenous Education & Community Engagement	▪ Develop a plan to research and adopt policies that support Indigenous education	Tami Pierce: ▪ Ongoing	Tami Pierce: ▪ Ongoing	
	Student Development	▪ Participate in policy development and review discussions for compliance with legal duties, advancement of universal access model, development of comprehensive student support process for student admissions, progress, retention and success	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
	Human Resources	▪ Review A.3.1 Prevention of Harassment, Discrimination and Bullying Policy	Clodine Sartori: ▪ There is no update at this time.	Clodine Sartori: ▪ This item should be removed from the 2018/19 initiatives.	

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OBJECTIVES	DEPARTMENT	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #2 – Operational Excellence					
Goal 2.5 – Review, develop and communicate policies					
	Safety, Security & Risk Management	▪ Draft privacy and privacy breach policy ▪ Cannabis on campus ▪ Travel Risk Management	Surinder Aulakh: ▪ Engage privacy consultant through procurement process. ▪ Legislation passed by Senate, gap analysis sector scan. ▪ Travel risk policy to President/Board for information.	Surinder Aulakh: ▪ Hooper consulting proponents selected policies to be developed. ▪ Gap analysis and sector scan done. Draft "Fitness for Duty" policy and training material created and delivered. ▪ Travel risk policy approved. Project closed.	
	Finance/Procurement	▪ Review and update B.2.16 Travel Policy ▪ Update spending authority limit policy	Jamie Choi: ▪ In progress	Jamie Choi: ▪ Finished – approved by the Board of Governors in September.	

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
Key Success Driver (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	▪ 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 ▪ Work with Deans to create realistic international enrolment targets	Jennifer Gossen: ▪ Met or exceeded spring enrolment targets. ▪ Attended EduCanada Fairs in Ho Chi Minh City and provided agent training sessions. ▪ Traveled to Manila to meet Canadian Trade Commissioners and provide agent training sessions. ▪ Completed meetings with all Deans to set enrolment targets for 2019/20.	Jennifer Gossen: ▪ Met or exceeded September enrolment targets. ▪ Attended EduCanada fair in Sao Paulo, Brazil and provided ILAC agent training session.	
3.1.2 Meet our financial budget targets	VP Academic	▪ Explore Curriculum Development costing models	Kathryn McNaughton: ▪ In progress	Kathryn McNaughton: ▪ CD funds totaling $400,000 was allocated amongst several projects. ▪ The Program Review and Renewal Committee is discussing options to introduce an equitable and transparent costing model. In addition to providing departments with tools and support required to carry out effective CD work.	

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #3 – Financial Stability and Sustainability					
Goal 3.1 – Implement our financial strategy					
	Continuing Studies	▪ Meet or exceed our financial budget targets	Gordon McIvor: ▪ There is no update at this time.	Gordon McIvor: ▪ On a path to meet overall budget target; slightly over budget to date on labour budget due to staff illnesses.	
	Student Development	▪ Develop department practice guidelines for Disability Services ▪ Review current scope of Disability Services for its educational mandate, professional jurisdiction, and legal duty ▪ Align hiring, training, and supervising of college funded contract student support workers to human resources process ▪ Determine appropriate legal and practical terms for operation of privately funded and arranged student support workers on campus	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
	Finance/Institutional Research	▪ Review and improve enrolment and budget planning process	Jamie Choi: ▪ In progress	Jamie Choi: ▪ In progress	

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
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	▪ Monitor, update and communicate status of goals, objectives and initiatives ▪ Initiate the next integrated college planning framework cycle – 2019/20		Marlene Kowalski: ▪ Update for Q1 and Q2 in progress ▪ Department meetings scheduled to discuss planning for 2019/20	
3.2.2 Develop long term strategic objectives	President	▪ The bridge between the new VCC Vision and Values and Integrated College Plan – develop the long term strategic objectives for the institution and present to the Board by fall 2018		Peter Nunoda: ▪ In progress. Department meetings scheduled.	

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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	Commercial Services	▪ Explore revenue opportunities to expand duplicating services ▪ Explore revenue opportunities in catering and event management in conjunction with the culinary arts catering program.	Soleille Cyr: ▪ The bookstore/duplicating space upgrade has been issued for tender. Anticipated start date is August 2018. ▪ Capital funds have been secured for the purchase of web submission software for print services. ▪ The contract for printing equipment and service has been finalized.	Soleille Cyr: ▪ The bookstore/duplicating space upgrade is in progress with completion anticipated in November 2018. ▪ The procurement process for the purchase of web submission software is near completion with the PO expected to be issued in October 2018. Anticipated installation, training and college wide launch to be completed by the spring of 2019. ▪ The new printing equipment has begun to arrive. Final installation will be coordinated with the completion of the print shop space. ▪ Consultation between culinary arts and food services is ongoing to identify and support internal and external catering and event opportunities.	
	Facilities	▪ Explore opportunities to expand external room bookings ▪ Continue to explore opportunities to grow filming revenue	Jerry Guspie: ▪ Some marketing material created. ▪ Explored increasing filming opportunities at DTN campus with existing partners.	Jerry Guspie: ▪ Increased web presence pending resources. ▪ Discussions continuing. Search for new Filming Coordinator initiated.	

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KSD #3 – Financial Stability and Sustainability					
Goal 3.4 – College infrastructure renewal					
3.4.1 Develop campus master plan	VP Admin/VP Academic/President	▪ Develop a campus master plan for Broadway and Downtown campuses based on the 5-year academic plan and space utilization assessment ➢ RFP for campus master plan proponent – late spring 2018 ➢ Choose proponent for campus master plan – summer 2018	Marlene Kowalski: ▪ RFP completed with project award going to DIALOG	Marlene Kowalski: ▪ Campus and Community Engagement plan has been developed. ▪ A number of engagement activities have been completed and others have been scheduled.	

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #3 – Financial Stability and Sustainability					
Goal 3.4 – College infrastructure renewal					
		➢ Completion of Campus Master plan – fall 2019 ➢ Presentation of business case for capital investment – fall 2019/winter 2020		▪ Project is progressing and is expected to be completed on time.	
3.4.2 Develop capital campaign plan	VP Admin/President	▪ Assess options for developing a capital campaign fundraising business case		Marlene Kowalski: ▪ There is no update at this time.	

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Key Success Driver (KSD) #4 – Reputation Management					
Goal 4.1 Increase brand awareness					
4.1.1 Branding strategy	Marketing	▪ Begin investigation and discovery phases of college-wide brand refresh or rebrand ▪ Implement digital strategy ▪ Roll-out current refreshed brand standards throughout the college	Karen Wilson: ▪ Project not yet started. ▪ RFP in-market for digital buying partner. ▪ On hold pending recruitment of new Art Director.	Karen Wilson: ▪ RFP for research partner to begin in October 2018. ▪ Project temporarily on hold (until November 2018) during recruitment of new Manager, Digital Strategy. ▪ Assessing project next steps and timelines with new Art Director.	
4.1.2 Fundraising	VCC Foundation	▪ Continue to grow student award and bursary funding ▪ Work with VCC on a plan for upcoming capital requests ▪ Execute at least one major fundraiser (Flourish) each year ▪ Cultivate alumni and PAC engagement – capitalizing on volunteerism and/or giving (this includes working with departments on alumni reunions, e.g. CAD/BIM group and Hospitality and deeper PAC engagement, e.g. HMT employers, etc.) ▪ Run two employee giving campaigns this fiscal (spring and late fall)	Nancy Nesbitt: ▪ $135,267.48 in donations ▪ $2,400 in gifts in kind ▪ $128, 923.93 in investment growth ▪ $8,708.37 in endowment growth ▪ Ready to work with Dialog on Campus Master Plan ▪ Flourish planning ongoing	Nancy Nesbitt: ▪ $74,719.52 in donations ▪ $84,366.07 in investment growth ▪ $6,622.00 in endowment growth ▪ Flourish winery (Naramata Bench Wineries) and rentals' partner (Loungeworks) secured. ▪ Employee campaign for November #givingtuesday scheduled to launch around VCC Day. ▪ September 12 - Andrea Alridge (Culinary alumna) special guest Chef's Table fundraiser raised over $3,000. ▪ September 27 - Roshni Kashyap (CACE alumna) book launch, over 100 guests including the Honourable Minister Shane Simpson.	

