Vancouver Community College Board of Governors

Public Meeting Agenda

March 31, 2021 at 5:30 p.m.

Zoom Video:
https://vcc.zoom.us/j/64397010942?pwd=YWFYcWNGNXFlTm5qdFBRSGRZRmVOdz09

Zoom Phone: +1 778 907 2071
Meeting ID: 643 9701 0942
Password: 037455

ATTENDANCE

Board Members	Staff Resources	
Joey Hartman (Chair, Board/HRC)	Deborah Lucas	Executive Assistant, Board of Governors
Libby Davies (Vice Chair)	David Wells	VP, Academic & Applied Research
Mike Tourigny (Chair, FAC)	Ian Humphreys	VP, Admin & International Development
Mahin Rashid (Chair, Governance)	Jane Shin	VP, Students & Community Development (Interim)
Karen Brooke		
Ladan Sahraei	Elmer Wansink	AVP, IT & CIO
Nadia Belokopitov	Clayton Munro	AVP, Student & Enrolment Services (Interim)
Paul Yeung	Tannis Morgan	AVP, Academic Innovation
Rene-John Nicolas	Jamie Choi	ED, Finance & CFO
Sahil Arora	Karen Wilson	ED, Marketing & Communications
Seung Oh	Darlene Hodgson	Director, Human Resources (Interim)
Shobha Rajagopalan	Surinder Aulakh	Director Safety, Security & Risk
Sue Hammell	Carmen Curman	Interpreter
	Lisz Keallen	Interpreter

Ex-Officio		Guests	
Ajay Patel	President & CEO	Taryn Thomson	President, VCCFA
Elle Ting	Chair, Education Council	Brendan Frith	Dept. Head, HMT
		Chris Joyce	President, CUPE Local 4627
		Sydney Sullivan	Executive Director, SUVCC

VCC recognizes and acknowledges the Musqueam, Squamish and Tsleil-Waututh people, on whose traditional and unceded territories we live, learn and work.

Item	Topic	Action	Speaker	Time	Attach	Page
1.	**CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS**		J. Hartman/ L. Davies/ A. Patel	5 min		
2.	**APPROVAL OF AGENDA/CONSENT AGENDA**		J. Hartman	2 min		
	"THAT the VCC Board of Governors approve the agenda and approve/ acknowledge receipt of the following items on the consent agenda."	Decision				
	2.1 Minutes: Feb 10, 2021 Public Meeting				✓	3
	2.2 Decision Note: Change of Board Meeting Cycle				✓	8
	2.3 Info Note: OAG Exec. Comp Disclosures Audit				✓	9
	2.4 Board Correspondence				✓	10
	2.5 News & Events				✓	11
	2.6 VCCFA Report				✓	13

3.	**ACTION TRACKER**		J. Hartman	1 min		
	No brought forward actions from Feb 10, 2021.	Info				
4.	**COVID-19 UPDATE**	Info	A. Patel/ S. Aulakh	15 min		
5.	**CONSTITUENCY GROUP REPORTS**					
	5.1 CUPE Local 4627	Info	Constituency Reps	5 min each	✓	13
	5.2 VCCFA					
	5.3 SUVCC					
6.	**EDUCATION COUNCIL REPORT**		E. Ting	25 min		
	6.1 EdCo Chair Report	Info			✓	15
	6.2 Enrolment Plan 2021/2022	Decision			✓	17
	6.3 Academic Plan 2021-2024	Decision			✓	26
	6.4 New Program: Nail Technology Certificate	Decision			✓	85
	6.5 New Program: Mechanical Engineering Technician Certificate	Decision			✓	92
7.	**FINANCE AND AUDIT COMMITTEE REPORT**		M. Tourigny	20 min		
	7.1 Chair's Report	Info				
	7.2 Financial Performance (Period End: Feb 28, 2021)	Info			✓	99
	7.3 2021/22 Operating Budget	Decision			✓	107
	7.4 2021/22 Capital Budget	Decision			✓	112
	7.5 Tuition: Nail Technology Certificate	Decision			✓	115
	7.6 Policy: Revised D.3.7 Tuition and Fees	Decision			✓	118
8.	**GOVERNANCE COMMITTEE REPORT**		M. Rashid	10 min		
	8.1 Chair's Report	Info				
	8.2 Revised C.3.5 Education Service Contract Policy (formerly Programs Offered Under Service Contract) & Rescind E.4.1 Non-Base Funded Activities Policy	Decision			✓	130
9.	**HUMAN RESOURCES COMMITTEE REPORT**		J. Hartman	10 min		
	9.1 Chair's Report	Info				
	9.2 Revised Human Resources Committee Terms of Reference & Rescind A.1.7 President's Performance Assessment Policy	Decision			✓	146
10.	**NEXT MEETING & ADJOURNMENT**			1 min		
	Next meeting: May 27, 2021	Info	J. Hartman			

VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS
DRAFT PUBLIC MEETING MINUTES
February 10, 2021
5:30 p.m. Zoom Video Conference

ATTENDANCE

Board Members	Staff Resources	
Joey Hartman (Chair, Board/HRC)	Deborah Lucas	Executive Assistant, Board of Governors
Libby Davies (Vice Chair)	David Wells	VP, Academic & Applied Research
Mike Tourigny (Chair, FAC)	Ian Humphreys	VP, Admin & International Development
Mahin Rashid (Chair, Governance)	Jane Shin	VP, Students & Community Development (Interim)
Karen Brooke		
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Nadia Belokopitov	Clayton Munro	AVP, Student & Enrolment Services (Interim)
Paul Yeung	Jamie Choi	ED, Finance & CFO
Rene-John Nicolas	Karen Wilson	ED, Marketing & Communications
Sahil Arora	Darlene Hodgson	Director, Human Resources (Interim)
Seung Oh	Surinder Aulakh	Director, Safety, Security and Risk
Shobha Rajagopalan	Dennis Innes	Dean, Hospitality, Food & Business
Sue Hammell	Emily Allan	Interpreter
	Lisz Keallen	Interpreter

Ex-Officio		Guests	
Ajay Patel	President & CEO	Taryn Thomson	President, VCCFA
Elle Ting	Chair, Education Council	Chris Joyce	President, CUPE Local 4627
		Sydney Sullivan	Executive Director, SUVCC

VCC recognizes and acknowledges the Musqueam, Squamish and Tsleil-Waututh people, on whose traditional and unceded territories we live, learn and work.

1. **CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS**
   - J. Hartman called the meeting to order at 5.31 p.m. The land acknowledgement at this and future meetings will rotate among board members, who also share what reconciliation means to them. N. Belokopitov presented the land acknowledgement. J. Hartman then acknowledged:

     - VCC's Elder Lilly, who sadly passed away. People shared their stories of how she impacted them and the lives of VCC's Indigenous students and community.
     - Fundraising work of the VCC Foundation and its generous donors for making a difference in student's live; Giving Tuesday $23K (helps students impacted by COVID19), Coast Capital Savings $18.5K to support VCC and Vancouver School Board's Gateway to Post-secondary program (helps students with cognitive disabilities and diverse learning needs).

   - A. Patel highlighted:
     - VCC becoming the International Secretariat of University Mobility in Asia and the Pacific (UMAP), overseeing student and faculty mobility to and from those regions.
     - The new AVP, Academic and Innovation, Tannis Morgan, who will join VCC on Feb 22, 2021.
     - VCC Facilities team and everyone who contributed to VCC exceeding $3M in total energy cost avoidance in its existing buildings since 2010; aligning with the government's CleanBC plan.

2. **APPROVAL OF AGENDA AND CONSENT AGENDA**

MOTION: THAT the VCC Board of Governors approve the Feb 10, 2021 agenda and approve/ acknowledge receipt of the following items on the consent agenda:

     2.1 Minutes: Nov 25, 2020 Public Meeting
     2.2 Board Correspondence
     2.3 News & Events
     2.4 VCCFA Report
     Moved, Seconded & CARRIED (Unanimously)

3. **ACTION TRACKER**

1. T. Thomson - Provide COVID19 faculty survey questions to Board Chair. COMPLETE – Nov 30, 2020
2. Governance Committee – Review A.3.10 Sexual Violence & Misconduct for additional recommendations to the Board. COMPLETE – Item 8.3 on agenda.

4. **COVID-19 UPDATE**

- S. Aulakh presented an update to the Board. VCC is addressing COVID-19 issues as they arise and continues to look at opportunities to bring more students and staff back on campus. Three scenarios are considered. 1) A Sept 2021 start, 2) A Jan 2022 start 3) Pull-back. In all scenarios, maintaining a safe and secure learning environment and workplace is the priority. He thanked faculty and staff for their hard work in getting students through their academic opportunities and out into workplace.
- A. Patel acknowledged that there are still challenges ahead. He thanked S. Aulakh for his stewardship over the past 12 months.
- J. Hartman thanked the EOC, staff, faculty and students for their continued resilience.

5. **CONSTITUENCY GROUP UPDATES**

5.1   CUPE Local 4627

- CUPE Local 4627 President, C. Joyce addressed the Board.
- CUPE endorses the SUVCC campaign to eliminate/reduce interest on student loans.
- CUPE Executive and members are concerned about the situation at Annacis Island Campus and hope that Management and the Board will find a solution. Ajay Patel commented that the Board have been informed of the conversations had with constituency groups earlier that day.

5.2 Vancouver Community College Faculty Association (VCCFA)

- VCCFA President T. Thomson highlighted items from the VCCFA report in the meeting package.
- J. Hartman and L. Davies expressed their support of Mental Health and Wellness Steering Committee and Elaine Pederson was acknowledged for her work towards this.
- L. Davies commented on the positive impact of VCCFA community contributions.
- A. Patel responded to the report on Registration and the challenges students are experiencing with the registration process. This was identified as one element of the risk presentation made to the Board on Sept 30, 2020. Management will be looking at various mechanisms for better approaches, as well as ensuring appropriate policies and processes are followed.

5.3 Student Union of Vancouver Community College (SUVCC)

- Executive Director, S. Sullivan presented the report, highlighting the "*Knock out Interest Campaign*", which is asking the federal government to eliminate interest on student loans.
- The SUVCC are pleased with the direction moving forward with international tuition authority being under the purview of the Board. In response to amending the policy, J. Hartman confirmed this would be an action item for Management.

6. EDUCATION COUNCIL (EdCo)

6.1 Education Council Chair's Report

- EdCo Chair, E. Ting, summarised the concept papers in the report; Applied Leadership and Management Certificate, Asian Culinary Arts Level 2 Short Certificate, Mechanical Engineering Technician Certificate, Optician Diploma.
- EdCo's Executive members and Standing Committee chairs were recognized for their work.

6.2 New Program: Automotive Collision and Refinishing Foundation Certificate AND Automotive Collision & Refinishing Foundation Certificate (E-pprentice)

- In accordance with the Red Seal trades' Pan-Canadian Harmonization initiative, VCC has had to update all related apprentice courses and foundation programs as directed by the Industry Training Authority (ITA) of British Columbia. Curriculum developer Robin Popow was commended for his exceptional work redesigning these two programs.
- Education Council approved the programs on Nov 10, 2020.

> **MOTION:** THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Automotive Collision and Refinishing Foundation Certificate and Automotive Collision and Refinishing Foundation Certificate (E-pprentice) programs.
> **Moved, Seconded & CARRIED (Unanimously)**

7. FINANCE AND AUDIT COMMITTEE (FAC) REPORT

7.1 Chair's Report

- Finance and Audit Committee met on Jan 27 and items 7.2 & 7.3 were considered.
- The first draft of the 2021/22 Operating Budget was reviewed. Final draft will be presented to FAC at the next meeting on March 17, 2021.

7.2 Financial Performance (Period End Dec 31, 2020)

- Domestic and International tuition revenue is down.
- The year end forecast indicates a deficit of $7.4M. It includes $2.5M paid out to faculty and CUPE staff following ratification of the Collective Agreements. VCC expects to receive the Ministry funding confirmation to reimburse this shortly, which will offset these costs and reduce the deficit.

7.3 Domestic Tuition: Accounting Diploma & Marketing Technology Diploma

- The programs will be launched in Sept 2021. International tuition was set by Administration in Nov 2020. A minimum level of international revenue is required to cover delivery costs. If program capacity cannot be reached, and as long as there is sufficient international enrolment, any remaining seats can be offered to domestic students.
- FAC's recommendation is to establish domestic tuition, effective Sept 1, 2021.

> **MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of $12,600 ($210 per credit) for the following new programs, effective September 1, 2021:
>   **-** Marketing Technology Diploma
>   **-** Accounting Diploma
> **Moved, Seconded & CARRIED (Unanimously)**

8.   GOVERNANCE COMMITTEE REPORT

8.1   Chair's Report

- The Governance Committee met on Dec 2, 2020 with new committee members joining: M. Rashid, K. Brooke and P. Yeung. By acclamation M. Rashid was elected Governance Committee Chair.
- The Committee's work on developing a new Board meeting structure and updating Board Governance bylaw G.2.0 continues.
- Other matters which the Committee reviewed & approved for recommendation to the Board, are agenda items 8.2, 8.3, 8.4.
- The next meeting is Feb 24, 2021.

8.2   Revised C.3.10 Educational Affiliations

- C.3.10 has undergone a scheduled review by Administrative Policy Committee (APC) and Education Policy Committee (EPC). There was no community feedback. This policy is for joint EdCo and Board approval. The revisions were approved by Education Council on November 10, 2020 and subsequently approved for recommendation to the Board by Governance Committee on December 2, 2020.

MOTION:	THAT, on the recommendation of the Governance Committee, the Board of Governors approve revisions to C.3.10 Educational Affiliations policy and procedures (formerly Affiliation Agreements (Education)) Policy and Procedures. **Moved, Seconded & CARRIED (Unanimously)**

8.3   Revised A.3.10 Sexual Violence & Misconduct Procedures

- The Board approved revisions to A.3.10 on Nov 25, 2020, but referred it to the Governance Committee for further review, with attention to broadening the definition of College Member and also, the deletion of Article 31 in the draft, which related to procedural fairness.
- In response, the Committee agreed to reintroduce Article 31 into the procedures for clarification. The definition of College Member was not amended.