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #4 – Reputation Management					
Goal 4.2 Improve internal and external communications					
4.2.1 Internal Communication - Academic	VP Academic/ Marketing	▪ Enhance the effectiveness and relevance of D2 (Leader's Forum) by structuring in engagement, mentorship and trauma-informed approaches ▪ Expand lunch hour workshops through the Learning Conversation series ▪ Continue to meet twice a year with all Schools/ Departments on planning ▪ Establish working groups for mid-level managers to foster leaderships skills ▪ Establish a structure for Deans Assistant, Department Assistants and Program Assistants to network and support each other ▪ Expand use of D2 forum to engage academic and student services departments ▪ Expand resources available on myVCC	Kathryn McNaughton: ▪ In progress	Kathryn McNaughton: ▪ An advisory group has been formed to develop meaningful agendas and address training needs for the Leaders' Forum. ▪ Learning Conversations will provide the venue for faculty and leadership to share initiatives being explored at the department level and innovative teaching and learning practices. ▪ Second round of meetings with all schools and departments are in progress to discuss planning. ▪ Follow up is required to establish a format for regular meetings with mid-level managers. ▪ Similar format is required to engage Deans Assistants and Department Assistants. ▪ The VP Academic Office has been restructured to separate the work of the Executive Assistant and Project Coordinator. The new structure will provide the admin and leadership support to ensure key projects are addressed.	
	Continuing Studies	▪ Populate myVCC CS page with instructor and staff resources	Gordon McIvor: ▪ There is no update at this time.	Gordon McIvor: ▪ Discussions planned for fall 2018 to implement.	
	Student Development	▪ Regularize faculty & staff support workshops on Duty to Accommodate & Inquire and Disability Services Referral Process through internal department webpages, direct department outreach, and human resources ▪ Regularize annual Student Service Survey with Institutional Research to begin establishing baseline data on the utilization rate and scope of student services	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
4.2.2 Enhance internal communication	Marketing	▪ Implement tools and options for communicating information to the college community	Karen Wilson: ▪ Project complete; updates to	Karen Wilson: ▪ Project complete	

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KSD #4 – Reputation Management					
Goal 4.2 Improve internal and external communications					
		▪ Develop and implement social media policy for college employees ▪ Related to 2.4.5 – Engagement Survey Pulse Check internal communications	Marketing pages on myVCC (e.g. Digest, digital signage, etc.) ▪ New social media policy under development. ▪ Internal communications planning for November 2018 engagement survey pulse check.	▪ 50% complete – due end of November 2018 then proceed to policy committee. ▪ Execute internal communications plan leading up to pulse check survey happening in mid-November.	
	Campus Master Plan	▪ Support the Campus Master Plan's Community Engagement initiatives	Karen Wilson: ▪ There is no update at this time.	Karen Wilson: ▪ Campus Master Plan, process identity, event support, web page to be developed (waiting for DIALOG).	
4.2.3 External communications plan	Marketing/President	▪ Implement external outreach initiatives ▪ Support Campus Master Plan – Community Engagement Plan	Karen Wilson: ▪ 2018 Community Report released end of April 2018. ▪ News release	Karen Wilson: ▪ Planning for 2019 Community Report underway (anticipated release in March 2019). ▪ Campus Master Plan, process identity, event support.	
	Continuing Studies	▪ Develop robust content and student resources on CS landing page ▪ Create and Implement social media plan ▪ Increase advertising presence	Gordon McIvor: ▪ In progress Karen Wilson: ▪ Marketing has not been approached about this initiative. ▪ An account has been created for social media. ▪ Developed integrated 6-month marketing and advertising plan with CS.	Gordon McIvor: ▪ CS now has a landing page with updated student resources. ▪ Improvements planned on the website with program/course layouts for fall 2018. Karen Wilson: ▪ Marketing has not been approached about this initiative. ▪ Marcom explained that CS can send their posts directly to the college account for better exposure. Currently, their account is dormant. ▪ Executing plan and will review in October 2018 for following 6 months with CS.	
	Student Development	▪ Explore partnership with unions to incorporate Duty to Accommodate & Inquire and Disability Services Referral Process in new student and new faculty/staff orientations	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	

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OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #4 – Reputation Management					
Goal 4.3 Improve student recruitment and retention process					
4.3.1 Create a strategic enrolment management acquisition strategy	VP Academic/ Marketing	▪ Establish the Student Recruitment working group of Strategic Enrolment Management (SEM) ▪ Develop and communicate short and long-term goals of the SEM Student Recruitment group ▪ Implement student recruitment plan ▪ Review Integrated Admissions Plan (Culinary pilot program) and recommend next steps ▪ Improve online acquisition process ▪ CASL audit and refresh ▪ Support CRM implementation in partnership with IT	Karen Wilson: ▪ Establishment of Student Recruitment working group – completed. ▪ Development and communication of short and long-term goals – completed. ▪ 2018/2019 student recruitment plan completed. ▪ Review Integrated Admissions Plan – no progress. ▪ Improve online acquisition process – in progress. ▪ CASL audit and refresh – no progress. ▪ CRM project temporarily on hold (until November 2018) during recruitment of new Manager, Digital Strategy.	Karen Wilson: ▪ Establishment of Student Recruitment working group – completed. ▪ Development and communication of short and long-term goals – completed. ▪ Executing 2018/2019 student recruitment plan. ▪ Review Integrated Admissions Plan – no progress. ▪ Implemented online acquisition process end of July 2018; next step is to evaluate success. ▪ CASL audit and refresh – project temporarily on hold (until November 2018) during recruitment of new Manager, Digital Strategy. ▪ CRM project temporarily on hold (until November 2018) during recruitment of new Manager, Digital Strategy.	
	Hospitality, Food Studies and Applied Business	▪ Engage social media resources to promote programming	Dennis Innes: ▪ There is no update at this time. Karen Wilson: ▪ Culinary social media activity was reviewed and future social media will be done in-house through Marketing Department.	Dennis Innes: ▪ Have not been able to secure resources to do this but this is still seen as a priority. Karen Wilson: ▪ This item should be removed from the 2018/19 initiatives.	
	Student Development	▪ Participate in curriculum, policy, and practice development and review discussions to support the Academic Departments for compliance with legal duties, advancement of universal access model, and development of comprehensive student support process for student admission, progress, retention and success	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
4.3.2 Student recruitment strategy for emerging International markets and new programs	International Education	▪ 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	Jennifer Gossen: ▪ Hired in-country representative in Vietnam. ▪ Visited agents in SE Asia and provided	Jennifer Gossen: ▪ Providing ongoing training for VCC India to support agent relations in India.	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #4 – Reputation Management					
Goal 4.3 Improve student recruitment and retention process					
		▪ 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	agent training. ▪ Investigated UMAP consortium to improve student mobility and increase partnerships.	▪ Provided agent training to agent network regarding new programs and processes in IE. ▪ Met with potential in-country representative in Sao Paulo, Brazil.	
4.3.3 Recruitment campaign	Marketing	▪ Continuation of "Make Your Mark" recruitment campaign in 2018 ▪ Begin research for next recruitment campaign ▪ Improve (new design and content) plus 120 program pages on vcc.ca	Karen Wilson: ▪ "Make Your Mark" out of market until September/October. ▪ Research for next recruitment campaign – no progress.	Karen Wilson: ▪ "Make Your Mark" in-market September/October. ▪ Campaign and brand health research planned for end of September to determine "Make Your Mark" campaign next steps. ▪ 20% complete – due end of March 2019.	

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
Key Success Driver (KSD) #5 – Business Development					
Goal 5.1 Develop new partnerships and collaborations					
5.1.1 Expand dual credit programming options by partnering with more school boards in the Lower Mainland	Health Sciences	▪ Based on the interest, enable high school students to enter the Pre-Health Sciences program as dual credit students over the duration of the academic plan ▪ Continue with Dual Credit programming in the Health Care Assistant program	Debbie Sargent: ▪ Two high school students are registered into HCA program for September.	Debbie Sargent: ▪ Further discussions needed with the School Boards regarding Dual Credit for the Pre-Health Sciences program.	
5.1.2 Develop and expand partnerships	Health Sciences	▪ 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 ▪ Implement a contract with the Aboriginal Community Career Services Society (ACCESS) re Access to Health Care ▪ Seek approval for one time funding to offer an extra intake of Health Care Assistant program starting November 2018	Debbie Sargent: ▪ Activities with Metro Vancouver Alliance continue – VCC VP Academic, Students and Research has hosted two internal breakfasts for internal stakeholders to discuss strategies and initiatives. ▪ Contract with ACCESS regarding HCA is in place. ▪ ACCESS sponsoring a cohort of student in the Dental Reception Coordinator program including	Debbie Sargent: ▪ Vancouver General Hospital continues to hire grads of the Acute Care Skills for HCA program. ▪ Program viability needs more consideration as the tuition is very low. ▪ Finalizing contract with ACCESS regarding Dental Reception Coordinator program with the Partnership Office regarding delivery of the Essential Skills component (December intake).	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #5 – Business Development					
Goal 5.1 Develop new partnerships and collaborations					
		▪ Continue with external rentals of Dental spaces (Dental Tech, Denturist, Certified Dental Assisting and Dental Hygiene programs)	Essential Skills to begin December 2018. ▪ Extra intake of HCA funding supported by the Ministry.	▪ Extra intake of HCA planned for November with extra Ministry funding.	
	Arts & Sciences	**LINC:** ▪ Pursue contract opportunities outside the classroom for companies that want to offer classes on-site **Career Awareness:** ▪ Develop increased practicum opportunities with BC Partners in Workforce Innovation	David Wells: ▪ There is no update at this time.	David Wells: ▪ There is no update at this time.	
	Trades, Technology & Design	**Heavy Mechanical Trades:** ▪ Update CNG program to meet changing industry needs	Brett Griffiths: ▪ Program updated and delivered. Project completed.	Brett Griffiths: ▪ Project completed	
	Hospitality, Food Studies & Applied Research	▪ Events Manager to recruit and support large scale catering events ▪ Target potential partnerships to expand Culinary Arts program with international institutions ▪ Build relationships for international co-op placements for Hospitality students	Dennis Innes: ▪ There is no update at this time.	Dennis Innes: ▪ Have not secured funding for Events Manager. ▪ International opportunities in Italy, Ireland and Korea are being explored.	
	Continuing Studies	▪ Refine process related to internal and external partnerships	Gordon McIvor: ▪ There is no update at this time.	Gordon McIvor: ▪ There is no update at this time.	
	Student Development	▪ Explore mutually beneficial partnerships with external stakeholders such as community service agencies, school districts, and post secondary institutions for streamlined referral processes, expanded funding and support for students with disabilities, and collaboration for common initiatives such as mental health & wellness and career services	Jane Shin: ▪ In progress	Jane Shin: ▪ In progress	
	Partnership Development office	▪ 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: ▪ Ongoing discussions with external stakeholders regarding Partnership.	Tanis Sawkins: ▪ Ongoing discussions with external stakeholders regarding Partnership. ▪ Signed LOS for proposals with Greater Vancouver Family Services and Open Door Group.	
5.1.3 Develop new international business partnerships to support international	International Education	▪ Explore and implement mutually beneficial business partnerships with external stakeholders such as school districts, post-secondary institutions, private	Jennifer Gossen: ▪ Exploring new agency partnerships	Jennifer Gossen: ▪ Added ILAC International College to pathway MOU.	

2018/19 Detailed Consolidated Goals, Objectives and Initiatives

OBJECTIVES	SCHOOL	2018/19 INITIATIVES	STATUS UPDATE – 1ST QUARTER JUNE 2018	STATUS UPDATE – 2ND QUARTER SEPTEMBER 2018	STATUS UPDATE – 3RD QUARTER DECEMBER 2018
KSD #5 – Business Development					
Goal 5.1 Develop new partnerships and collaborations					
enrolment		language schools, agency partners, etc. over the life of the academic plan	with Vietnamese and Filipino agencies.	▪ Exploring new agency partnerships with Brazilian agencies.	

VANCOUVER COMMUNITY COLLEGE

DECISION NOTE

PREPARED FOR: Board of Governors Public Meeting

DATE: November 28, 2018

ISSUE: **RECOMMENDATION FOR APPROVAL:**
2% increase in domestic tuition and mandatory fees

BACKGROUND:

The Ministry of Advanced Education, Skills and Training (AEST) has changed their process with respect to the communication of the cap on tuition and mandatory fee increases for existing programs and services. The 2% limit on tuition and mandatory fee increases is now on an ongoing basis. In previous years, we were required to wait for a budget letter that would set out these terms year-by-year. Upon Board approval, this will now enable VCC to open registration for 2019/20 programs much earlier then in the past. This will result in better service for our students.

The Government of British Columbia Tuition Fees Policy can be found at:

https://www2.gov.bc.ca/gov/content/education-training/post-secondary-education/institution-resources-administration/tuition-limit-policy.

In order to offset increased operating costs and to maintain financial stability and sustainability, VCC is recommending that domestic tuition and mandatory fees be increased by 2% in 2019/20.

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the implementation of a 2% increase in domestic tuition and mandatory fees, effective August 1, 2019.

PREPARED BY: Marlene Kowalski, VP Administration, CFO & Business Development

DATE: November 19, 2018

INFORMATION NOTE

PREPARED FOR: Board of Governors Public Meeting

DATE: November 28, 2018

ISSUE: 2% increase in international tuition and mandatory fees

BACKGROUND:

International tuition and mandatory fees do not fall under the Ministry of Advanced Education, Skills and Training (AEST) tuition cap. However, to provide a consistent approach to fee increases for international and domestic students, as well as to offset increased operating costs, VCC is implementing a 2% increase for international tuition and mandatory fees, effective August 1, 2019. It will still price VCC international programs competitvely and maintain financial stability and sustainability.

As per the Tuition Policy, international tuition is set and approved by Administration and presented to the Board for information.

PREPARED BY: Marlene Kowalski, VP Administration, CFO & Business Development

DATE: November 20, 2018

VANCOUVER COMMUNITY COLLEGE

INFORMATION NOTE

PREPARED FOR: Board of Governors Public Meeting

DATE: November 28, 2018

ISSUE: International Tuition Fees for English Language Testing System (IELTS) Prep Course

BACKGROUND:

The Board of Governors approved tuition of $772.50 per course for the IELTS Preparatory Course at the public meeting held on June 27, 2018. At the time international tuition was not considered in the costing calculations due to the fact that domestic students were the primary market for the course. In October there was an international student interested in registering to the IETLS preparatory course, but International Education was unable to provide a tuition fee quote because there was no fee set for international students.

DISCUSSION

The issue was brought up to the Operations Manager for the School of Arts and Sciences and members of the Finance department. Given the time constraints with the student waiting to register, this issue was discussed with the Director, Financial Services and use of base rate per credit for international student was selected as the formula to calculate the international tuition fee for the course.

CONCLUSION:

As per the Tuition Policy, international tuition is set and approved by Administration and presented to the Board for information.

The following tuition was approved by Senior Executive:

$1,670 (3.75 credit times the international base rate at $445.51)

The Finance department has updated the tuition schedule with the international fee and informed Registrar's Office of the addition.