MOTION:	THAT, on the recommendation of the Governance Committee, the Board of Governors approve the following revision to A.3.10 Sexual Violence and Misconduct Procedures: Reintroduce Article 31: *In the course of the investigation, the Person Accused/Respondent will be provided all relevant information, data, and evidence regarding the complaint and will be given an opportunity to respond in full.* **Moved, Seconded & CARRIED (Unanimously)**

8.4   Change of Authority for International Tuition and Fees

- The current practice by the majority of institutions across BC is for Boards to approve international tuition and fees, whereas VCC's policy delegates this authority to Administration through the President.
- The Board referred this matter to Governance Committee on Nov 25, 2020 for a recommendation. The outcome of discussion and deliberation by the Committee, was the recommendation for the Board to approve international tuition and fees.

MOTION:	THAT, on the recommendation of the Governance Committee, the Board of Governors approve taking over the authority for international tuition and fees. **Moved, Seconded & CARRIED (Unanimously)**

9. HUMAN RESOURCES COMMITTEE (HRC) REPORT

9.1 Chair's Report

- Human Resources Committee (HRC) met on Jan 20, 2021, and finalized the president's annual performance evaluation. In the upcoming weeks, they will work with the President on finalizing objectives for 2021.
- HRC are recommending that A.1.7 President's Performance Assessment Policy be rescinded. It is currently posted on *myVCC* for community feedback. The process for the president's evaluation and compensation is currently outlined in the HRC's Terms of Reference (as directed by Board Governance Bylaw G.2.0), thus eliminating the need for a policy. HRC are in the process of updating the TOR and updating the evaluation process. The revised TOR will be presented to the Board for approval in March.

10. NEXT MEETING & ADJOURNMENT

- The next regular Public Board of Governors meeting is on Mar 31, 2021. With no further business, the meeting adjourned at 7:45 p.m.

APPROVED AT THE MAR 31, 2021 PUBLIC BOARD MEETING

Joey Hartman
Board Chair
VCC Board of Governors

DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Change of Board of Governors Meeting Cycle

BACKGROUND
The Board of Governors meeting cycle currently runs with the academic year (Sept-Jun). It is being recommended by the Governance Committee that the meeting cycle runs with the calendar year (Jan-Dec), approving it 6 months in advance in June.

The Education Council meeting schedule is by calendar year. The intention is to help the Board, its Standing Committees and other VCC sub committees with annual activity planning.

RECOMMENDATION:
THAT the Board of Governors approve the change in board meeting cycle to calendar year and approve the following dates, completing the schedule for 2021.

DATE	MEETING
Sept 22	Finance & Audit Committee
Sept 29	Board of Governors
Oct 13	Governance Committee
Oct 27	Human Resources Committee
Nov 10	Finance & Audit Committee
Nov 24	Board of Governors
Dec 1	Finance & Audit Committee (Audit Plan Only)
Dec 8	Governance Committee (if required for policies)

PREPARED BY: Deborah Lucas, Executive Assistant

DATE: March 19, 2021

VANCOUVER
COMMUNITY
COLLEGE

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: Office of the Auditor General (OAG): Executive Compensation Disclosure Audit

BACKGROUND:

On Feb 6, 2020, the Office of the Auditor General of BC (OAG) advised the Board Chair of a performance audit of VCC's executive compensation disclosures as required by the Financial Information Act (FIA) and by the Public Sector Employers Act (PSEA). The audit findings are being presented to Finance and Audit Committee for information. A summary is below. The full report is accessible online, along with a video overview by Michael Pickup (Auditor General of BC) at:
https://www.bcauditor.com/pubs/2021/vancouver-community-college-executive-compensation-disclosures-audit.

Audit Objective: To determine if VCC's:

i.   Annual remuneration and expense disclosures for executives in its Statements of Financial Information (SOFI) complied with Financial Information Act (FIA) requirements (audit periods: 2017/18, 2018/19 and 2019/20)
ii.   Annual compensation disclosures for executives complied with Public Sector Employers Act (PSEA) requirements.

Conclusion: In all material respects, VCC:

▪   Complied with FIA remuneration and expense reporting requirements.
▪   Complied with PSEA executive compensation disclosure requirements.

On Monday, March 1, 2021, the final report was embargoed, and a copy was sent to the Honorable Anne Kang, Minister of Advanced Education and Skills Training, and Shannon Baskerville, Deputy Minister, Ministry of Advanced Education and Skills Training.

The full report was presented to the Finance & Audit Committee on March 17, 2021. This summary, including a link to the full report, is being presented to the Board for information.

PRESENTED BY: Jamie Choi, Executive Director, FS & CFO

DATE: March 19, 2021

BOARD OF GOVERNORS CORRESPONDENCE

DATE	FROM	DETAIL
Feb 16, 2021	Hon. Anne Kang, Minister of Advanced Education & Skills Training (AEST)	Letter to Joey Hartman, acknowledging receipt of VCC's introduction letter.
Mar 1, 2021	Joey Hartman, VCC Board Chair	Letter of congratulations to Hon. Melanie Mark, MLA on her appointment as Minister of Tourism, Arts, Culture and Sport
Mar 23, 2021	Shannon Baskerville, Deputy Minister, Minister of Advanced Education & Skills Training (AEST)	Letter to Joey Hartman. Invitation to Indigenous Post-Secondary Board Member Gathering on May 21, 2021

VCC NEWS AND EVENTS
March 2021

- Wellness and Mental Health at VCC has been a priority during the pandemic and this February and March, employees have had a variety of activities to participate in, such as Trivia, Yoga, Introduction to Taekwondo and several mental health workshops. Most recently, on Tuesday March 30, VCC partnered with Morneau Shepell to provide training for leaders at all levels who wish to help build employee mental health resilience during COVID-19.

- Louise Bernice Halfe joined Humanities department leader, Larry Perras on March 24, 2021 as part of VCC's Canadian Author Interview series to discuss how her work contributes to a greater dialogue about connection and resilience. Award-winning and highly respected writer and poet Louise Bernice Halfe, has been named Canada's new parliamentary poet laureate, the first Indigenous person to receive this title. Her books, *Bear Bones and Feathers*(1994), *Blue Marrow* (2004), *The Crooked Good* (2007), and *Burning In This Midnight Dream* (2016) have all received numerous accolades and awards. *Sôhkêyihta* features selected poems and was published in 2018. Her latest work *Awâsis – Kinky and Disheveled* will be released this spring.

- **VCC is hosting COVID-19 vaccination clinics** in our continued support of the province's COVID-19 recovery efforts. VCC is pleased to offer space for Vancouver Coastal Health to host a vaccination clinic alongside the current COVID-19 test collection site in the Broadway campus parking lot. Please note that vaccines are currently available for specific groups only, and by appointment.

- On March 10, VCC announces it will be partnering with [Ray-Cam Cooperative Centre](#) to offer **tuition-free** basic reading, writing, and math upgrading classes to our neighbours in Vancouver's Downtown Eastside. VCC's Basic Education program welcomes students who want to refresh and build skills for personal, training, education, and employment goals. During COVID-19, students may participate in person or online. Classes will be held at Ray-Cam.

- VCC launched its new *Feel the VCC effect* ad campaign at the beginning of March, which aims to showcase our college's wide-ranging and impactful contributions to our surrounding community, the city, and the province. Following a difficult and uncertain year defined by the COVID-19 pandemic, we want to celebrate VCC graduates for their work in our community, and to inspire prospective students to discover meaningful careers with a purpose. The full campaign was conceptualized and designed in house by VCC's talented marketing and communications team – people who know the college and its values deeply. Developing the campaign in house rather than contracting an ad agency has also allowed us to save significant financial resources in a challenging year.

GOVERNMENT NEWS

- On March 8, Minister of Advanced Education and Skills Training Anne Kang announced that the Provincial Health Officer (PHO), Dr. Bonnie Henry advised all B.C. post-secondary institutions to begin planning for a return to safe, on-campus teaching and learning in September 2021. "I'm encouraged by Dr. Henry's advice that a return to in-person instruction can be done safely this fall for all students, staff, and faculty. In fact, it's important to do so for people's well-being," said Minister Kang. This announcement is an outcome of the demonstrated leadership of the post-secondary sector in responding to COVID-19, including adopting new health and safety protocols and quickly adapting to remote learning. It is an exciting and eagerly anticipated step forward in our journey together through the pandemic.

VCC IN THE NEWS: HIGHLIGHTS

- Jolene's story: making the grade in auto collision and refinishingIt takes years to learn a trade. (VCC News, Mar. 16) Most Vancouver Community College (VCC) trades apprentices alternate between studying and on-the-job training for four years before fully starting their careers. It is a major journey and a huge accomplishment. After finishing her apprenticeship and earning her Red Seal in 2019, VCC automotive collision and refinishing alumna Jolene Orr began to notice some changes at work. "When you're an apprentice, you get told to do this or that. Nobody asks for your opinion," she says. "I went from being just a kid in the shop to having respect." Today, working as a painter at New Profession Collision in Richmond, Jolene now finds colleagues turning to her for professional advice on paint colours and finishes.

- 'I was very excited': Gratitude, elation as B.C. seniors start to get COVID-19 vaccinations (Vancouver Sun, Mar. 9) Dheensaw is part of a second vaccine rollout wave that Vancouver Coastal Health began March 1. On Saturday, she was vaccinated at the VCH COVID-19 clinic set up at Vancouver Community College, and gave the nurse an elbow touch to thank her — because she never wants to repeat what she went through in 2020.

- COVID-19: Here's a list of all the vaccination clinics in B.C. (Vancouver Sun, Mar. 7) British Columbia begins Phase 2 of its COVID-19 vaccination rollout with age-based immunizations on March 15.

- COVID-19: Here's a list of all the vaccination clinics in B.C. (The Province, Mar. 7)
Vancouver Community College Test Collection Site – Impark Lot #865
Address: 1155 E. Broadway

UPCOMING EVENTS:
- Experience VCC, April 20-21 online

PREPARED BY: Karen Wilson, Executive Director, Marketing & Communications
DATE: Mar. 23, 2021

VCCFA
VANCOUVER COMMUNITY COLLEGE
FACULTY ASSOCIATION

March 2021 VCCFA Report to the VCC College Board
Submitted by Taryn Thomson, VCCFA President

That was the year that was

This has been the month where all around the world folks remember what they were doing a year ago just as things shut down. We all remember all of the "lasts": last family dinner, last time to embrace elderly relatives, last time to feel free and easy in a social setting. It has certainly been a challenge for us all. I'd like to acknowledge those among us who have been personally affected by Covid 19, either through illness or death, and all of those who have endured in other ways both large and small for the past year. We are enjoying a bit of optimism these days as vaccines roll out, days get longer, and spring flowers bloom and grow. May the coming year be a little gentler to us all.

Fall 2021

We are beginning to consider and discuss fall and a return to campuses and classrooms. As the transition to emergency remote teaching was stressful for faculty, so is considering what this next phase of the pandemic will look like in terms of our classrooms, our methodology, and our students. If there's to be continued and ongoing online learning, it will have to be of the highest quality and in full compliance with our collective agreement.

Heavy Duty Commercial Transport Program

We have been working hard this last month or so to understand the context that has led to the contemplated amalgamation of VCC and BCIT's Heavy Duty Commercial Transport programs. We now know that in 2014, VCC admin signed a terrible deal with BCIT. In February, BCIT let VCC know they were no longer willing to pay their share of the lease, and that they wanted to take over not only VCC's share of the building out at Annacis Island, but our faculty and staff as well. VCC is essentially being bullied into a deal that we don't want and that doesn't serve us. Along with Brendan Frith, the Department Head of HDCT, we are meeting with government to ask for emergency funding so that we have time to explore options and make sure our faculty, staff and students are supported to the best possible outcome. We call on the Board of Governors to use your channels to ask for the same.

Anti-Racism Working Group

The VCCFA's Anti-Racism Working Group is going to sponsor two ongoing caucuses for faculty interested in exploring issues of racism and working towards VCC being an anti-racist institution. These caucuses will be facilitated by Sacha Medine. You can read about his work here: http://sachamedine.ca/about

VCCFA
VANCOUVER COMMUNITY COLLEGE
FACULTY ASSOCIATION

Community Action Committee Donations for March 2021

Yarrow Intergenerational Society for Justice - $800 to purchase a laptop computer, which will be used by volunteers to help seniors, primarily speakers of Chinese languages, register for COVID vaccination appointments. The organization plans to host vaccination registration events at SROs and other housing buildings where seniors live to help them register for the upcoming vaccinations, as many seniors do not have computers and/or cannot navigate the English website on their own. Yarrow works in Vancouver's Chinatown/ Downtown Eastside area. Their mandate includes advocating for greater access to health services by non-English-speaking seniors, providing accompaniment to appointments, home visits and grocery deliveries by youth volunteers, and promoting leadership by seniors. During the pandemic, their work has focused on reducing seniors' isolation.

Coast Mental Health Foundation - $800 towards Coast Educational Bursaries. Coast Mental Health is a non-profit that provides housing, support services and employment and education opportunities to clients. "Mental illness creates barriers to employment and education, specifically through interrupting training and work history". Coast Educational Bursaries "go directly towards clients' tuition, with an emphasis on training that leads to employment."

Vancouver Area Network of Drug User's (VANDU) newsletter - $500 for start-up costs for the VANDU newsletter. The funds will go towards honorariums for VANDU members to teach workshops on how to write and edit articles for the newsletter, and to help print and distribute the newsletter. VANDU works to minimize the harmful effects of drug use by calling for a wide spectrum of effective, compassionate, well-researched interventions such as heroin and cocaine prescription programs, housing for users, and accessible, effective detox and addiction treatment. In 2010 when the opioid crisis worsened, VANDU had to stop publishing their newsletter. Publishing the newsletter is but one strategy to help rebuild a community and share information, local news in the DTES, personal stories as well as education pieces related to reducing the harms associated with drug use and other compounding factors (Criminalization, poverty etc.,).

Kudos to Faculty
As this singularly exhausting year winds down, we want to acknowledge the sustained hard work of faculty, from rapid "pivot" to online or blended teaching, you have worked so hard on the behalf of your students. Kudos to the faculty of the VCCFA.