PREPARED BY: David Wells, Dean, School of Arts & Sciences

DATE: November 19, 2018

INFORMATION NOTE

PREPARED FOR: Board of Governors Public Meeting

DATE: November 28, 2018

ISSUE: International Tuition Fees for New Computer Systems Technology Diploma

BACKGROUND:

The 2025 BC Labour Market Outlook anticipates 36,000 technology related job openings to 2025 in BC. The industry is expected to expand its workforce at a much faster pace than all industries as a whole over the next few years. The majority of those job openings are a result of industry growth rather than replacement demand. Below is the breakdown of the number of IT jobs openings in BC to 2025:

Occupation	Job opening to 2025	Median wage rate
Computer and Information System Managers	4100	$43.27
Information System analysts and Consultants	9100	$36.06
Computer programmers and interactive media developers	7800	$35.00
Software engineers and designers	4300	$39.42
Web designers and developers	2600	$24.04
Computer engineers (except software engineers and designers	1400	$41.03
Computer network technicians	3800	$27.40
User support technicians	2900	$25.00

"source:https://www.welcomebc.ca/getmedia/84455037-46db-4189-a219-4d8b4eca0841/Report_2025-BC-Labour-Market- Outlook.pdf.aspx"

DISCUSSION:

For over 50 years, Vancouver Community college (VCC) has offered academic and training programs that inspire relevant real-world training and education. Currently, VCC offers 31 diploma programs with 95% of graduates employed. VCC programs have an excellent reputation in the

Lower Mainland, and graduates report the programs are providing a high quality of education and were highly satisfied with their education. Recent fast-facts reports have shown that 93% of students are satisfied with the quality of instruction.

The development of the new Computer System Technology diploma program creates an opportunity to meet the demand for skilled professional in information technology at tuition fee level that is competitive and sustainable.

In recommending tuition for this program, VCC has reviewed the tuition of similar diploma programs at other institutions. Comparable programs charge the following tuition fees:

INSTITUTION	Length	TOTAL
BCIT- Diploma	Two Years	$38,464.12
Okanagan College - Diploma	Two Years	$27,500
Camosun College -Diploma	Two Years	$30,000 + $1350 per work term
Vancouver Island University - Diploma	Two Years	$30,380
Kwantlen Polytechnic University - Diploma	Two Years- 60 credits	$39,498 "$658.30 per credit"

As per the Tuition Policy, international tuition is set and approved by Administration and presented to the Board for information.

The following tuition was approved by Senior Executive:

$39,000 for the two-year Diploma ($398/credit 98 credits)

This would result in a net 11% contribution. This pricing is higher than other older diploma programs offered by several colleges, but similar to the cost of BCIT and Kwantlen, and will help to offset the higher costs of this program.

ATTACHMENTS: APPENDIX A - Financial Analysis

PREPARED BY: Brett Griffiths, Dean, School of Trades, Technology and Design

DATE: November 7, 2018

Vancouver Community College
School of Trades, Technology & Design
Computer Systems Technology diploma
NEW ORG

APPENDIX A

Scenarios	Tuition Fee with 11% Net contribution to VCC overhead
Block funding per student	$ 10,000
Tuition fee per domestic student	$ 14,626
Tuition fee per international student	$ 39,000
No. of Intakes	1
No. of students per intake - Domestic	20
No. of students per intake - International	4
Total students (with X FTE attrition)	24
Student FTE	24
Duration - instructor months	24.0
Duration - days	360
Other days	0
Department head release days	180
Duty days per year	180
Instructor FTE required per intake	3.00
Number of credit hours	98
Tution fee per credit - International	$ 398
New tuition fee per credit - Domestic	$ 149
Support staff (FTE)	1.0
Operational costs (per student)	$ 0
Revenue per **student**	$ 27,022
Cost (breakeven tuition fee) per **student**	$ 24,139
Tuition fee per student	$ 12,189
Block Funding (per student)	$ 10,000

Revenue	
Domestic Tuition	$ 292,526
Block Funding	$ 200,000
International Tuition	$ 156,000
Total revenue	**$ 648,526**
Instructor	
Salary (step 1) - Instruction	$ 274,995
Benefits (23.75%)	$ 65,311

Total instructor costs	**$ 340,306**
Support Staff	
Salary	$ 62,118
Benefits (28.0%)	$ 17,393
Total support staff costs	**$ 79,511**
Operational costs	
Operational Expenses	$ -
Total operational costs	**$ -**
Indirect student support	
Indirect student support 38%	$ 159,531
Total indirect student support	**$ 159,531**
Total expenditures	**$ 579,348**
Net contribution to VCC overhead / (Deficit)	**$ 69,178**
Net contribution to VCC overhead / (Deficit)	**10.7 %**

Gross Margin Income Statement	
Revenue from tuition and block funding	**$ 648,526**
Direct instructors cost	$ 340,306
Direct support staff cost	$ 79,511
Direct non-labour cost	$ -
Gross margin	**$ 228,709**
Indirect IRA cost	$ -
Indirect support staff cost	$ -
Total indirect expenditures	**$ -**
Surplus / (Deficit) (prior VCC overhead)	**$ 228,709**
VCC Institutional support (Overhead 38%)	$ 159,531
Net Surplus / (Deficit)	**$ 69,178**

DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: November 28, 2018

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Proposal to contract an upgrade of VCC's wireless infrastructure, through a BCNETSource supply arrangement with Long View Systems at an expected cost of approximately $1.7M over 2 years

BACKGROUND:

All of the wireless infrastructure is outdated, has slow operating speeds, and increasing maintenance issues. The company currently maintaining the infrastructure has been bought out and the new company will not renew the maintenance contract when it comes up for renewal in December 2018. The hardware at both the Broadway and Downtown Campuses needs replacing.

DISCUSSION:

High Level Business Case

For phase I of this project, VCC hopes to enter into a contract in December to replace the existing wireless infrastructure at both campuses at a cost of approximately $700k. Phase I has an approximate duration of 4 weeks. Phase II will be done during FY 19/20 and involves adding additional antenna's to the wireless infrastructure at both campuses at a cost of approximately $1M. Phase II has an approximate duration of 12 weeks.

Both phases of the project will be using restricted Routine Capital funding from the Ministry of Advanced Education (AVED), which $700k has been allocated this fiscal. VCC would be in a position to move forward with Phase II earlier if AVED offers additional funding prior to the end of the current fiscal year.

Proposed Procurement Strategy

VCC is required by its Procurement Policy to first use existing government supply arrangements as the method of procurement unless VCC can show that it could get significant value for money through an alternative procurement method. Since VCC does not believe there are significant savings from using an alternative procurement method, VCC is proposing to use BCNET Source's supply arrangement with Long View Systems to establish a contract for purchasing the wireless networking hardware and software from the manufacturer Aruba.

BENEFITS OF PROCEEDING:

- Complies with Purchasing Policy and offers the best value to VCC.

IMPLICATIONS OF NOT PROCEEDING:

- Increased user frustrations and costly maintenance issues associated with outdated wireless networking infrastructure.
- Running the risk of not being able to supply Wi-Fi to students or staff.

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors authorize VCC to enter into a supply arrangement with Long View Systems to purchase the software and hardware equipment with an expected value of approximately $1.7 million over 2 years**.**

PREPARED BY: Elmer Wansink, CIO
Trevor Maddern, Director, Procurement

DATE: November 09, 2018

DECISION NOTE

PREPARED FOR: Board of Governors Public Meeting

DATE: November 28, 2018

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Minor revisions to C.3.14 Curriculum Development and Approval Policy and Procedures

BACKGROUND:

This policy governs how curriculum is developed and approved at the College. In the last year, the College has implemented an online curriculum management software program called Courseleaf; curriculum development and approval is now conducted using this online software.

DISCUSSION:

The change to Courseleaf required some minor and technical revisions to the policy to reflect the move from fillable Adobe PDF forms. There were no significant changes to the language.

This policy has gone out for community feedback and has been reviewed by the Education Policy Committee and Education Council.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, C.3.14 Curriculum Development and Approval Policy and Procedures.

ATTACHMENTS: APPENDIX A - C.3.14 Curriculum Development and Approval Policy
APPENDIX B - C.3.14 Curriculum Development and Approval Procedures

PREPARED BY: Todd Rowlatt, Chair, Education Council

DATE: November 19, 2018

VANCOUVER COMMUNITY COLLEGE

APPENDIX A

POLICY

Policy No.	C.3.14
Title	Curriculum Development and Approval
Approval Body	Board of Governors, Education Council
Policy Sponsor	Vice President Academic, Students & Research
Last Revised/Replaces	October 28, 2015
Effective Date	September 29, 2016

CONTEXT AND PURPOSE

The programs and courses of Vancouver Community College (VCC; the College) make up the curricula (systems of organized learning experiences) through which the College meets the needs of the community for education and training, and maximized student mobility and success. VCC strives to achieve its mission, goals and objectives through the programs and courses it offers.

SCOPE AND LIMITS

This policy applies to all developers of curricula at Vancouver Community College, and establishes the requirements for the development of new curricula, and the revision of existing curricula.

Curricula at VCC falls within the jurisdiction of the Education Council under both its sole powers as well as its advisory role to the Board of Governors.

STATEMENT OF POLICY PRINCIPLES

1. VCC is committed to the establishment and use of systematic practices and procedures for the development of curricula that
    a. engages relevant stakeholders;
    b. is transparent. and
    c. aligns with the College's governance processes.
2. VCC will ensure that all curricula
    a. is consistent with the College's mission, goals, educational priorities and plans;
    b. meets the College's standards of excellence;
    c. is based on community needs;
    d. supports student success; and
    e. promotes responsible use of College resources.
3. Meaningful consultation is critical to ensure high quality curricula and a smooth approval and implementation process.
4. The development of curricula is guided by needs as expressed by the communities served by VCC as well as demand from existing and prospective students.
5. Curricular development is guided by Provincial Ministry guidelines, professional and industry association requirements, accreditation bodies and credentialing policies at

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other postsecondary institutions with which the College may wish to articulate.

6. All College curricula is maintained in the Curriculum Inventory Management System (CIMS).

DEFINITIONS

Approval: The process in CIMS whereby the designated individual ("approver") has read and comprehends the information and assumes responsibility for the proposed curriculum. Approvals are what keep the workflow process moving through governance. Each proposal must successfully move through each stage of the approval process before moving forward to the next stage in the process.

Concept Paper: The information that helps conceptualize, plan, and project the outcomes and costs of a new program. It is completed by the Curriculum Developer, Department Leader and Dean/Director in consultation with the Vice President Academic, Vice President Administration & CFO. It includes a Business Case.

> Business Case: Represents the financial case for a new program, and includes expected revenue, tuition and fees. The Business Case falls within the jurisdiction of the Board of Governors as part of its obligation to manage, administer and control the proper, revenue, expenditures, business and affairs of the institution.

Consultation: The process to ensure that in the development of curriculum, deliberate feedback is sought from internal and external stakeholders, and thoughtful feedback is received and considered in a timely manner. Deans/Directors and Department Leaders are responsible for ensuring appropriate consultation takes place.

Curriculum Inventory Management System (CIMS): VCC's online curriculum development and approval system that allows developers to create or edit programs and courses, and electronically submit them into the governance approval process.

Course Form: The outline that contains the essential features of a course, such as: the course name and number, credits, course description, prerequisites, course learning outcomes, instructional strategies, and student evaluation methods.

Curriculum: The planned sequence of instruction for a program or course. Curriculum comprises learning outcomes, teaching and learning methodology, and strategies for assessing and evaluating student learning.

Curriculum Developer: The lead in creating/revising the curriculum for a program or course and the main person preparing the curriculum documentation. This is typically an instructor or Department Leader.

Degree Quality Assessment Board (DQAB): An independent advisory board appointed by the Minister of Advanced Education that oversees the quality assurance process for degree level education in British Columbia.

Governance: A prescribed process that identifies who has the primary and/or advisory

responsibility for select decisions at various stages of the curriculum approval process. The *College and Institute Act* defines the governance bodies at VCC as the Board of Governors and Education Council. The Board Finance and Audit Committee and EDCO's Curriculum Standing Committee are also governance bodies at VCC.

Minor Revision: Changes to curriculum that have limited impact on a course or program. Minor revisions have an expedited path through the governance process.

New Course: A course that has never been offered before at VCC. A new course may be part of an existing program or may be a replacement course that is equivalent to the course it replaces.

New Program: A new credential or significant and extensive changes to a program, where these changes impact the nature or overall direction of a program. Education Council makes the final determination whether proposed changes to an existing program are substantial enough to qualify as a new program.

New Program Implementation Plan: This document is completed during the development of the curriculum for a new program. It contains a series of guiding questions to help identify elements required for the successful implementation of a new program. Many of the questions will help the completion of the Tuition Costing Plan that must be completed with Finance prior to a program being approved. This completed document must be submitted to Curriculum Committee along with the curriculum documents.

Post-secondary Institution Proposal System (PSIPS): A Ministry of Advanced Education process that includes a web-based system designed to manage and support the post-secondary submission and review of degree and non-degree diploma programs, or a certificate that leads to a diploma.

Program Content Guide: The program outline that contains the general description of a program of study, such as: the program name, program purpose, number of credits, program duration, a statement of program learning outcomes, admission requirements, grading system, a list of courses, instructional strategies, information on the evaluation of student learning, and the credential received upon completion of the program.

Standalone Course: A course that is not a part of an existing program.

Effective Date: The month and year the program/course will first be taught after governance approval.

Workflow: The online approval stages in CIMS that are part of the governance process. Workflow varies depending on the type of proposal being put forward, such as a minor change, new program, non-credit Continuing Studies course. The workflow is initiated by the curriculum designer or Department Leader.

RELATED LEGISLATION & POLICIES

Legislation

College and Institute Act, (RSBC 1996) Chapter 52

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Policies

C.1.1 Grading, Progression and Withdrawal
C.1.3 Granting of Credentials
C.1.4 Assignment of Credits to Courses
C.3.1 Program Advisory Committees
C.3.2 Program Review and Renewal
C.3.3 Suspension and/or Discontinuance of Programs
C.3.10 Affiliation Agreements
D.3.6 Prior Learning, Assessment and Recognition
D.3.6 Admissions
D.3.6.1 Flexible Admissions

RELATED PROCEDURES

Refer to C.1.4 Curriculum Development and Approval Procedures

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VANCOUVER COMMUNITY COLLEGE

APPENDIX B

PROCEDURES

Policy No.	C.3.14
Title	Curriculum Development and Approval
Approval Body	Board of Governors, Education Council
Policy Sponsor	Vice President Academic, Students & Research
Last Revised/Replaces	October 28, 2015
Effective Date	September 29, 2016

GENERAL

1. The design, development, revision, approval, and implementation of programs and courses takes anywhere from one (1) month (for minor revisions) to 18 months, depending on the development type. External approval bodies such as the Degree Quality Assessment Board (DQAB) and the Ministry of Advanced Education and Skills Training may extend these timelines. Deans/Directors and Department Leaders should create an initial timeline using pre-existing meeting dates, length of time for peer review, etc.
2. The Centre for Teaching, Learning and Research (CTLR) supports the design and development of curricula.
3. Once a Concept Paper is approved, a New Program Implementation Plan must be completed and submitted to Curriculum Committee with the program curriculum.
4. Education Council is the final approval body for all new courses and revised curricula per the Resolution of the Board of Governors dated May 29, 2013. The Board of Governors approves all new programs and credentials with advice from Education Council.
5. New programs should be approved at least 9-12 months prior to the planned effective date. New courses and major changes should be approved at least 6 months prior.

CONSULTATION

6. The Department Leader and Dean/Director are required to ensure that there is opportunity for internal and external consultations, allowing stakeholders adequate time to provide their feedback and recommendations.
7. New curricula and changes to existing curricula require a series of consultations to ensure educational quality, and that students are fully supported in their programs.
8. Early and thorough internal consultation helps to identify implementation and operational needs and allows areas like the Registrar's Office and Institutional Research to begin work that will facilitate the process.
9. Where applicable, engaging in external consultations helps to verify that curricula meets the quality standards of academic peers and community stakeholders as well as enhancing existing and developing potential new partnerships and agreements.
10. The amount of consultation required depends on the development type.
11. Faculty within the department must be consulted.