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: Education Council Chair Report to Board of Governors

CONCEPT PAPER: POST-DEGREE DIPLOMA IN HOSPITALITY MANAGEMENT

The proposed Post-Degree Diploma in Hospitality Management, like the established Canadian Business Management (CBM) and Business & Project Management (BPM) post-degree diploma programs, is designed for international students who hold, at a minimum, a bachelor's degree (any discipline/specialization). In this two-year, 48-credit program, learners will receive foundational education in management within the hospitality context that will prepare them for leadership roles in hotel and resort marketing and operations. The programming will be full-time, with 12 credits allotted for each of the four four-month terms: courses will be primarily face-to-face (F2F), and evening and weekend sections will be implemented to increase scheduling flexibility for students.

This program will help address foreseeable labour shortages in the local tourism and hospitality sectors, which are collectively the third-largest employer in the BC economy. The need for skilled employees has been identified in conversations with the Hospitality Management Degree PAC (program advisory committee) and federal statistics; the latter informed a collaborative, federally funded project between VCC and the Immigrant Employment Council of BC, which focused on tourism and hospitality as high-demand areas for new Canadians entering the workforce.

While the tourism and hospitality industries have been among those hardest hit by the COVID-19 pandemic, they have already been some signs of recovery, and planning is underway to address anticipated pent-up demand in the coming months for leisure and recreation[1]. It is expected that the availability of this program will coincide with this emergent labour demand.

HEAVY MECHANICAL TRADES (HMT) PROGRAM FEASIBILITY WORKING GROUP

In response to a sudden and significant increase in costs related to the lease of the Annacis Island Campus (AIC) space, as well as complications associated with the shared use of this location with BCIT since the AIC's establishment in 2014, the College entered discussions to determine the future of the Heavy Mechanical Trades (HMT) program currently housed at that campus.

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[1] Findlayson, Jock and Ken Peacock. "Economic Outlook and the Implications for the BC Tourism and Hospitality Sector." *Business Council of British Columbia (BCBC).* 8 Mar 2021. https://bcbc.com/dist/assets/submissions-and-presentations/presentation-economic-outlook-and-the-implications-for-the-b-c-tourism-and-hospitality-sector/2021-03-08-BCTHC.pdf. Accessed 22 Mar 2021.

Talks have only just begun, and no agreement has yet been made by either VCC or BCIT. However, as the transfer of the HMT program cannot be precluded at this time—an option that would inherently trigger the suspension and possible discontinuance of the program prior to transfer—the Education Quality Committee (EQC) has begun to assemble a program feasibility working group, in accordance with Section 1(b) of C.3.3 *Suspension and/or Discontinuance of Programs* Procedures.

The program feasibility working group will facilitate broad consultation to "ensur[e] that all relevant stakeholders in the College are engaged in a discussion regarding the potential impact of program suspension." This group will have three months to complete these consultations and generate a feasibility report for the relevant dean (Brett Griffiths, Dean of the School of Trades, Technology, and Design); the report will inform the dean's decision regarding how to proceed with the program and will be shared with all employees within the affected program; Senior Leadership; Education Council; and CUPE, VCCFA, and SUVCC (Sections 3 and 4, C.3.3 Procedures).

Once the feasibility report has been presented to Education Council, members will vote on its advice regarding a proposed suspension to the Board of Governors, with whom the final decisions about whether to suspend and when ultimately rest (Sections 6 and 7, C.3.3 Procedures).

It is worth noting that since the creation of the suspension and discontinuance policy and procedures currently in use (2017-2018), this is the only instance that Section 1(b) has been invoked, meaning all other programs reviewed for possible suspension underwent this process with support from both the dean and the department and did not include a feasibility study beforehand. The strange and abrupt changes around the shared lease of AIC with BCIT have necessitated an approach that does not come with this dean-department agreement in advance, so this is the first time this action has been taken at the College.

EDUCATION COUNCIL BY-ELECTION: DTN STUDENT VACANCY

There remains a single vacancy on Education Council for a Downtown campus student representative. Interested students are encouraged to run in the forthcoming by-election for this seat. The Education Council team looks forward to having a new student representative joining and to having a full complement once again.

PREPARED BY: Elle Ting, Chair, Education Council

DATE: March 23, 2021

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
              Vancouver Community College Enrolment Plan 2021-2022

BACKGROUND:

Patris Aghakian, Associate Director of Institutional Research (IR), presented the second draft of the 2021-2022 enrolment plan at a special Education Council meeting on March 17, 2021; this document had been updated from an earlier draft to include more recent information sent by Finance.

The second draft featured decreased enrolment projections, and FTEs were adjusted accordingly for every school. Notably, the FTE count for the School of Library, Language, Teaching & Learning had changed to reflect the move of EAL and LINC into the School of Arts & Sciences. It was also pointed out that the actual projections for Continuing Studies are slightly higher than the budgeted 5,476 registrations: as some information is missing in Banner to calculate FTEs for certain CRNs, these were left out.

DISCUSSION:

Education Council discussed the decrease in enrolment numbers, and David Wells, Vice President-Academic and Research, explained that targets are set conservatively, at levels that demonstrate satisfactorily to the Ministry that the College is capable of "substantially achieving" (90% utilization or higher). Meeting these targets allows the College to keep its full funding; if the numbers are set too high, and the College falls below 90% utilization, the funding would have to be relinquished.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, the 2021-2022 Enrolment Plan.

ATTACHMENTS: APPENDIX A – 2021-2022 Enrolment Plan

PREPARED BY: Elle Ting, Chair, Education Council

DATE: March 21, 2021

VCC 2021-22 Enrolment Plan

Part 1. **VCC Enrolment Plan by School**

This includes:

- Final FTE for previous fiscal years; 2015-16 – 2019-20.
- 2020-21 Budgeted FTE from Budget Draft 2 updated data file, May 2020.
- 2020-21 Actual FTE as of March 8, 2021.
- 2021-22 Budgeted FTE calculated using Budget Draft 2 data file.

Part 2. **VCC Enrolment Plan by School by ORG Code (Program)**

This includes:

- 2020-21 Budgeted FTE from Budget Draft 2 updated data file, May 2020.
- 2020-21 Actual FTE as of March 8, 2021, International and Domestic.
- 2021-22 Budgeted FTE calculated from Budget Draft 2 data file, International and Domestic.

NOTES:

- Budgeted Registrations are projected totals from the Budget Draft 2 data file, representing potential enrolments.

- Budgeted FTE calculated using projected totals where the freeze/census date of the section falls within the fiscal year.

- Projected totals for each School will include International FTE's where sections (CRN's) include inserts.

  - CIN School includes International cohorts only.

- ORG is as assigned to the course or CRN by the Registrar's Office and may be subject to change during the scheduling process.

- Not all enrolment totals are included in the budgeting process, i.e.; LINC program, and CRN's that are missing or not valid in Banner will not be included in this report.

- Data for actual FTE are as at March 8, 2021, and does not represent the entire 2020-21 fiscal year.
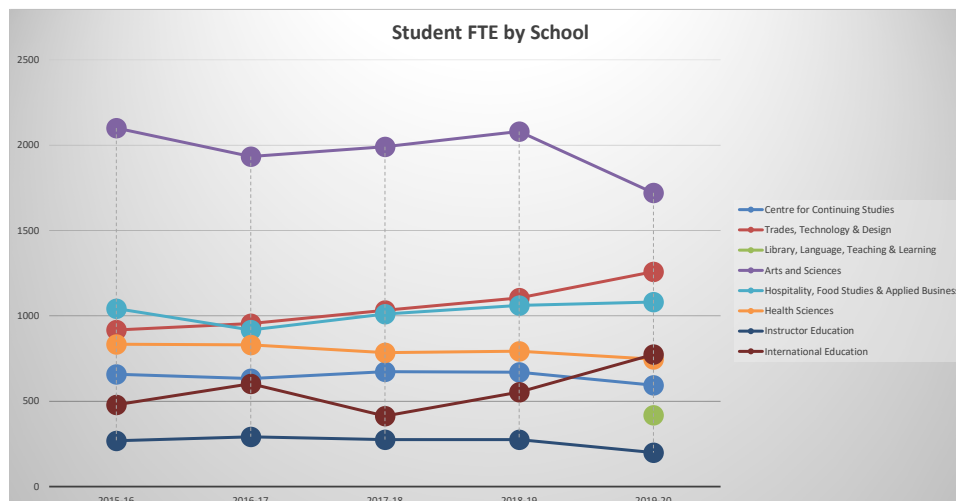
PART 1.

2021-22 Enrolment Plan - DRAFT 2

Total Student FTE by School			Final FTE by School by Year					2020-21[1]								2021-22					
								Budgeted Registrations	Actual Registrations*			Seat Utilization	Actual FTE*			Budgeted Registrations			Budgeted FTE		
			2015-16	2016-17	2017-18	2018-19	2019-20		Domestic	International	Total		Domestic	International	Total	Domestic	International	Total	Domestic	International	Total
CCS	5,4,6	Centre for Continuing Studies	658.40	632.83	673.16	669.64	593.92	4,806	6,252	138	6,390	133%	522.83	8.39	531.22	5,476	0	5,476	453.90	0.00	**453.90**
CTT	2,6	Trades, Technology & Design	917.28	955.13	1,032.73	1,104.87	1,258.67	9,528	6,883	2,082	8,965	94%	937.44	316.13	1,253.57	8,709	2,765	11,474	1,067.54	385.47	**1,453.01**
LLTL	3,6	Library, Language, Teaching & Learning[7]					419.15	1,904	1,736	12	1,748	92%	166.78	0.97	167.75	2,120	0	2,120	195.50	0.00	**195.50**
SAS	3,6	Arts and Sciences	2,100.15	1,933.91	1,990.36	2,079.48	1,720.22	12,933	13,107	454	13,561	105%	1,628.53	29.85	1,658.38	12,334	0	12,334	1,465.98	0.00	**1,465.98**
SHP	2,6	Hospitality, Food Studies & Applied Business	1,042.68	917.37	1,010.38	1,062.14	1,081.12	10,733	5,329	5,318	10,647	99%	583.68	516.86	1,100.54	6,226	7,177	13,403	667.69	666.44	**1,334.13**
SHS	4	Health Sciences	833.86	830.96	784.48	793.93	746.19	8,472	8,361	30	8,391	99%	683.09	2.27	685.36	9,354	0	9,354	716.38	0.00	**716.38**
SIE	6	Instructor Education[8]	267.77	291.50	276.04	275.80	199.29															
CIN		International Education	480.05	602.70	413.32	554.28	773.80	8,724	0	7,678	7,678	88%	0.00	754.21	754.21	0	7,473	7,473	0.00	678.43	**678.43**
Grand total - includes all activity except budgeted totals which exclude LINC			6,300.19	6,164.40	6,180.47	6,540.14	6,792.36	57,100	41,668	15,712	57,380	100%	4,522.35	1,628.68	6,151.03	44,219	17,415	61,634	4,567.00	1,730.35	**6,297.34**

*as of March 8, 2021

1. FTEs are allocated in this report to Schools in order to reflect department performance. FTEs for government reporting are allocated by student major/program.
2. Contributes to ITA target.
3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC.
4. Contributes to AVED Health target.
5. Continuing Studies has programs that contribute to AVED and Health Targets. Not included in the Budget process.
6. Contributes to AVED target.
7. LLTL was new in 2019-20 and not active during the 2020-21 budget process. ESL moved back to SAS.
8. SIE moved to LLTL

2020-21 FTE Ministry Targets

	AVED Target
AVED Total	**6,585**

AVED Priority Seats
Developmental
Adult Basic Education
English as a Second Language
Adult Special Education

Subtotal- Developmental	1,245
	1,245
Health	
Bachelor of Science in Nursing	129
Licensed Practical Nurse	210
Health Care Assistant	155
Health Care Assistant ESL	28
Health - Balance Not Targeted	343
Subtotal- Health	
	865
Total AVED Priority Seats -	**2,110**
AVED not-Targeted - (does not include ITA)	**4,475**

Student FTE by School

7

PART 2.

		2020-21[1]							2021-22					
		Budgeted Registrations	Actual Registrations*			Seat Utilization	Actual FTE*			Budgeted FTE			Budgeted Registrations		
			Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
School of Trades, Technology & Design															
4110 [6]	Electronics Repair Technology		8	36	44		0.93	4.20	5.13	1.07	4.80	**5.87**	12	54	**66**
4202 [6]	Jewellery Art & Design	273	251	28	279	102%	27.53	2.69	30.22	36.32	2.35	**38.68**	345	20	**365**
4203 [6]	Drafting	1,053	904	345	1249	119%	59.95	21.62	81.57	88.03	32.53	**120.56**	1,491	496	**1,987**
4301 [2]	Automotive Collision Repair	594	588	0	588	99%	38.18	0.0	38.18	44.76	0.00	**44.76**	726	0	**726**
4303 [2]	Automotive ServiceTechnician	581	573	0	573	99%	52.31	0.0	52.31	56.63	0.00	**56.63**	679	0	**679**
4304 [2]	Heavy Duty/Commercial Transport	2,695	2,770	0	2770	103%	76.74	0.0	76.74	74.50	0.00	**74.50**	2,757	0	**2,757**
4314 [2]	Auto Collision Apprentice	72	69	0	69	96%	69.00	0.0	69.00	98.00	0.00	**98.00**	98	0	**98**
4315 [2]	Diesel Apprenticeship	210	222	0	222	106%	222.00	0.0	222.00	210.00	0.00	**210.00**	210	0	**210**
4316 [2]	Automotive Tech Apprenticeship	151	171	0	171	113%	171.00	0.0	171.00	182.00	0.00	**182.00**	182	0	**182**
4321 [2]	Automotive Refinish Prep - Voc	108			0	0%			0.00	11.67	0.00	**11.67**	126	0	**126**
4322 [2]	Auto Paint - Apprentice	12	7	0	7	58%	7.00	0.00	7.00	14.00	0.00	**14.00**	14	0	**14**
4323 [2]	Auto Prep - Apprentice	24	8	0	8	33%	8.00	0.00	8.00	14.00	0.00	**14.00**	14	0	**14**
4324 [2]	Auto Glass - Apprenticeship	12	18	0	18	150%	18.00	0.00	18.00	14.00	0.00	**14.00**	14	0	**14**
4325 [2]	Auto Refinishing Highschool	62	72	0	72	116%	7.53	0.00	7.53	10.25	0.00	**10.25**	104	0	**104**
4326 [2]	AST Apprenticeship - Online	16	24	0	24	150%	24.00	0.00	24.00	16.00	0.00	**16.00**	16	0	**16**
4430 [6]	Visual Comm Design Diploma	905	384	526	910	101%	26.90	37.66	64.56	28.01	38.90	**66.91**	432	594	**1,026**
4702 [6]	Computer Systems Tech Diploma	718	365	251	616	86%	26.99	18.45	45.44	80.43	39.69	**120.12**	1,184	582	**1,766**
5202 [2]	Hairstyling	584	150	337	487	83%	54.70	113.23	167.93	48.88	130.58	**179.45**	193	505	**698**
5215 [2]	Hair Design -Satellite Prgrms	64	43	0	43	67%	15.35	0.00	15.35	15.38	0.00	**15.38**	60	0	**60**
5219 [2]	Hair Apprenticeship	13	5	0	5	38%	5.00	0.00	5.00	14.00	0.00	**14.00**	14	0	**14**
5221 [6]	Esth-Skin 7 Body Non-ITA	1,381	91	559	650	47%	15.65	118.28	133.93	9.62	136.62	**146.24**	38	514	**552**
A268 [6]	Riverside Esthetics 19/20		10		10		0.68	0.00	0.68						
A280 [6]	Trades Sampler AUTO Mar-Jun'20		150		150		10.00	0.00	10.00						
Total Trades, Technology & Design		**9,528**	**6,883**	**2,082**	**8,965**	**94%**	**937.44**	**316.13**	**1,253.57**	**1067.54**	**385.47**	**1,453.01**	**8,709**	**2,765**	**11,474**

*as of March 8, 2021

1. FTEs are allocated in this report to departments in order to reflect department performance. FTEs for government reporting are allocated by student major/program.