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12. It is recommended that group consultations with similar service area representatives be arranged where possible.
13. Curriculum Committee and Education Council have the authority to require further consultations as they see fit.

DEVELOPMENT TYPE

There are four (4) development types:

a. New Programs;
b. New Courses and Changes to Programs and Courses;
c. Minor Revisions to Programs and Courses; and
d. Non-Credit Courses in Continuing Studies

A. New Program

14. New programs are approved by both the Board of Governors and Education Council.
15. The development of a new program requires full consultation with internal and external stakeholders, and involves additional governance steps to ensure institutional support before significant time and resources are spent developing the full program proposal.

Stage 1 – Approval to Develop

16. A Concept Paper and Business Case are prepared and submitted to the Vice President Academic, Students & Research and the Vice President Administration and CFO for approval.
17. The Dean/Director presents the approved Concept Paper to Education Council for information.
18. The Education Council Chair presents an Information Note to the Board of Governors. If possible, the Dean/Director attends the Board meeting in person to answer questions.

Stage 2 – Program Development and Approval of Curriculum

19. The Curriculum Developer/Department Leader:
    a. works with the CTLR to design and map the curricula, and develop a program evaluation plan
    b. consults with internal and external stakeholders (including Institutional Research (IR) on the FTE divisor),
    c. enters program/course information into the CIMS
    d. completes the Rationale and Consultations section in the CIMS, and uploads the New Program Implementation Plan
    e. starts the workflow process
20. The Dean:
    a. approves the curriculum through the curriculum management system, which automatically sends the information to Curriculum Committee.
    b. in collaboration with the Department Leader, consults with the Vice President Academic, Students & Research and Vice President Administration & CFO to review, revise and complete the New Program Implementation Plan and Business Case.
21. Curriculum Committee reviews the curriculum and New Program Implementation Plan. If possible, both the Curriculum Developer and the Department Leader attend the Curriculum Committee meeting in person to answer questions.
22. Curriculum Committee may:

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a. Recommend approval to Education Council;
b. Recommend additional revisions that must be completed and reviewed by the Curriculum Committee Chair before going to Education Council;
c. Recommend significant revisions that are returned to the Department Leader, to be brought back to Curriculum Committee at a subsequent meeting.

23. The Chair of Curriculum Committee presents the recommendation and curriculum to Education Council. If possible, the Department Leader and Curriculum Developer attend the Education Council meeting in person to answer questions.
24. Education Council may:
    a. Approve the curriculum;
    b. Approve the curriculum with additional revisions that must be completed and reviewed by the Curriculum Committee Chair prior to implementation; or
    c. Require significant revisions that are returned to the Department, to be brought back to Curriculum Committee at a subsequent meeting, before returning to Education Council;
25. At the same meeting of Education Council, the Dean presents the final version of the New Program Implementation Plan for information.
26. Education Council makes a recommendation to the Board of Governors regarding implementation.

Stage 3 – Review and Final Approval:

27. The office of the Vice President Academic, Students & Research coordinates submissions to the Ministry of Advanced Education and Skills Training for provincial peer review through PSIPS and/or DQAB.
28. After Education Council's approval, the curricula for most credentials is sent for provincial peer review.
    a. Proposals for diplomas and certificates that ladder into diplomas are posted on PSIPS for thirty (30) days.
    b. Proposals for new degrees are submitted to the Ministry of Advanced Education, Skills & Training for review.
        i. If the mandate is approved, the full program proposal is posted on the PSIPS website and forwarded to DQAB for review.
        ii. DQAB submits their recommendation to the Minister of Advanced Education, Skills & Training for approval.
29. The Vice President Academic, Students & Research reports on the outcome of the provincial peer review process.
    a. If major revisions are required by the peer review, the proposal will return to Stage 2, above.
    b. If no major revisions are required, the proposal will proceed to final approval.
30. The Vice President Academic, Students & Research and the Vice President Administration & CFO submit the final New Program Implementation Plan and Business Case to the Senior Executive and the Board Finance and Audit Committee.
31. The Board Finance and Audit Committee will review and submit a recommendation of tuition fees to the Board of Governors.
32. The Board reviews the proposed New Program, including the recommendations from the Finance and Audit Committee (for tuition fees), Education Council (for implementation) and the Vice President Academic, Students & Research (for due process, i.e. provincial peer review). If possible, the Dean/Director attends the Board meeting in person to answer questions.

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33. The Board may:
    a. Approve the fee structure; and/or
    b. Approve implementation of the program; and/or
    c. Based on a budget review, determine a separate timeline for implementation of the program.
    d. Approve the new credential.
34. The Board Chair will forward formal written notification of its decision to the Education Council Office.

B. New Courses and Changes to Programs and Courses

35. Development of new courses and changes to programs and courses require Education Council approval.
36. The Curriculum Developer/Department Leader:
    a. works with the CTLR to design and map the curricula
    b. consults with internal and external stakeholders as needed
    c. enters program/course information into the CIMS
    d. completes the Rationale and Consultations section for programs/courses
    e. starts the workflow process
37. The Dean approves the curricula through the CIMS, which automatically sends the information to Curriculum Committee.
38. Curriculum Committee reviews the curricula. If possible, both the Curriculum Developer and the Department Leader attend the Curriculum Committee meeting in person to answer questions.
39. Curriculum Committee may:
    a. Recommend approval of the curricula to Education Council;
    b. Recommend additional revisions that must be completed and reviewed by the Curriculum Committee Chair before going to Education Council;
    c. Recommend significant revisions that are returned to the Department Leader, to be brought back to Curriculum Committee at a subsequent meeting.
40. The Chair of Curriculum Committee presents the recommendation and curriculum to Education Council. If possible, the Department Leader attends the Education Council meeting in person to answer questions.
41. Education Council may:
    a. Approve the curricula;
    b. Approve the curricula with additional revisions that must be completed and reviewed by the Curriculum Committee Chair prior to implementation; or
    c. Require significant revisions that are returned to the Department, to be brought back to Curriculum Committee at a subsequent meeting, before returning to Education Council.
42. For new stand-alone courses that involve approval of a tuition and fee structure:
    a. The Vice President Administration & CFO submits the Business Case to the Senior Executive and the Board Finance and Audit Committee.
    b. The Board Finance and Audit Committee will make a recommendation to the Board of Governors on the tuition and fee structure, and the Board of Governors will make a decision prior to implementation of the course.
43. If the changes to a program or course have financial requirements (either ongoing or one-time) that are outside the scope of the School's budgetary capabilities:

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a. The Vice President Administration & CFO submits a Business Case to the Board Finance and Audit Committee.
b. The Board Finance and Audit Committee will make a recommendation to the Board of Governors on the new fee structure, and the Board of Governors will make a decision prior to implementation.

C. Minor Revisions to Programs and Courses

44. Minor revisions require Curriculum Committee approval.
45. The Curriculum Developer/Department Leader:
    a. consults with the CTLR and other internal stakeholders as needed
    b. enters program/course information into the CIMS
    c. completes the Rationale and Consultations section on each form
    d. starts the workflow process
46. The Dean approves the curricula through the curriculum management system, which automatically sends the information to Curriculum Committee.
47. Curriculum Committee reviews the curricula. If possible, both the Curriculum Developer and the Department Leader attend the Curriculum Committee meeting in person to answer questions.
48. Curriculum Committee may:
    a. Approve the curricula;
    b. Approve the curricula with additional minor edits that must be completed and reviewed by the Curriculum Committee Chair prior to implementation; or
    c. Decide the proposal does not qualify as a minor revision and send to Education Council for approval.
49. Education Council may, at any time, request to review any minor revision proposal submitted to and/or approved by Curriculum Committee.

D. Non-Credit Courses in Continuing Studies

50. Non-credit courses taught in Continuing Studies do not require governance approval.
51. All non-credit courses are entered into CIMS and approved by the Continuing Studies Dean.
52. The Education Council Office will maintain a record of all non-credit course outlines. Continuing Studies will present an annual report of non-credit courses to the Education Council on an annual basis.