2. Contributes to ITA target

3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC

4. Contributes to AVED Health target.

5. Continuing Studies has programs that contribute to AVED and Health Targets. Budgeted based on Actuals of prior year and are not based on projected calculations.

6. Contributes to AVED target.

3

2021-22 Enrolment Plan - DRAFT 2

| | | | 2020-21[1] | | | | | | | 2021-22 | | | | | |
| | | Budgeted Registrations | Actual Registrations* | | | Seat Utilization | Actual FTE* | | | Budgeted FTE | | | Budgeted Registrations | | |
			Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
School of Arts and Sciences															
1901[3]	Visually Impaired Adult Program	61	51	0	51	84%	6.39	0.00	6.39	13.78	0.00	**13.78**	108	0	**108**
1902[3]	Deaf & Hard of Hearing	188	114	4	118	63%	4.53	0.12	4.65	10.76	0.00	**10.76**	198	0	**198**
1903[3]	Community & Career Education	337	290	0	290	86%	28.38	0.00	28.38	33.89	0.00	**33.89**	350	0	**350**
1909[3]	CCED Part Time Courses	33	36	0	36	109%	11.39	0.00	11.39	10.39	0.00	**10.39**	33	0	**33**
1951[6]	ASL and Deaf Studies	404	430	5	435	108%	28.76	0.34	29.10	31.35	0.00	**31.35**	502	0	**502**
1952[6]	ASL and Deaf Studies - Part time	97	76	0	76	78%	20.27	0.00	20.27	29.87	0.00	**29.87**	112	0	**112**
2001[3]	Access to Careers & Education	95	48	0	48	51%	5.94	0.00	5.94	7.86	0.00	**7.86**	60	0	**60**
2003[3]	ABE Intermediate Youth	165	112	0	112	68%	13.75	0.00	13.75	15.46	0.00	**15.46**	125	0	**125**
2004[3]	College & Career Access	1,021	1,561	12	1,573	154%	197.08	1.48	198.56	183.62	0.00	**183.62**	1,500	0	**1,500**
2005[3]	Basic Education	390	246	0	246	63%	34.75	0.00	34.75	46.55	0.00	**46.55**	300	0	**300**
2006[3]	CF - Humanities	336	267	0	267	79%	33.43	0.00	33.43	39.90	0.00	**39.90**	300	0	**300**
2007[3]	CF - Mathematics	684	486	3	489	71%	60.80	0.38	61.18	85.60	0.00	**85.60**	600	0	**600**
2008[3]	CF - Science	1,160	980	0	980	84%	122.61	0.00	122.61	153.31	0.00	**153.31**	1,000	0	**1,000**
2016[6]	UT Humanities	931	859	38	897	96%	85.90	3.80	89.70	87.80	0.00	**87.80**	878	0	**878**
2017[6]	UT Mathematics	506	421	13	434	86%	42.10	1.30	43.40	44.70	0.00	**44.70**	447	0	**447**
2018[6]	UT Science	934	758	16	774	83%	94.98	2.12	97.10	101.67	0.00	**101.67**	793	0	**793**
2019[3]	ABE Lab	96	53	0	53	55%	6.96	0.00	6.96	1.87	0.00	**1.87**	15	0	**15**
2022[6]	UT Engineering	227	65	5	70	31%	6.50	0.50	7.00	14.97	0.00	**14.97**	130	0	**130**
2023[6]	UT Computing Science&Software	124	69	8	77	62%	6.90	0.80	7.70	5.40	0.00	**5.40**	54	0	**54**
2026[6]	VR and AR	0	3	6	9		0.24	0.54	0.78						**0**
3350[3]	LINC		1,791	0	1,791		329.84	0.00	329.84						**0**
3366[3]	ESL Pathways	4,038	3,286	0	3,286	81%	414.36	0.00	414.36	477.57	0.00	**477.57**	3,740	0	**3,740**
4204[6]	Music	867	678	41	719	83%	41.93	2.82	44.75	49.20	0.00	**49.20**	840	0	**840**
4206[6]	Music Degree	239	201	0	201	84%	16.47	0.00	16.47	18.87	0.00	**18.87**	221	0	**221**
4208[6]	Dance Diploma	0	42	62	104		2.11	3.09	5.20	1.60	0.00	**1.60**	28	0	**28**
4209[6]	Dancing Diploma - Arts Umberlla	0	170	241	411		8.92	12.56	21.48						**0**
5031[6]	Baccalaureate Nursing	0	4	0	4		0.31	0.00	0.31						**0**
A287[3]	GPS Program - Jan 4-Jun18'21		10	0	10		2.93	0.00	2.93						**0**
Total Arts and Sciences		**12,933**	**13,107**	**454**	**13,561**	**105%**	**1,628.53**	**29.85**	**1,658.38**	**1465.98**	**0.00**	**1,465.98**	**12,334**	**0**	**12,334**

*as of March 8, 2021

1. FTEs are allocated in this report to departments in order to reflect department performance. FTEs for government reporting are allocated by student major/program.

2. Contributes to ITA target

3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC

4. Contributes to AVED Health target.

5. Continuing Studies has programs that contribute to AVED and Health Targets. Budgeted based on Actuals of prior year and are not based on projected calculations.

6. Contributes to AVED target.

| | | | 2020-21[1] | | | | | | | 2021-22 | | | | | |
| | | Budgeted Registrations | Actual Registrations* | | | Seat Utilization | Actual FTE* | | | Budgeted FTE | | | Budgeted Registrations | | |
			Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
School of Library, Language, Teaching & Instruction															
1500[6]	Provincial instructor Diploma	1,820	1,611	12	1,623	89%	151.05	0.97	152.02	180.00	0.00	**180.00**	1,996	0	1,996
1535[6]	Online/eLearning Instruction	84	125	0	125	149%	15.73	0.00	15.73	15.50	0.00	**15.50**	124	0	124
Total Instructor Education		**1,904**	**1,736**	**12**	**1,748**	**92%**	**166.78**	**0.97**	**167.75**	**195.50**	**0.00**	**195.50**	**2,120**	**0**	**2,120**

*as of March 8, 2021

1. FTEs are allocated in this report to departments in order to reflect department performance. FTEs for government reporting are allocated by student major/program.

2. Contributes to ITA target

3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC

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6. Contributes to AVED target.

4

2021-22 Enrolment Plan - DRAFT 2

		2020-21[1]								2021-22					
		Budgeted Registrations	Actual Registrations*			Seat Utilization	Actual FTE*			Budgeted FTE			Budgeted Registrations		
			Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
School of Hospitality, Food Studies & Applied Business															
4601 [6]	Legal Administrative Assistant	287	347	8	355	124%	37.97	0.88	38.85	30.63	0.00	**30.63**	315	0	**315**
4602 [6]	Medical Office Assistant 15/16	466	512	0	512	110%	42.76	0.00	42.76	40.44	0.00	**40.44**	524	0	**524**
4607 [6]	Executive Assistant	37	34	0	34	92%	3.40	0.00	3.40	3.90	0.00	**3.90**	39	0	**39**
4612 [6]	Administrative Assistant	775	188	36	224	29%	11.48	2.24	13.72						
4614 [6]	Admin Professional 1 & 2	0	669	17	686		63.02	1.65	64.67	68.13	7.46	**75.58**	811	90	**901**
4615 [6]	Medical Transcriptionist	254	231	16	247	97%	14.52	0.97	15.49	15.00	0.00	**15.00**	255	0	**255**
5301 [2]	Baking & Pastry Arts	999	788	112	900	90%	47.43	6.93	54.36	63.70	0.00	**63.70**	1,117	0	**1,117**
5302	Baking Intn'l 5 month program									0.00	13.00	**13.00**	0	232	**232**
5305 [2]	Baking Apprenticeship	32	22	0	22	69%	22.00	0.00	22.00	34.00	0.00	**34.00**	34	0	**34**
5404 [2]	Culinary Arts ESL	28	79	0	79	282%	8.83	0.00	8.83	14.24	0.00	**14.24**	124	0	**124**
5406 [2]	Culinary Arts - Satellite Program	312	272	0	272	87%	34.04	0.00	34.04	39.67	0.00	**39.67**	343	0	**343**
5409 [2]	Professional Cook 2 Advanced	93	143	0	143	154%	10.78	0.00	10.78						
5410 [2]	Culinary Arts (Blended)	3,207	1,102	1,929	3,031	95%	118.35	198.31	316.66	152.43	316.98	**469.41**	1,619	3,112	**4,731**
5501 [2]	Asian Culinary Arts	178	136	56	192	108%	11.70	4.68	16.38	11.67	4.00	**15.67**	154	52	**206**
5701 [6]	Hospitality Management	3,552	533	2,747	3,280	92%	50.00	261.50	311.50	49.90	275.20	**325.10**	567	3,141	**3,708**
5702 [6]	Hospitality Management App Deg	365	184	397	581	159%	18.40	39.70	58.10	18.00	49.80	**67.80**	198	550	**748**
5708 [2]	Culinary Arts Apprenticeship	148	89	0	89	60%	89.00	0.00	89.00	126.00	0.00	**126.00**	126	0	**126**
Total Hospitality, Food Studies & Applied Business		**10,733**	**5,329**	**5,318**	**10,647**	**99%**	**583.68**	**516.86**	**1,100.54**	**667.69**	**666.44**	**1,334.13**	**6,226**	**7,177**	**13,403**

*as of March 8, 2021

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2. Contributes to ITA target

3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC

4. Contributes to AVED Health target.

5. Continuing Studies has programs that contribute to AVED and Health Targets. Budgeted based on Actuals of prior year and are not based on projected calculations.

6. Contributes to AVED target.

5
2021-22 Enrolment Plan - DRAFT 2

| | | 2020-21[1] | | | | | | | 2021-22 | | | | | |
| | Budgeted Registrations | Actual Registrations* | | | Seat Utilization | Actual FTE* | | | Budgeted FTE | | | Budgeted Registrations | | |
		Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
School of Health Sciences														
4610 [4] Health Unit Coordinator	407	383	0	383	94%	27.47	0.00	27.47	28.13	0.00	**28.13**	360	0	**360**
5002 [4] Resident Care Attendant - ESL	363	32	0	32	9%	2.69	0.00	2.69	22.05	0.00	**22.05**	300	0	**300**
5004 [4] Practical Nursing	2,383	2,155	0	2,155	90%	152.41	0.00	152.41	155.72	0.00	**155.72**	2,311	0	**2,311**
5005 [4] Pharmacy Technician	0	241	0	241		16.89	0.00	16.89	16.72	0.00	**16.72**	260	0	**260**
5017 [4] Access to Practical Nursing	243	417	0	417	172%	28.86	0.00	28.86	26.15	0.00	**26.15**	452	0	**452**
5019 [4] Success in Practical Nursing	0	98	0	98		3.83	0.00	3.83						
5031 [4] Baccalaureate Nursing	1,412	1,142	0	1,142	81%	108.58	0.00	108.58	109.18	0.00	**109.18**	1,326	0	**1,326**
5076 [4] Occup/Physical Therap Assist	463	432	0	432	93%	39.64	0.00	39.64	41.78	0.00	**41.78**	489	0	**489**
5078 [4] LPN Bridging to BSN	96	91	0	91	95%	18.92	0.00	18.92	20.00	0.00	**20.00**	96	0	**96**
5101 [4] Dental Hygiene	394	320	0	320	81%	40.03	0.00	40.03	40.00	0.00	**40.00**	360	0	**360**
5102 [4] Dental Assisting	1,089	1,010	10	1,020	94%	61.60	0.65	62.25	59.32	0.00	**59.32**	1,045	0	**1,045**
5103 [4] Dental Technology	191	159	18	177	93%	16.20	1.60	17.80	15.04	0.00	**15.04**	146	0	**146**
5104 [4] Dental Reception Coordinator	322	190	0	190	59%	25.82	0.00	25.82	35.20	0.00	**35.20**	264	0	**264**
5106 [4] Dental Radiography	0	22	0	22		2.46	0.00	2.46	2.03	0.00	**2.03**	19	0	**19**
5115 [4] Distance Dental Assisting	264	293	0	293	111%	16.18	0.00	16.18	19.88	0.00	**19.88**	331	0	**331**
5116 [4] Health Care Attendant	503	771	0	771	153%	58.10	0.00	58.10	71.69	0.00	**71.69**	1,069	0	**1,069**
5117 [4] Medical Lab Assistant	216	192	0	192	89%	24.00	0.00	24.00	46.00	0.00	**46.00**	414	0	**414**
5118 [4] CCAH Part Time Programs	122	72	0	72	59%	9.47	0.00	9.47	6.93	0.00	**6.93**	64	0	**64**
5120 [4] CDA Directed Studies DAST 1600	4	40	2	42	1050%	0.48	0.02	0.50	0.56	0.00	**0.56**	48	0	**48**
A274 [4] DentRecAccess-Sep8'20-Mar16'21		73	0	73		10.33	0.00	10.33						
A279 [4] HCAT-PT Sept'20-Aug'21		107	0	107		7.12	0.00	7.12						
A284 [4] Access to BSN Supp Mar21-Dec22		47	0	47		7.92	0.00	7.92						
A286 [4] HCA Pathway Nov 2021		74	0	74		4.09	0.00	4.09						
Total Health Sciences	**8,472**	**8,361**	**30**	**8,391**	**99%**	**683.09**	**2.27**	**685.36**	**716.38**	**0.00**	**716.38**	**9,354**	**0**	**9,354**

*as of March 8, 2021

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4. Contributes to AVED Health target.

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6. Contributes to AVED target.

6

2021-22 Enrolment Plan - DRAFT 2

		Budgeted Registrations	Actual Registrations*			Seat Utilization	Actual FTE*			Budgeted FTE			Budgeted Registrations		
		2020-21[1]								**2021-22**					
			Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
Centre for International Education - sections with CIN school															
4110	Electronics Repair Technology	120	0	0	0		0.00	0.00	0.00	0.00	16.00	**16.00**	0	172	**172**
4305	Technical Training Access	689	0	485	485	70%	0.00	16.15	16.15	0.00	0.00	**0.00**	0	0	**0**
4306	Auto Collision Refinishing Dip	1,259	0	1,264	1,264	100%	0.00	98.02	98.02	0.00	107.28	**107.28**	0	1,464	**1464**
4328	Auto Serv Tech Diploma Intl	601	0	616	616	102%	0.00	87.14	87.14	0.00	83.30	**83.30**	0	666	**666**
4801	Canadian Business Mgmt. Diploma	2,563	0	2,000	2,000	78%	0.00	236.08	236.08	0.00	216.80	**216.80**	0	2,182	**2182**
4811	Bus Project Mgmt PD Diploma	2,129	0	1,577	1,577	74%	0.00	153.80	153.80	0.00	222.50	**222.50**	0	2,447	**2447**
5202	Hairstyling	0	0	25	25		0.00	10.93	10.93	0.00	0.00	**0.00**	0	0	**0**
5302	Baking Intn'l 5 month program	232	0	248	248	107%	0.00	15.54	15.54						
5306	Baking & Pastry - Artisan Int'l	555	0	514	514	93%	0.00	32.44	32.44	0.00	32.55	**32.55**	0	542	**542**
5410	Culinary Arts (Blended)	362	0	319	319	88%	0.00	50.20	50.20	0.00	0.00	**0.00**	0	0	**0**
5701	Hospitality Management	0	0	171	171		0.00	17.10	17.10	0.00	0.00	**0.00**	0	0	**0**
5712	Diploma Culinary Arts Intl	214	0	459	459	214%	0.00	36.81	36.81	0.00	0.00	**0.00**	0	0	**0**
Total International Education		**8,724**	**0**	**7,678**	**7,678**	**88%**	**0.00**	**754.21**	**754.21**	**0.00**	**678.43**	**678.43**	**0**	**7473**	**7473**

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4. Contributes to AVED Health target.

5. Continuing Studies has programs that contribute to AVED and Health Targets. Budgeted based on Actuals of prior year and are not based on projected calculations.

6. Contributes to AVED target.

2021-22 Enrolment Plan - DRAFT 2

	Budgeted Registrations	Actual Registrations*			Seat Utilization	Actual FTE*			Budgeted FTE			Budgeted Registrations		
		Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
Continuing Studies[5]														
4550 [6] BC Jobs Funding	0	5	0	5		0.08	0.00	0.08						
6022 [6] Fashion Design	290	216	93	309	107%	12.74	6.35	19.09	13.37	0.00	13.37	207	0	207
6023 [6] Jewellery									0.00	0.00	0.00	0	0	0
6024 [6] Gemmology		4	0	4		0.66	0.00	0.66	0.00	0.00	0.00	0	0	0
6034 [6] Cr Writng-now New Init Art&Des	28	11	22	33	118%	0.11	0.22	0.33	0.00	0.00	0.00	0	0	0
6038 [6] Bldg Mgr Residential	104	160	0	160	154%	21.8	0.00	21.80	19.09	0.00	19.09	93	0	93
6046 [6] Computers - City Centre	469	227	2	229	49%	6.09	0.08	6.17	2.71	0.00	2.71	216	0	216
6052 [6] Early Childhood Education	637	801	0	801	126%	61.21	0.00	61.21	51.56	0.00	51.56	666	0	666
6060 [6] Management Skills Supervisors	108	217	2	219	203%	10.47	0.12	10.59	6.17	0.00	6.17	134	0	134
6064 [6] Office & Admin CertificateProg	735	1,125	2	1127	153%	58.4	0.12	58.52	53.08	0.00	53.08	986	0	986
6065 [6] Leadership Skills Certificate	160	240	0	240	150%	12.26	0.00	12.26	15.00	0.00	15.00	267	0	267
6067 [6] Paralegal Program	1,011	1,505	0	1505	149%	137.91	0.00	137.91	118.73	0.00	118.73	1302	0	1302
6068 [6] Small Business	214	140	0	140	65%	1.57	0.00	1.57	1.52	0.00	1.52	232	0	232
6076 [4] Allied Health	109	55	1	56	51%	1.55	0.01	1.56	2.66	0.00	2.66	81	0	81
6082 [4] Sterile Supply Room Aide	130	211	0	211	162%	98.02	0.00	98.02	81.04	0.00	81.04	169	0	169
6089 [6] Human and Social Services		54	0	54		4.	0.00	4.00	0.00	0.00	0.00	0	0	0
6093 [6] Counselling Skills	332	492	1	493	148%	45.34	0.08	45.42	50.79	0.00	50.79	551	0	551
6108 [6] Mandarin & Languages	38	83	1	84	221%	2.97	0.03	3.00	2.33	0.00	2.33	60	0	60
6115 [6] Interior Design Technology		3	0	3		0.16	0.00	0.16	0.00	0.00	0.00	0	0	0
6197 [6] Fashion Merchandising	10	49	5	54	540%	3.63	0.35	3.98	1.99	0.00	1.99	27	0	27
6199 [6] Wedding & Event Management	35	22	0	22	63%	1.83	0.00	1.83	1.58	0.00	1.58	19	0	19
6221 [6] Essential Skills Training		70	0	70		3.5	0.00	3.50	0.00	0.00	0.00	0	0	0
6222 [6] Fashion Non-credit Courses	28	14	0	14	50%	0.74	0.00	0.74	1.58	0.00	1.58	40	0	40
6224 [6] Compressed Natural Gas (CNG)	8	9	0	9	113%	0.27	0.00	0.27	0.00	0.00	0.00	0	0	0
6225 [6] Technical and Creative Writing	139	98	0	98	71%	0.7	0.00	0.70	1.58	0.00	1.58	126	0	126
6226 [6] ECCE - Special Need		13	0	13		2.17	0.00	2.17	0.00	0.00	0.00	0	0	0
6227 [6] ECCE - Infant Toddler	124	153	0	153	123%	13.71	0.00	13.71	16.62	0.00	16.62	171	0	171
6228 [6] ECCE - Extra	97	126	8	134	138%	12.13	1.01	13.14	12.50	0.00	12.50	129	0	129
6239 [6] Transformative Learning		8	1	9		0.16	0.02	0.18						
6245 [6] LERN UGotClass		15	0	15		0.42	0.00	0.42						
A271 [6] Acct Sources Community		79	0	79		3.14	0.00	3.14						
A277 [6] Trades Sampler Mar-May 20 1920		47	0	47		5.09	0.00	5.09						
Total Continuing Studies	4,806	6,252	138	6390	133%	522.83	8.39	531.22	**453.90**	**0.00**	**453.90**	5476	0	5476

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4. Contributes to AVED Health target.
5. Continuing Studies has programs that contribute to AVED and Health Targets. Not included in the Budget process.
6. Contributes to AVED target.

![Vancouver Community College logo]

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
                           Vancouver Community College Three-Year Academic Plan 2021-2024

BACKGROUND:

David Wells, Vice President-Academic and Research, presented the 2021-2022 Academic Plan at a special Education Council meeting held on March 17, 2021.

Designed as an evolving document, the Academic Plan has been modified slightly from last year and now includes six categories; these will be winnowed down further next year to four goal categories to align better with Strategic Innovation Plan (SIP) changes, and some categories in the first section (1.1 *Deliver Financially Sustainable Programming*) will be restructured to differentiate more clearly between new programs, program renewals, and redesign of existing programs.

The organizing themes of the Academic Plan also dovetail with the structure of the SIP being developed and include financial sustainability; microcredentials; digital learning; diverse ways of being, decolonization, and equity, diversity, and inclusion (EDI); systems, processes, and student support (e.g., Registrar's Office Student Experience Improvement Project, online registration).

The presentation of the plan unfolded as a dialogue between D. Wells and the members of Education Council, during which the following points were highlighted:

- *The increased appetite for new Health programs, such as the HCA International Diploma (which is also the first Health program open to international students) and a Dental Hygiene degree completion year (foreseeable entry-to-practice requirement for independent practitioners).*
- *Ongoing discussions regarding the dental clinic space, especially for simulation.*
- *Reimagining Adult Basic Education (ABE):*
    - *Recent uptick in demand for Career and College Access (CCA) online education (especially in Math and Science);*
    - *Challenges in the online format in Basic Education and an anticipated rise in enrolment with a return to campus.*
- *Diverse ways of being, Indigenization, decolonization, and EDI, and future resourcing to support these strategic priorities.*

DISCUSSION:

The annual presentation of the Academic Plan, as an aggregation of the college's achievements and aspirations, always stimulates energetic discussion at Education Council. Members' questions and conversation at the March 17 meeting expanded on the following details:

- The development of College-level initiatives, such as 1.3.1 *Support Services for Student Success/Retention* and then the overall 1.5 *Platform Agnostic Learning*; there could be more detailed explanation of holistic projects, such as the 2.0 Online Learning Strategy and reintegration of student services information into the plan (i.e., structuring student services information similarly to earlier iterations of the document).
- 1.6.1 *Experiential Learning*, specifically the development of a framework and inventory of experiential learning at VCC. (D. Wells also presented on this topic at the March 22 Leaders' Forum.)
- The prioritization of full-time programming in Continuing Studies (CS); CS has not yet identified specific areas of programming beyond those listed in the Academic Plan but intends to conduct a market needs analysis to uncover opportunities that would appeal to international as well as domestic students. CS operates as an incubator to experiment with niche programming; CS will consult deans of other schools to ensure CS programs do not compete with existing areas in the College.
- Discussion about how the three-year Academic Plan and Academic Master Plan (AMP) fit into the SIP: significant crossover between these documents was identified, prompting D. Wells to explain that there will be more effective alignment between documents next year as the SIP categories will be developed over the summer. As the Academic Plan had always been designed and operated as a living document, its structural elements are always "fair game" at Education Council, separate from the annual approval of its content changes.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, the 2021-2024 Academic Plan.

ATTACHMENTS: APPENDIX A – 2021-2024 Academic Plan

PREPARED BY: Elle Ting, Chair, Education Council

DATE: March 20, 2021

VANCOUVER **C**OMMUNITY **C**OLLEGE

2021-2024 ACADEMIC **P**LAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
Goal 1.1 – Deliver Financially Sustainable Programming: *Achieve and maintain a mix of new and existing programming aligned with Labour Market Demands and Institutional Values*				
Investigate program opportunities for priority and emergent student markets, including Indigenous, International, and mid-career student populations, and assess within the financial model, marketplace, and institutional priorities.				
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	**Continuing Care:** • Continue to develop the International Health Care Assistant Diploma • Implement Health Care Assistant Pathway in partnership with the Ministry of Advanced Education and the Health Authorities **Practical Nursing** • Explore opportunities for Practical Nursing refresher program **Dental Hygiene** • Explore a resubmission for a Bachelor of Applied Science in Dental Hygiene proposal to	▪	▪

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		Ministry of Advanced Education **Denturist** • Reassess Denturist Diploma		
	Hospitality, Food Studies & Applied Business	**Culinary Arts:** ▪ Develop Professional Chef Series of upgrading courses ▪ Finish work on ccc Chef de Cuisine prep course ▪ Create/update culinary diploma (1.5 years) **Asian Culinary Arts** ▪ Asian Culinary Arts Level 2 **Applied Business** ▪ Successful launch of 8 month AP certificate **Business** ▪ Focus on domestic enrollment and launch of the new Accounting/Marketing business diplomas	**Culinary Arts** ▪ Launch updated Diploma **Applied Business** ▪ Launch diploma in this area **Baking and Pastry Arts** ▪ Launch updated certificates ▪ Launch updated diploma **Project Management** ▪ Add a Certificate in Project Management programs with a focus on the major industries	**Culinary Arts** ▪ Review updated Diploma **Baking and Pastry Arts** ▪ Review updated certificates ▪ Review Updated diploma