FINAL REVIEW AND APPROVAL

53. The approval of the Department Leader certifies that:
    a. Thorough consultation has taken place and all stakeholders approve of the proposed new or revised curricula.
    b. The curricula meets institutional standards and the educational needs of students.
54. The approval of the Dean/Director certifies that:
    a. The curricula meets the standards of the College, and all policies and procedures have been adhered to; and
    b. Resources required to offer and support the course/program have been assessed. If additional resources are needed, the Dean/Director has initiated steps to secure the needed resources.

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COMMUNICATION OF DECISIONS

55. Following approval of all new and revised curricula and programs a formal resolution is signed by the respective Chair.
56. The signed resolution is forwarded by the Education Council Office to key implementation areas within the College and is posted on the website.
57. The Education Council Office will store an archive copy of all approved curricula in an electronic location that is accessible to all staff.
58. The Registrar's Office will maintain a permanent record of all curriculum documents.

RELATED POLICY

Refer to C.1.4 Curriculum Development and Approval Policy.

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VANCOUVER COMMUNITY COLLEGE

INFORMATION NOTE

PREPARED FOR: Board of Governors Public Meeting

DATE: November 28, 2018

ISSUE: Education Council (EdCo) Chair Report to Board of Governors

NEW PROGRAM CONCEPT: GLADUE REPORT WRITING SHORT CERTIFICATE

Continuing Studies and the Indigenous Education & Community Engagement department are proposing a short certificate and certificate in Gladue Report writing.

The incarceration rates of Indigenous people (First Nations, Inuit, Métis, and Non-Status) continue to rise, and that includes an increase in the rate of Indigenous women and youth in the justice system. The circumstances of Indigenous people differ from the broader population because many Indigenous people are victims of systemic and direct discrimination. A Gladue report is a document that is submitted to a Canadian court for consideration when sentencing an offender of Indigenous background under Section 718.2(e) of the Criminal Code of Canada. It describes the context and story of their life.

The Gladue Report Writing Program is designed in response to Section 718.2(e); to prepare students to apply a Gladue approach to plan, organize, write, and present essential information to assist the Canadian criminal justice system in making well-informed decisions with the goal of addressing over-incarceration of First Nations, Métis, Inuit, and Non-Status Peoples.

We anticipate an increase in demand for trained Gladue writers. Indigenous leaders have acknowledged the challenges that Indigenous persons face within the justice system. Documents including the *Truth and Reconciliation Commission of Canada* and the accompanying *94 Calls to Action* and the *United Nations Declaration on the Rights of Indigenous Peoples* aim to hold all Canadian citizens accountable and responsible for fair and equitable treatment of Indigenous peoples.

There are no existing programs teaching Gladue writing. This program has the potential to set a national standard for qualifications, and could grow into a national program that can be accessed anywhere in Canada via a blended delivery model. There is already an active Program Advisory Committee, and Continuing Studies has done a successful pilot of several of the core courses. Funds have been provided for curriculum development the last two years.

Upon completion of the Gladue Report Writing program students will be able to:

- Apply the Gladue approach to write a holistic, individualized, and objective Gladue report that assists the Canadian Criminal Justice System in making well-informed decisions.
- Apply a narrative and trauma-informed approach to gather, analyze, and communicate information for a Gladue Report.

- Identify and describe the legal history and legislation informing Gladue rights.
- Act professionally and ethically as a Gladue Writer.
- Explain the impact of colonialism on Indigenous peoples and their relationship with the Criminal Justice System.

The program is still in development, but they are anticipating a 132 hour short certificate, and then a longer full certificate that would include a significant capstone project. They are planning on multiple delivery formats, including part-time and blended options, with a goal of two cohorts of 20 students per year. The longer-term plans include developing some of the courses in an online format to enable greater accessibility in remote areas, with a main principle being increasing capacity for Indigenous communities and learners.

The Senior Executive has approved the ongoing development of this program. The goal is to launch by September 2019.

NEW PROGRAM CONCEPTS: PROVINCIAL INSTRUCTOR DIPLOMA & EDUCATIONAL LEADERSHIP CERTIFICATE

The Instructor Education department is redesign its existing Provincial Instructor Diploma program (PIDP), and is developing a new Educational Leadership Certificate.

The PIDP supports professionals in becoming instructors in their areas of expertise, most commonly college instructors and trainers in professional, industry, or corporate environments. Students develop the skills to be able to plan, deliver, and assess learning that is active, experiential, and aligned with program outcomes.

VCC manages and delivers the PIDP under a license with the Ministry of Advanced Education, Skills and Training, and is currently the only institution that offers it. Current enrolment is strong, with online course options increasing in popularity. The redesign will add a number of courses to make the program more educational robust while maintaining the flexibility of the offerings. Many of the courses are self-paced and online, allowing students to continue the program within their own schedules.

The Educational Leadership Certificate is designed for instructors or trainers who are planning to undertake a leadership role in their organization. The courses will focus on different learning experiences, ranging from independent research, reflective writing, leadership models and processes, and related project work.

There are a number of competing programs at, among others, UBC, SFU, BCIT, and the Justice Institute. Most of those programs focus at the Masters or Executive level, requiring graduate degrees or higher tuition fees. This program will target mid-career professionals who are planning to enter or are currently in leadership roles in an organization and be a more accessible entry point into educational leadership training. The program will also have any self-paced and online courses, allowing flexibility among participants.

The Senior Executive has approved the ongoing development of these two programs.

FINALIZED INSTITUTIONAL LEARNING OUTCOMES

The College has finalized its Institutional Learning Outcomes (ILOs) and presented them to College employees at VCC Day on November 6, 2018. The ILOs were developed through extensive consultation starting in May 2017 and included feedback from more than 700 people.

ILOs reflect the essential skills, abilities and attitudes that VCC promotes in its programs and culture. The six ILOs are:

1. Communicate effectively
2. Identify a sense of direction
3. Be socially responsible
4. Demonstrate professionalism
5. Think critically and creatively
6. Develop intra-/intercultural awareness

ONLINE LEARNING STRATEGY

A working group attached to the Vice President Academic's office has developed an Online Learning Strategy. Its goals are to enhance student learning through the effective use of online learning environments, increase the amount of online learning at the College, increase innovation and comfort level, and ensure proper support and resourcing. The strategy document is included with this report as Appendix A.

REPORT ON QUALITY ASSURANCE PROCESS AUDIT (QAPA)

The external panel for QAPA is visiting VCC on November 21 and 22, 2018. They will be meeting with members of the academic leadership team, the Education Council chair, members from the Centre for Teaching, Learning and Research, and program faculty from the Bachelor of Science in Nursing, Jewellery and Provincial Instructor Diploma departments. The VCC audit team is led by Jo-Ellen Zakoor, Dean of Health Sciences, and Pervin Fahim, Operations Manager for the School of Health Sciences.

UNIVERSITY TRANSFER SCIENCE AGREEMENT WITH SFU

VCC has signed an agreement with Simon Fraser University between our University Transfer (UT) Science department and their Faculty of Science. The agreement provides VCC students who complete the UT Science Certificate to transfer into the second year of SFU's Bachelor of Science Degree program. VCC students may be awarded up to 34 transfer credits within 9 major areas of study: the required courses are detailed in the agreement. There is also an Assured Admission Pathway: students who have a 2.60 GPA (B-) in the Certificate are guaranteed entry into the SFU Faculty of Science (with some additional requirements). VCC has similar assured admission pathways into SFU for our First-Year Engineering and Computer Sciences certificates.

NAME CHANGE: ESTHETICS CERTIFICATE

The Esthetics certificate has changed its name back to "Esthetics." Historically, the program has been called that, but the name changed to Skin and Body Therapy in 2012, a term more commonly used internationally and thought to be changing in the North American context. The department and Marketing both agree that Esthetics is the term still used and understand by students and the industry. The name change is effective May 2019.