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		Baking and Pastry Arts ▪ Submit curriculum development proposal for major changes/updates to Artisan Baking Certificate and Pastry Certificate (phase 1 of Program renewal action item #2) ▪ Submit concept paper & business case for Baking & Pastry Arts Diploma program (phase 2 of Program renewal action item #2). ▪ Develop curriculum (for phases 1 and 2 above) ▪ Implement phase 1 major changes to Artisan Baking Certificate and Pastry Certificate **Project Management** ▪ The BPM program has been assessed which		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		determined the need the change the order of delivery for the current courses. Industry changes and trends that have also played a role when considering these changes. Soft skills training will also be incorporated		
	Trades, Technology & Design	**Auto Collision Refinishing:** ▪ Develop Industry/ Manufacturer courses. **Heavy Mechanical Trades:** ▪ Run CVIP courses **Hair Design & Skin & Body Therapy:** ▪ Develop Red Seal Program for Skin & Body Therapy **CAD/BIM** ▪ Run new Mechanical Engineering Tech certificate program	**CAD/BIM** ▪ Run new 3D Modelling for Construction Short Certificate ▪ 2nd year for new Mechanical Engineering Tech certificate program ▪ Develop new curriculum for 2nd year for Civil/Structural, Architectural, and Steel Detailing	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		▪ Continue developing new curriculum for 3D Modelling for Construction Short Certificate program ▪ Conduit needs assessment for possible 2nd year for Civil/Structural, Architectural, and Steel Detailing ▪ Double enrollment for Civil/Structural, Architectural, and Steel Detailing Certificate intake and add second class for each ▪ Continuing developing new curriculum for introducing AR and VR into department within 3D Design Studio ▪ Develop new curriculum for introducing 3D	▪ Double enrollment for BIM Diploma intake and add second class ▪ Continuing developing new curriculum for introducing AR, VR and 3D printing into department within 3D Design Studio ▪ Develop new curriculum for introducing 3D scanning within department 3D Design Studio	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		printing within department 3D Design Studio ▪ Embed remote access to network hosted software with student secure portal for all programs ▪ Rewrite BIM Diploma to include mechanical option for either the first or second year. ▪ Expand agreement with VSB for Sept intake of CAD Tech Short Cert to other districts.		
	Arts & Sciences	**CF Science** ▪ Conduct market research for potential new Associate of Science degree pathways • Offer Associate of Science in	**CF Science** ▪ Offer one additional Associate of Science degree pathway **ABE Youth:** ● Increase number of staff to explore and advise creation of new courses that arise from	**CF Science** Offer Associate of Science in Biology, if necessary lab renovations are complete **DHH:** It would be a good idea to survey (once

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		Computing Science program **ABE Youth:** • Survey users of BYRC regarding their educational needs and goals • Continue to collect anecdotal evidence from VSB counsellors and students as to their evolving educational needs and goals • Explore Indigenizing course content and establish relationship with Native Education Centre **Basic Education:** ▪ Develop programming that is responsive to student needs based on survey feedback **CCA** ▪ Most initiatives will be on-going or depend on	prior year's needs assessments • Explore space requirements needed for expanded outreach programming **CCA** **DHH** ▪ It would be a good idea to survey the community again to see how they like the changes so far. • We should document industry and labour market changes and make sure our renewal and developments reflect those changes. • We should make sure everything on the ACTION PLAN is getting organized for implementation **EAL** ▪ Develop ELSK 0415 & 0420 course outlines and curriculum	again) the community again to see how they like the changes so far. Also, to make sure we are still on track. • We should continue to document industry and labour market changes and make sure our renewal and developments reflect those changes. • Assess those items from ACTION PLAN. **EAL:** Offer ELSK 0415 & 0420 • Develop course outline for one supplemental course and field test • Review other supplemental course to ensure it meets the needs of students. • Offer intro to online learning

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		successes and feedback as well as CD funding opportunities. ▪ Create and offer more grade 12 electives ▪ Other initiatives will be determined by the future "Re-imagining" of ABE and a much needed environmental scan ▪ Continue gathering data on the inclusion of a baking component for Retail 7 Hospitality Careers Program in terms of student interest and employer work placements; data willhelp inform program renewal in upcoming year **DHH** ▪ survey the community again to see how they like the changes so far ▪ document industry and labor market	documents, and field test courses. • Develop course outline for one supplemental course based on needs assessment, and field test course • Field test intro to online learning and review	

Vancouver Community College

2021-2024 Academic Plan

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		changes and make sure our renewal and developments reflect those changes **EAL** ▪ Explore development of an Introduction to ESL Pathways after Canadian Language Benchmark 3 through the creation of ELSK 0415 and ELSK 0420. Requires CD Funding • Identify ideas & conduct needs assessments for new courses (Improve your Vocabulary, Improve your Reading and Writing), and a course for online readiness skills. Will require CD Funding • Develop course outline for intro to online learning **MUSIC:** Winter 2020 final term of implementation of		

Vancouver Community College

2021-2024 Academic Plan

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		revised Music Diploma. • Fall 2020 launch redesigned Bachelor of Applied Music after Renewal process is complete.		
	Continuing Studies	▪ Launch microcredentials ▪ Expand technology offerings in cloud computing and blockchain (MS Azure, AWS, etc) ▪ Explore expansion of ECCE Program into degree	▪ Launch Optician Diploma ▪ Launch additional micro-credentials ▪ Conduct industry survey to determine upcoming needs ▪ Implement e-commerce micro-credential	▪ Develop additional micro-credentials to address survey findings from previous FY ▪ Expand courses' delivery options ▪ Develop niche course offerings to address emerging industry trends
1.1.2 Develop new programs and build capacity in existing programs for international students	International Education	▪ Launch Post Degree Diploma in Cyber Security (CS offering) ▪ Launch Hospitality PDD ▪ Launch Business Diplomas ▪ Launch HCA International Diploma ▪ Launch CAD & BIM Diploma	▪ Build capacity in Health Sciences and UT programs ▪ Plan for additional International cohorts in Trades, Technology, Hospitality and others ▪ Launch additional Post Degree Diploma cohorts	▪

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		▪ Build capacity in Health Sciences and UT programs ▪ Plan for additional International cohorts in Trades, Technology, Hospitality and others ▪ Launch additional Post Degree Diploma cohorts		
	Continuing Studies	▪ Launch ECCE Diploma full-time program for domestic and international students ▪ Develop and launch Optician Diploma Program (16 month) ▪ Propose 2 additional FT diplomas	▪ Develop 2 FT diplomas ▪ Propose 1-3 additional FT diplomas ▪ Launch Optician Diploma Program (16 month)	▪ Launch 2 FT diplomas ▪ Develop 1-3 FT diplomas ▪ Propose 2 additional FT diplomas
	Hospitality, Food Studies & Applied Business	**Project Management** ▪ Concept Paper for Operations Management diploma **Asian Culinary Arts** ▪ Create 9 month certificate for international students **Hospitality Management**	**Project Management** ▪ Develop Operations Management diploma **Business** ▪ Curriculum development for additional business diplomas	**Project Management** ▪ Launch Operations Management diploma **Business** ▪ Launch new additional diplomas

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		▪ PDD in HM **Business** ▪ Launch new Accounting/Marketing business diplomas		
	Health Sciences	**Continuing Care** • Continue with development of Health Care Assistant Diploma for international students for implementation September 2022. **Dental Technology Sciences** ▪ Expand capacity and support for international students in the Dental Technology Sciences Diploma.	**Launch International HCA diploma Sept 2022**	
	Arts & Sciences	**ABE Youth:** ▪ We are working on expanding our course offerings and we are open to a renewal process whenever our	**ABE Youth:** ▪ Participate and undergo program renewal if renewal occurs in this fiscal year • Continue to ensure that all renewals	**ABE Youth** Participate and undergo program renewal if renewal occurs in this fiscal year (or continue

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		program is up for renewal • Liaise with Department of Indigenous Education and Community Engagement to ensure that all renewals include meaningful Indigenization **Basic Education** ■ Begin registering international students in Basic Education Math **Science** ■ See 1.1.1 re: development of Associate Degree pathways **DHH:** ■ Continue to check with International Centre to see if our partnership is working	include meaningful Indigenization **Science** ■ See 1.1.1 re: development of Associate Degree pathways **EAL** ■ Review courses and plan for additional programs for international students **DHH:** ■ Ongoing contact and follow-up ■ Contact various agents abroad, who commonly have clients interested in DHH and see if we can help with a more streamlined process ■ Promote the transferability of English to different programs and courses in VCC	renewal process if already initiated) • Continue to ensure that all renewals include meaningful Indigenization

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		■ Reach out to Deaf, and Hard of Hearing International Centers and schools ■ Develop a signed version of what is needed to process an application for Deaf, international students ■ In addition to ASL, English and JRP, would like to work towards developing a new full-time program that includes all three levels of LSWHL and seek funding options for a 1.0 FTE either as part of DHH or a stand-alone program with its own DL and market it nationally and internationally ■ Reassess the efficiency and appropriateness of	■ In addition to ASL, English and JP, would like to work towards developing a new full-time program that includes all three levels of LSWHL and seek funding options for a 1.0 FTE either as part of DHH or a stand-alone program with its own DL and market it nationally and internationally ■ Reassess the efficiency and appropriateness of LSWHL and the rest of DHH and work towards making LSWHL a stand-alone program	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		LSWHL and the rest of DHH and work towards making LSWHL a stand-alone program **EAL** ▪ Develop and implement new courses for international students		
Evaluate existing programs within the financial model, marketplace, and institutional value priorities.				
1.1.3 Conduct needs assessment and determine viability and potential of EXISTING programs that meet community need, provide pathways, take into consideration the labour market skills gap, and are relevant	Health Sciences	▪ Reassess program costing and tuition for Health Unit Coordinator and Pharmacy Technician programs in line with curriculum changes ▪ Explore alternate delivery options and/or partnerships with Health Authorities to deliver the Health Care Assistant ESL certificate and Acute Care Health Care Assistant certificate	**CACE** Retail & Hospitality Careers Program in need of program renewal	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
Ensuring renewal, transfer, and accreditation requirements of new and existing programs.				
1.1.4 Renew programs that have not gone through renewal in the past 5 years	Hospitality, Food Studies & Applied Business	**Hospitality Management** ▪ Diploma and Degree program renewals **Applied Business** ▪ Program renewals for MOA/MT	**Asian Culinary Arts** ▪ Renewal of Level 1 **Hospitality Management & Applied Business** ▪ Implementation of the new / updated programs that have gone through renewal **Applied Business** ▪ Curriculum development for program in renewal ▪ Renew Legal Admin certificate **Culinary Arts** ▪ Renew Professional Cook 1/2/3 based on Harmonization/Develop or update curriculum	
	Health Sciences	▪ Curriculum review underway in Certified Dental Assisting and Dental Hygiene programs in preparation for	**Medical Laboratory Assistant:** ▪ program renewal 2022/23	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		formal accreditation in 2021/22		
	Trades, Technology & Design	▪	▪	▪
	Arts & Sciences	**ABE Youth** ▪ Participate and undergo program renewal if renewal occurs in this fiscal year ▪ Continue to ensure that all renewals include meaningful Indigenization **CACE:** ▪ Retail & Hospitality Careers Program in need of program renewal **DHH:** ▪ meet with SMEs and start development of online materials and	**CACE** Retail & Hospitality Careers Program in need of program renewal **ABE Youth** ▪ Participate and undergo program renewal if renewal occurs in this fiscal year (or continue renewal process if already initiated) ▪ Continue to ensure that all renewals include meaningful Indigenization **DHH**: ▪ We would also like to meet with SMEs and	**DHH:** Monitor new CD implementations and online learning (as a supplement to the F2F learning). Assess the online courses and new CD implementations and make modifications where needed. • Assess the need for further funding and developments to complete all targets for renewal.

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		online modules for online courses and blended courses ■ Continue to develop the English curriculum to completion. ■ Complete any modifications and/or developments for JRP, ASL, English CDs and online learning **Visually Impaired** ■ Program renewal needed 21-22 or soon after. Last done 2012. **DHH:** We have developed area and department mission statements, updated all hiring criteria, CourseLeaf outlines and Outcomes. We are waiting on any last edits or feedback from CD committee, CLTR and Dean. • We would like to meet with SMEs (in PIPD)	start development of online materials and online modules for online courses and blended courses. ■ We would also like to continue to develop the English curriculum to completion. ■ Complete any modifications and/or developments for JRP, ASL, English CDs and online learning	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		and take online learning to develop the foundation for starting work on online courses and blended courses. • We are waiting on CD Proposal Funding decision, but our goal (documented in Action plan with CTLR, Action Plan Departmental, and Program Review), is to develop ASL and JRP curricula. **EAL** ▪ Program renewal of ESL Pathways		
	Continuing Studies	▪ Complete curriculum review of Technical and Business Writing Certificate ▪ Curriculum development for BSW ▪ Curriculum development for LEAD certificate	▪ Renew OACP programs ▪ Renew Fashion Merchandising ▪ Renew Paralegal	▪ Renew ECCE diploma ▪ Renew Fashion Arts ▪ Renew MDRT

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		▪ Curriculum development for e-commerce microcredential		
1.1.5 Implement programs that have gone through program renewal and/or have had minor or major changes	Health Sciences	**Dental Reception Coordinator** ▪ Implement DRC program renewal Action Plans **Health Unit Coordinator** ▪ Implement HUC Program renewal Action Plans **Dental Technology Sciences** ▪ Implement curriculum program revisions		
	Hospitality, Food Studies & Applied Business	**Project Management:** ▪ Implement the redesigned BPM PDD program **Baking & Pastry Arts** ▪ Curriculum Development for Diploma	**Baking & Pastry Arts** ▪ Launch Diploma **Culinary Arts:** ▪ Implement updated PC1 & PC2	**Applied Business** ▪ Launch Legal Admin certificate **Asian Culinary Arts** ▪ Implement renewed program

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
	Continuing Studies	▪ Complete redesign and development of Applied Leadership and Business Management program ▪ Launch Addictions Counselling Skills Advanced Certificate ▪ Launch IT Operations Professional Certificate, Networking Administration and Security PDD, and Networking Security Advanced Certificate ▪ Redesign of renewed Building Manager Certificate program	▪ Implement curriculum updates to LEAD ▪ Implement curriculum updates to TECW ▪ Implement curriculum updates to BSW ▪ Implement e-commerce microcredential	▪ Implement OACP programs (if applicable) ▪ Implement Fashion Merchandising (if applicable) ▪ Implement Paralegal (if applicable)
	Arts & Sciences	**DHH** ▪ We hope that the JRP CourseLeaf will pass Curriculum committee stage, and be submitted as complete. ▪ We hope the courseleaf and Level	**CACE** ▪ Retail & Hospitality Careers Program renewal implementation **DHH** ▪ We want to see the first classes of Level 3 – Living Successfully with	**DHH:** Survey and assess the LSWH, English, ASl and JRP through feedback and data.