ELECTION OF NEW EDUCATION COUNCIL MEMBERS

Four new members of Education Council were elected with their terms starting in November 2018:

- Dharuv Puri, Student member from Downtown Campus (1 year term)
- Heidi Parisotto, Faculty member for Health Sciences (2 year term)
- Ilyes Belhacene, Student member for Broadway Campus (1 year term)
- Natasha Mandryk, Faculty member for Arts & Sciences (2 year term)

THANK YOU

My term as Chair of Education Council ends in December 2018, so this is likely my last meeting as a member of the Board of Governors. It has been an incredible honour and privilege to serve the College community in this role for the last four years, and I would like to thank the current and past Board members for their engagement and dedication.

PREPARED BY: Todd Rowlatt, Chair, Education Council

DATE: November 19, 2018

VCC Online Learning Strategy

APPENDIX A

INTRODUCTION

The creation of a VCC Online Strategy Plan was a objective identified by the Learning Management System (LMS) project team. The LMS project team assessed the state of online learning and of Moodle at the college between January 2016 and February 2018.

The major outcomes of the LMS project team were three fold:

1) A decision to retain Moodle as our LMS for the foreseeable future
2) Assign additional resources to support online learning
3) Appoint a small working group to develop an Online Learning Strategy

Throughout this document, "online" refers to the whole spectrum of how online learning is implemented, including blended, web-based instruction, web-conferencing, flipped, fully online, hybrid or mixed-mode delivery of programs and courses..

CURRENT STATE

VCC is committed to Moodle as our learning management system (LMS). We had a year long conversation that identified current state, LMS platform, and gaps.

VCC has no formal policies or standards with regard to online learning.

Online environment is underutilized due to lack of skills and knowledge. A growing number of faculty are interested in developing online courses and programs.

Most faculty are using Moodle as a resource repository. As of 2016, 27.5% of responders to the DL Support Survey are using Moodle as either a blended or a fully online platform for their courses.

All faculty and student training in Moodle is voluntary. Faculty training in online learning design and instruction/facilitation is voluntary.

There are insufficient resources to support users and developers. There are insufficient resources in IT to support and administer Moodle at the network and server level.

The growth of online learning and related technologies at VCC has been driven by individuals and departments; not driven by the college.

VALUES

- Quality
- Flexibility
- Relevance
- Accessibility
- Sustainability
- Scalability (creating a framework that supports growth)

DRIVERS

Why develop an online learning strategy at VCC? The points below identify the key reasons and driving forces for focusing on online learning development at the college.

- Provide greater accessibility and flexibility to education in the community knowing that a large percentage of our learners are working, have families and prior education.
- Maintain a competitive edge over other public and private post-secondary institutions
- Leverage our niche (e.g. diverse/interconnected programming, PIDP, expertise in teaching students with disabilities, etc.)
- Enhance student experience
- Anticipate and meet changing expectations of students
- Be recognized as leaders in online learning

GOALS

The goals below describe our desired future state as a result of the implementation of this online learning strategy.

- Increase and maintain enrolment at the college
- Have a strong reputation for online learning
- Benefit and enhance student learning at VCC within an online environment and use of education technology
- Adequately resource online learning support to achieve objectives
- Be consistent across the college in online course design (look and functionality)
- Greater utilization of Moodle beyond that of a repository
- Drive culture change in regard to online learning at VCC
- Increase proportion of faculty and staff proficient with the delivery of online programming
- Innovate by integrating emerging technologies with modern pedagogy

OBJECTIVES

A number of key objectives have been identified in order to achieve the goals listed above. These objectives focus on priorities for the next 1-3 years and assumes further development of the online learning strategy objectives in future.

I. TRAINING & DEVELOPMENT

- Have an online teaching readiness self-evaluation checklist
- Develop a suite of training options (from computer lab sessions to online resources/training or something that combines these)
- Incentivized training for faculty in the use of Moodle (similar to PIDP and hiring/step placement)
- Institution-wide (coordinated) process for training in online course design and instruction/facilitation

- Support for ongoing professional development for online course and program development and delivery (i.e. community of practice, continuation of Moodle Mini-Moot and promotion of Moodle MOOC; continue to encourage taking advantage of external Moodle training opportunities,)
- Have an online teaching self-reflection tool (identifies challenges experienced during delivery of course)

II. RESOURCES & SUPPORT (INFRASTRUCTURE, HIRING, FUNDING)

- Adequate staffing and resources to support Moodle users
- Adequate IT infrastructure to support online course delivery
- Add an Online Instructional Designer at the college
- Add Moodle support into the job description of support staff
- Video hosting service e.g. Kaltura
- Media and video development studio with adequate equipment and support skills
- Web conferencing software e.g. Blackboard Collaborate
- Process and resources for additional integrated online ancillary educational technology (e.g. Ally, e-portfolio, MyLab, lockdown browser, lecture capture, Moodle plug-ins)
- Funding programs for online course development (e.g. CD Fund for online only)
- Support of the library for copyright information and for accessing and integrating library resources
- Cultivate a community of practice for online practitioners (developers, Moodle administrators, and instructors)
- Create an inventory map (like VIU) of tools available to VCC employees (and level of support) https://vccca-my.sharepoint.com/:i:/g/personal/asellwood_vcc_ca/EdYg70bmgiZOiDCeoyK-KuoBqtMkF0mtJLovGjW1KB052A?e=vmJlrD

III. QUALITY ASSURANCE

- Require that faculty use a specific quality assurance checklist for online courses and programs as part of curriculum development process
- All online courses or programs use student feedback mechanism
- All online courses will include course evaluations (specific questions for courses and programs for formal and informal student surveys)
- Instructor appraisal/evaluation mechanism for online learning

IV. ONLINE LEARNING DEVELOPMENT PROCESS

- Best practices followed for online course and program development that builds on standard curriculum development practices, but takes into account additional considerations such as media development, copyright, online facilitation principles, etc.
- Each department will develop an online learning plan as part of the integrated college plan (develop job aid or have facilitators assist with the development)

- Develop a departmental readiness checklist or self-evaluation to support their online learning plan

V. POLICY & GOVERNANCE

- Policies and procedures for the online learning environment (Moodle administration such as retention and deletion of course shells, guest access, approval of creation of new shells, etc.)
- Education Council guidelines and governance for the development and instruction of online learning, parallel or similar to, standard curriculum proposals

Implementation Plan

Year 1 (April 2018 to March 2019)

Year 1 will be mostly focused on planning, decision making, and identifying required resources.

Action	Key Personnel
Hire Manager Online Strategy and Design	Shirley Lew
Identify required software, tools and space to support online course development (media hosting service, webcasting, video production, exam lockdown software)	John Love, Blair Friesen, Norman Chang, Peter Gregorowicz, Shirley Lew, Manager Online Strategy and Design
Integrate online and blended quality considerations into EdCo policy and procedures (connected to training strategy below)	EdCo Chair, VP Academic, Shirley Lew, IAs, eLearning Support, Manager Online Strategy and Design
Create training strategy for faculty and staff who want to develop and/or deliver online and blended courses (includes orientation, online teaching self-evaluation checklist, training path, all levels of Moodle training, taking the ONEL or FLO etc...)	eLearning support, IAs, Manager Online Strategy and Design, SIE, VP Academic
Create online and blended course development process (connected to training strategy above)	Manager Online Strategy and Design, IAs, eLearning Support

Establish dialogue with HR, VCCFA, and CUPE around online learning towards successful implementation of Online Learning Strategy	VP Academic, Shirley Lew
Consult with IT to ensure adequate IT infrastructure to support online learning	Norman Chang, Lawrence Ng, John Love, Blair Friesen, Rick Smith
Develop a process for evaluating and deciding on software and plug-ins that integrate with Moodle	Manager Online Strategy and Design, eLearning Support, Norman Chang, Lawrence Ng

COMMUNICATION AND FEEDBACK

The strategy will be shared with relevant stakeholder groups for their information and feedback:

- Senior Executive
- Systems and Technology Executive Coordinating Group
- Education Council
- CUPE, VCCFA and SUVCC

The intention is also to post the document for community feedback through the same communication mechanisms used for college policies and that was use for the Institutional Learning Outcomes.

CTLR will gather and summarize the feedback received. The writing working group and critical friends will meet to consider the feedback received for incorporating into the strategy.