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		3 for Living Successfully with Hearing Loss (LSWH) will be approved by CD committee and running by September 2020. ▪ We are currently working through completing the English Foundations CD.	hearing Loss and English Foundations implemented, complete and assessed for any modifications. **EAL** ▪ Implement renewal recommendations for ESL Pathways	
1.1.6 Identify, promote, support articulation and transferability of courses/programs				
	Continuing Studies	▪ Explore transfer agreements with universities (eg. CapU) for degree completion for ECCE.	▪ Explore informal articulation opportunities for BSW among CETABC members	▪ Explore informal articulation opportunities for micro-credentials among CETABC members
	Health Sciences	▪	▪	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
	Hospitality, Food Studies & Applied Business	▪ Additional transfer credit articulation agreements will be established with a variety of Institutions.		
	Arts & Sciences	**CF Science** ▪ Update first-year engineering pathway to include new Common FirstYear Engineering Curriculum for transfer to UBC, UVic and others **ABE Youth** ▪ Support and collaborate with CCA on courses going through articulation ▪ Continue to stay informed on up to date articulation ▪ Continue collaborating and supporting CCA courses through articulation	**CF Science** ▪ Work to establish guaranteed admission at UBC and UVic for students who successfully complete Common First-Year Engineering Curriculum (CFYEC) **ABE Youth** ▪ Create better pathways of communication to receive ongoing information on the articulation committee work. ▪ Credit oral tradition of testing knowledge and various other communication styles with students.	**CF Science** Continue to promote SFU and CFYEC transfer pathways **ABE Youth** Continue collaborating and supporting CCA courses through articulation • Maintain currency of transferability of courses to other postsecondary institutions through monitoring of BC's post-secondary institutions' admission requirements and preferred credentials **EAL:**

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		▪ Understand the impact of technology and learning and knowledge that the students bring to the classroom. ▪ Find ways to credit the processing students display and learn in the face of information overload **DHH** ▪ We need to start promotion for Level 3 Speechreading (Living Successfully with Hearing Loss) and English Foundations. ▪ We need to complete all marketing materials for each of the new CD development areas (English, LSWH) ▪ JRP (Marcia) has joined the ASE Articulation Committee and hopes	▪ Encourage presentations and peer projects. **DHH:** Continue promotion while seeking out new industry and community partnerships. • Survey some of the internal stakeholders to see if our students are transferring to their programs and if the levels are working. **EAL** ▪ Review results of articulation at VCC and other institutions	Confirm new articulation is recognized at VCC and other institutions

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		to attend the next meeting in May 2020 **EAL** Explore articulation of Pathways 9 for EAP IV to increase transfer options **MUSIC:** BCCAT meetings and ongoing discussion with other post-secondary programs and instructors		
1.1.7 Seek accreditation and/or external program approval status and implement strategies to fulfill accreditation requirements	Health Sciences	**Certified Dental Assisting – Onsite and Distance:** - Prepare for accreditation **Dental Hygiene:** - Prepare for accreditation **Pharmacy Technician:** - Address recommendations arising from accreditation **Health Care Assistant Reg/ ESL:**	▪	

Vancouver Community College

2021-2024 Academic Plan

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		• Address recommendations from program recognition **Bachelor of Science in Nursing:** • Prepare for the Canadian Association of Schools of Nursing (CASN) accreditation • Incorporate revised BC College of Nurses and Midwives (BCCNM) Entry Level Competencies into curriculum • Designated faculty to start education of all faculty re Patient Safety theory in order to implement Canadian Patient Safety Institute (CPSI) competencies within curriculum. **Practical Nursing:** ■ Prepare for the Canadian Association		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		of Schools of Nursing (CASN) pilot accreditation for the Practical Nursing and Access to Practical Nursing programs		
	Hospitality, Food Studies & Applied Business	**Business** ▪ Accounting program to be accredited by the CPA		
	Trades, Technology & Design	**Auto Collision Repair:** ▪ Instructor ASE certification **Heavy Mechanical Trades:** ▪ Instructor ASE certification **CAD/BIM** ▪ Complete provincial ASTTBC recognition of national TAC ▪ Curriculum revisions to address National/ Provincial standards	**Auto Collision Repair:** ▪ NATEF Accreditation **Heavy Mechanical Trades:** ▪ Instructor ASE certification	
	Arts & Sciences	**DHH** ▪ Annually check for ongoing participation	**DHH:** ▪ Annually check for ongoing participation	**EAL:** Review courses

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		EAL ■ Liaise with Chartered Professional Accountants of BC with regards to a new course: Communicating for Accounting, and/or integrate course with Communication for Engineering & Technology	**EAL:** Take course(s) through governance and offer	
1.1.8 Ensure programs have active program advisory committees and effective partnerships with industry/community	Continuing Studies	Strengthen the PACs in preparation and follow up for program renewal • Networking Technology • Counselling Skills • Building Manager (Residential) • MakeUp Artistry • Office Administration • Paralegal Technical Writing		
	Health Sciences	Maintain strong relationships with School	Plan to resume a combination of in person	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		of Health Sciences Program Advisory Committees • Continue to seek and expand membership in the PAC's • Seek opportunities for interprofessional PAC meetings	and virtual PAC meetings once restrictions lifted	
	Arts & Sciences	**Science:** Establish PAC for VR/AR program **CACE** ▪ Maintain ongoing relationships with existing PAC members and continue efforts to recruit new members; potential new PAC members include representatives from Parq and Canadian Tire ▪ Maintain ongoing PAC involvement by	**CACE** ▪ Maintain ongoing relationships with existing PAC members and continue efforts to recruit new members; potential new PAC members include representatives from Parq and Canadian Tire ▪ Maintain ongoing PAC involvement by inviting and including members in CACE events, beyond the Annual PAC meeting ▪ Work with PDO on WIL Hub	**ABE Youth** Assess the PAC at this time and revise or adapt as needed **DHH:** Make sure to connect with PAC members and asking for topics and discussion items. **EAL:** Continue membership with BC ESL Articulation Committee

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		inviting and including members in CACE events, beyond the Annual PAC meeting **ABE Youth** ■ Consult and collaborate with ABE Youth Program faculty, department head, and dean to establish PAC if necessary **DHH** ■ We have a JRP PAC that must be revived. Many of the people on our PAC committee have left with no alternate or have declined to continue due to time conflicts. ■ We have a Community Engagement Group (CEG). We will call members to come for a meeting	**ABE Youth** ■ Establish a PAC with alumni, community supporters, faculty if deemed necessary **DHH** ■ Make sure all community members and PAC members are well-educated on our new developments and check in to see what the feedback is like. • Explore the idea of creating a PAC committee for LWHL **EAL** ■ Continue membership with BC ESL Articulation Committee ■ Identify needs of internal PAC for ongoing work ■ Assess success of students from ESL Pathways in other programs and consider solutions, if needed	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		VI: Contact industry, WorkBC, community agencies and alumni to locate participants for our PAC. Strengthen and formalize existing partnerships and investigate new possibilities. **EAL** - Continue membership with BC ESL Articulation Committee - Join PAC for Health Care Aide program - Create internal committee at VCC where EAL can inquire and respond to EAL issues at the applied program level (e.g. initiatives similar to the EAL support in HM, Student Success Moodle shell, etc.)		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
Engaging in research and scholarship opportunities that facilitate program and learning optimization.				
1.1.9 Develop a Scholarship and Research Initiatives Plan	All Schools/ Vice President Academic	▪ Review policies related to Applied Research ▪ Increase research/scholarship capacity ▪ Review of research evaluation structure to recognize and support mutually beneficial community engaged research and Indigenous research methodologies	▪ Review of Library resources to ensure support for faculty and student research needs	
	Health Sciences	**BScN** • Continue to advocate for faculty release time for scholarship in order to meet accreditation standards. • Develop a program of mentorship for new faculty		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		interested in research. **All Health programs** • Explore developing a SHS Scholarship committee for partnerships in research across all Health Sciences programs • Continue to seek external funding in partnership with community-based agencies		
	Hospitality, Food Studies & Applied Business	**Food Studies** ▪ Investigate research opportunities in food waste and sustainability	**Food Studies** ▪ Investigate research opportunities in the effectiveness of using VR tech in trades training	
	Arts & Sciences	**DHH:** ▪ We are currently developing a list of scholarship possibilities to help	**DHH:** JRP will try and reach out to a list of possible donors or scholarship	**DHH:** Continue to seek out partnerships. • Continue to create funds for scholarships.

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		with the tuition of some of our programs. We will start a data base and record keeping for this process. • We have contacted VCC Foundation and we are developing a list of VCC College support areas for developing scholarships. EAL ■ Develop a process with faculty to explore and propose scholarship and research initiatives, individually and cooperatively ■ Report on 2019-20 research study on class size	supports (industry stakeholders) • ASL, LSWH and English may reach out to community stakeholders to see if there is any interest in supporting our program scholarship initiative **EAL:** Explore internal & external research funding options • Support faculty research initiatives • Implement report recommendations on class size	• Create a PAC for LWHL **EAL:** Continue to explore internal & external research funding options • Support faculty research initiatives
Goal 1.2 – Prioritize Diverse Ways of Being:				
Indigenization, intercultural competency, and UDI to remove systemic and cultural barriers to justice, equity, diversity, and inclusion				
Engage in program adaptation and redesign to facilitate institutional and programmatic indigenization and decolonization.				

Vancouver Community College

2021-2024 Academic Plan

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
1.2.1 Develop a plan to facilitate indigenization, decolonization, equity, diversity, and inclusion	All Schools/ Vice President Academic	▪ Indigenization Planning Framework (IPF) ▪ Place-based approach for reconciliation and decolonization in consultation with Musqueam, Squamish, and Tsleil-Waututh First Nations ▪ Strategy for distinction of reconciliation and decolonization plans from Equity, Diversity, and Inclusion planning ▪ Intellectual Property Framework to facilitate the relationship with Indigenous knowledge, traditions and cultural assets	▪ Protocol for Institutional approach to delivery of Indigenous Language education	
Building decolonized and inter-cultural competency within VCC Faculty, Staff, Administrators and Students				
	All Schools/ Vice President Academic	▪ Mandatory Professional Development Framework, including annual learning	▪	▪

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		opportunities (including experiential) ■ Establishing Indigenous Competency Requirements		
Decolonization and UDL of College processes, spaces, program and courses (experience, content, assessment)				
1.2.2 Develop relationships and alliances in support of indigenization, decolonization, equity, diversity and inclusion	All Schools/ Vice President Academic	■ MOU with NEC Native Education College including program delivery opportunities along with shared access to resources and technology ■ Develop supportive partnerships within the academy and student service departments to ensure a positive experience for Indigenous students ■ Conducting comprehensive review of Institutional Policies through lens of equity,	■	■

Vancouver Community College

2021-2024 Academic Plan

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		reconciliation, and decolonization for Indigenous peoples • Review of Applied Research practices and procedures to ensure ethical and respectful community engagement		
	Continuing Studies	• Pursue contract opportunities for the Gladue Report Writing program	• Pursue contract opportunities for the Gladue Report Writing program • Pursue sponsorship/funding opportunities for Gladue Report Writing program • Solicit input from local Indigenous communities for course and program development	• Continue soliciting input from local Indigenous communities for course and program development
	Health Sciences	Support San'yas Indigenous Safety		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		Training for all faculty and staff • BScN: Demonstrate the value of Indigenous healing practices within the curriculum through learning activities, guest speakers, etc. Expand existing partnership with Aboriginal Community Career Employment Services Society (ACCESS) to offer additional health programs for Indigenous cohorts		
	Arts & Sciences	**Science:** Continue to work with student services departments to ensure that our Indigenous students have an excellent educational experience **DHH:**	**Science**: Continue to work with student services departments to ensure that our Indigenous students have an excellent educational experience **DHH:**	**Science:** Continue to work with student services departments to ensure that our Indigenous students have an excellent educational experience **DHH:**

Vancouver Community College

2021-2024 Academic Plan

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		DL was meeting on a regular basis with two advisors from Indigenous Education (Tami and Natalie). DL will renew this relationship with new staff **EAL:** Search for resources suitable for Indigenous students from other countries • Identify points in the curriculum to add or expand upon Indigenous-related topics to promote greater understanding of Indigenous peoples • Encourage faculty, staff & students to participate in college & community initiatives related to Indigenous topics (book club, Indigenous Arts Symposium, etc.) MUSIC:	Inquire about Deaf and/or hard of hearing member involvement for representation • Keep close contact with student Success Services to make sure they know what our department offers **EAL:** Develop curriculum and content to ensure Indigenous students from within Canada and other countries have a positive experience • Encourage faculty, staff & students to participate in college & community initiatives related to Indigenous topics (book club, Indigenous Arts Symposium, etc.)	Continue to inquire about Deaf and/or hard of hearing member involvement for representation • Continue to keep close contact with student Success Services to make sure they know what our department offers **EAL:** Review and continue to develop curriculum and content to ensure Indigenous students have a positive experience • Encourage faculty, staff & students to participate in college & community initiatives related to Indigenous topics (book club, Indigenous Arts Symposium, etc.)

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		Indigenous music class, discussions at faculty meetings and in person with students		
	Hospitality, Food Studies & Applied Business	**Culinary Arts** ▪ Engage communities for support of offering a PC1 with Indigenous content	**Culinary Arts** ▪ Launch PC1 with Indigenous content	
Goal 1.3 –Valuing Diverse Professional Knowledge, Skills Acquisition & Application: *through the recognition of prior learning, experience, and competency based education and assessment*				
1.3.1 Review and develop support services which contribute to student success and retention	Continuing Studies	▪	▪ Integrate recognition of prior learning and assessment-only pathways into micro-credential offerings	▪ Evaluate effectiveness of established PLAR pathways into micro-credentials
	Health Sciences	**Dental Technology:** Expand educational pathway for working professionals to audit courses. **Dental Assisting:** Explore offering Radiography courses as stand along electives.		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
	Arts & Sciences	**ABE Youth** Offer safe inclusive programming built on relational interactions, explore ways to support students who are not attending, find ways to offer dual credit, recognize prior experiences, experiential learning opportunities, streamline and abridge content where appropriate • Use materials that reflect content that will help students · ie How to overcome failure and depression • Have coffee/social space for students to meet (perhaps explore utilizing an expanded space, more furniture, etc) **CF Humanities:** We have identified to administration that we	**ABE Youth** Explore the possibility of having specific counsellor attached to our program to better support mental and emotional needs of our students • Identify a contact person in disability services and streamline a process to get students the necessary accommodation or support they need **EAL:** Continue to collaborate with Student Success services (Counselling, Disability Services, Academic Advising) to facilitate referrals • Continue to work with Director of Student Conduct & Judicial Affairs and Arbiter of Student Issues • Continue to work with Student Services and	**ABE Youth** Pursue implementation of previous years' project to have a specific counsellor attached to our program, or, if that is not viable, simply maintain connections to adjacent, youth oriented counselling services, such as VCH community health and non-profits such as Odyssey II, while continuing to look for and establish new connections around student mental health support **EAL:** Continue to collaborate with Student Success services (Counselling, Disability Services,

Vancouver Community College

2021-2024 Academic Plan

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		desperately need a support system for International Students in particular. Valid and accurate assessments, support for emotional health and academic health of students (both International and Domestic) • There is a current trend of being the "catch all" for all student issues, something for which faculty is neither equipped nor trained • We are all very very interested in this part of our job, nonetheless; we see our role as the supporters of our Domestic) students and want them to stay and to succeed • Reassessing Assessments (needs to be done concurrently with Assessment Centre,	other departments to support evening students • Continue to work with other departments to provide support to faculty and students experiencing challenges due primarily to gaps in communication skills	Academic Advising) to facilitate referrals • Continue to work with Director of Student Conduct & Judicial Affairs and Arbiter of Student Issues • Continue to work with Student Services and other departments to support evening students • Continue to work with other departments to provide support to faculty and students experiencing challenges due primarily to gaps in communication skills

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		CCA and other relevant faculties and departments **CACE:** Continue working with VCC support services such as Counselling • Continue examining the impact/benefits for students from the addition of Consent workshops from non-profit providers such as West Coast LEAF and Real Talk **EAL:** Collaborate with Student Success services (Counselling, Disability Services, Academic Advising) to facilitate referrals • Continue to work with Director of Student Conduct & Judicial Affairs and Arbiter of Student Issues		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		Clarify process with Disability Services to promote clear communication with instructors and DS counsellors when scheduling accommodations • Continue to work with Student Services and other departments to support evening students • Continue to work with other departments to provide support to faculty and students experiencing challenges due primarily to gaps in communication skills (currently in Hospitality Management) • Support Hair Design & Esthetics to implement recommendations from Gap Analysis Report, as requested		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		• Implement appropriate practices related to Ethics of Care		
Goal 1.4 –Creating Alternate Paths to Competencies: *through the creation of modular, stackable, and discrete knowledge and skills addressing unmet needs of learners and communities*				
Identification of competency, skills, and knowledge equivalencies within different areas of programming at VCC				
1.4.1 Establish a suite of micro-credential offerings that create new and alternate pathways focused on employment needs	All Schools/ Vice President Academic	▪ Apply for **provincial and federal funding** for short programming ▪ Develop and launch **new short programming** through Continuing Studies in: ▪ Culinary Arts ▪ Esthetics ▪ E-Commerce and Business ▪ IT & Technology ▪ Investigate options for a system of digital badges	▪ Establish clear **policy** and processes for developing and approving micro-credentials ▪ Launch the **digital badge** system	

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
	Marketing	▪ Develop a **marketing plan** that identifies existing programs that fit the definition of micro-credentials	▪	▪
1.4.2 Recognition of a comprehensive range of credentials that are not dependent on the credit-hour model			▪	▪
1.4.3 Ability to assemble different artifacts to achieve equivalency to more traditionally obtained credentials			▪	▪
Goal 1.5 –Ensuring Platform Agnostic Learning: *through the existence of multiple modes of educational delivery and acquisition that enable students to successfully learn anywhere through any vehicle*				
Investigate and incorporate technology and educational methodologies that facilitate ease of acquisition of industry leading skills, competencies, and knowledge.				
1.5.1 Develop an online educational technology strategy	Arts & Sciences	**ABE Youth:** ▪ Look at Open textbook, BC Campus for open online learning opportunities **CACE:** Food Services Careers has added a TV in the kitchen for enhanced	**ABE Youth:** ▪ Collaborate with CLTR to establish an over-arching "ABE Youth ▪ Program" space on Moodle to link-in all students, staff and courses **Science**	**Science**: Evaluate student outcomes and feedback from pilot studies of PHYS 1170 and NURS 1602 **EAL:** Offer blended non-core courses

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		visual learning, as well as the integration of a WHIMIS Moodle module, continue to explore possibilities with this technology. • Career Awareness Program to add more computer lab time for online career searches **Science** ▪ Offer PHYS 1170 in a hybrid format ▪ Develop NURS 1602 in blended format **DHH** ▪ Have some blended options available in LSWH, English, ASL and/or JRP **EAL** ▪ Consider developing additional blended options (levels 5 and 9) ▪ Develop rationale & process for offering	▪ Offer NURS 1602 in blended format **DHH** ▪ Have online and blended options and full Moodle accessibility for department and areas **EAL** ▪ Offer blended courses at different times. ▪ Develop blended options for non-core courses ▪ Develop and field test blended learning options for level 9 ▪ Identify courses to be offered fully online (such as IELTS Prep) ▪ Continue to revise "EAL Department Strategy for Blended Learning" and "Strategy for Moodle in EAL"	• Develop and field test blended learning options for level 5 • Continue to revise "EAL Department Strategy for Blended Learning" and "Strategy for Moodle in EAL"

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		blended courses at different times ■ Explore blended options for noncore courses (Grammar, CELBAN Prep, IELTS Prep) ■ Continue to revise "EAL Department Strategy for Blended Learning" and "Strategy for Moodle in EAL" **LINC** ■ Continue to offer Blended Learning classes and hope to create a module or course to help students in computer assisted language learning classes	**LINC** ■ Determine what are best practices for continuing to encourage Blended Learning classes	
	Hospitality, Food Studies & Applied Business	**Hospitality Management** ■ Online Delivery – creating a long term plan to maintain online delivery		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
	Trades, Technology & Design	**Automotive Service Technician:** ■ Increase OER use by 10% **Heavy Mechanical Trades:** ■ Develop Moodle courses apprenticeship level 4 **CAD/BIM:** ■ Continue developing and increasing blended OER delivery in Civil/Structural, Steel Detailing, and BIM Diploma ■ Start developing blended OER delivery in Architectural and Mechanical	**Automotive Service Technician:** ■ Increase OER use by 10% **Heavy Mechanical Trades:** ■ Develop Moodle courses international diploma **CAD/BIM:** ■ Continue developing and increasing blended OER delivery in Civil/Structural, Steel Detailing, Architectural, Mechanical and BIM Diploma	■

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
1.5.2 Identify new educational technologies and software that could be supported and resourced	Arts & Sciences	**CACE:** Food Services Careers to explore the benefits and inclusion of visual aids such as video, online testing, using cellular phone for time management/calendar, and Moodle courses. • Explore and identify technology which may be helpful for UDL implementation throughout curriculum **DHH** ▪ Staff will present a new technology or invite an expert, at each staff meeting, so we can stay current **EAL** ▪ Continue to advocate for replacement of audio labs with new Sanako software (Capital Request	**EAL:** Continue to advocate for replacement of audio labs with new Sanako software (Capital Request Process) if not completed in current fiscal year • Request IA support for labs • Software: continue to identify learning options for faculty and develop content using software, such as we have done with Kaltura	**EAL:** Continue to advocate for replacement of audio labs with new Sanako software (Capital Request Process) if not completed in current fiscal year • Request IA support for labs • Software: continue to identify learning options for faculty and develop content using software, such as we have done with Kaltura

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		Process) if not completed in current fiscal year • Continue to explore new ways to improve computer lab technical support for EAL Labs and expand availability of labs for EAL students • Continue to Identify online software on Moodle to request • Available software: continue to build capacity of faculty for use (e.g. Zoom, Linked In Ed) **LINC** • Continue to investigate new technologies and software that could enhance student learning		

Vancouver Community College

2021-2024 Academic Plan

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
	Health Sciences	**BScN/PN/HCA** • Increase utilization of simulation within programs, stronger coordination of scheduling simulation labs. • Look to hire Simulation Coordinator to coordinate, manage and mentor faculty to increase utilization of new simulation equipment. • Organize and implement mentorship program for lab/clinical instructors. **CDA/DH/Dental Tech:** • A temporary sim lab project is in the planning stages to alleviate the pressure in the clinic.		▪

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		Health Unit Coordinator/Pharm Tech: • Explore appropriate teaching and learning software to enhance program. **All Programs:** • Expand blended delivery models with a combination of online delivery and experiential opportunities.		
	Trades, Technology & Design	**CAD/BIM** ▪ 3D printing with tie in for 3D modelling	**CAD/BIM:** ▪ 3D scanning tie in with 3D modelling and printing	▪
	Hospitality, Food Studies & Applied Business	**Food Studies** ▪ Invest in VR technology for the Culinary Arts department	**Food Studies** ▪ Expand into Baking and Asian Culinary	
Develop new partnerships and collaborations that enable learning to be achieved and recognized in other program and credential streams inside and outside the College.				

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
1.5.3 Partner with more K-12 for dual credit programming options	Arts & Science	**ABE Youth** ▪ Develop relationships with the relevant counterparts in the K-12. ▪ Create the position of an academic recruiter who can knowledgably present specifics on all the academic course offerings.	**ABE Youth** ▪ Continue to expand partnership with post-secondary institutions and high schools ▪ Deliver more programs in partnership with other post-secondary institutions (similar to programs at Riverside College, and Maple Ridge)	▪
	Health Sciences	• Expand dual credit seats in Health Care Assistant to meet high level of interests from Vancouver School Board students • Explore other pathways in all health programs		

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
	Hospitality, Food Studies & Applied Business	**Culinary Arts** ▪ Work with Carson Graham to build enrollment in a Youth in Trades PC1	**Culinary Arts** ▪ Deliver PC1 at Carson Graham	
1.5.4 Implement and expand on partnership opportunities through the life of the Academic Plan	Arts & Science	**ABE Youth** ▪ Look at opportunities to provide education to young athletes, or students who are pursuing a competitive interest who wouldn't fit in the traditional schooling system ▪ Work with the VSB programs onsite at BYRC to possibly share programming and credit for students ▪ Continue to expand partnership with post-secondary institutions and high schools	▪	▪

Vancouver Community College

2021-2024 Academic Plan

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		▪ Deliver more programs in partnership with other post-secondary institutions (similar to programs at Riverside College, and Maple Ridge)		
	Hospitality, Food Studies & Applied Business	**Project Management** ▪ PMI CWCC Sponsorship		
1.5.5 Develop new international business partnerships to support international enrolment			▪	▪
Goal 1.6 – Validating and Situating Competencies and Knowledge in Applied Environments: *Contextualized, experiential and work-integrated learning*				
Resources, approaches, and methodologies to match taught/learned competencies to what is needed in the workplace.				
1.6.1 Develop experiential learning opportunities that satisfy program level learning outcomes		▪ Complete an inventory of all dedicated experiential learning programming (courses) offered	▪	▪

VANCOUVER COMMUNITY COLLEGE

2021-2024 ACADEMIC PLAN

OBJECTIVES	SCHOOL	2021/22 INITIATIVES	2022/23 INITIATIVES	2023/24 INITIATIVES
Educational Quality				
		by Vancouver Community College ■ Develop a framework and associated policies that lays out the various ways in which experiential learning can be incorporated into post-secondary programming		
	Hospitality, Food Studies & Applied Business	**Hospitality Management** ■ Interview Week – Revamping and making it online twice a year ■ Develop updated workplace learning course as part of HM renewal	**Hospitality Management** ■ Launch new workplace learning course in the HM diploma	
1.6.2 Evaluation and assessment of existing learning activities against target learning outcomes and sustainable operation			■	■

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
New Program: Nail Technology Certificate

BACKGROUND:

The proposed Nail Technology Certificate program is designed as an extension of the Esthetics and Spa Therapy program towards a specialization in nail treatments. With exciting technological developments taking place in this specialty and overall growth in the local spa and salon industry, nail art has been trending, and demand for professional nail treatments has increased. As nail technology training in the Lower Mainland has so far been limited to private institutions, VCC's Nail Technology program would be the only one of its kind offered in BC's public postsecondary system.

The eighteen (18)-credit Nail Technology Certificate program includes two (2) courses: ESTH 1501 Nail Foundations and ESTH 1502 Artificial Nails, each assigned nine (9) credits. Learners who have completed the VCC Esthetics and Spa Therapy Certificate program (or equivalent education) in the last five (5) years can be given credit for ESTH 1501 and be placed directly in the second course, ESTH 1502.

Upon successful completion of the Nail Technology Certificate program, graduates will be able to meet the following learning outcomes:

- *Demonstrate nails applications in accordance with safety, hygiene, and sanitation standards and regulations*
- *Apply knowledge of human anatomy, physiology, and chemical composition specific to concerns relating to nails, hands, feet, and skin*
- *Perform nail treatments based on client consultation*
- *Apply the principles of colour and design to specialized nail techniques*
- *Create artificial nail structures, tips, overlays, sculptured, gel and acrylics*
- *Perform in an ethical and professional manner appropriate to a spa environment*
- *Apply retail business administration practices and marketing techniques for operating a spa*

DISCUSSION:

The Nail Technology Certificate program curriculum was reviewed at the November 10, 2020 Education Council meeting, and no concerns were raised: members expressed excitement about the programming.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Nail Technology Certificate program.

ATTACHMENTS: APPENDIX A – Program Content Guide (PCG) for Nail Technology Certificate

PREPARED BY: Elle Ting, Chair, Education Council

DATE: January 28, 2021

VANCOUVER
COMMUNITY
COLLEGE

Nail Technology Certificate

Program Content Guide

Effective Date: <u>May 2021</u>

Purpose

The Nail Technology Certificate is for those intending to work in the spa and nail industry. This program provides students with the knowledge and practical skills to perform an extensive array of hand, foot and nail treatments and to apply artificial nails. These services are obtainable in any commercial or professional spa, providing our graduates with a competitive edge leading to excellent employment opportunities.

Students receive an authentic industry training experience which incorporates the most advanced treatment and technology. Students will conduct their studies in our state-of-the-art spa where all services are offered to the public.

Upon completion, graduates of the program are eligible to seek employment in: salons, spas, education centres, commercial/retail environments, hotels, resorts and cruise ships.

Admission Requirements

- Knowledge of English demonstrated by *one* of the following:
    - English Language Proficiency at a Grade 10 level, or equivalent, *or*
    - Academic IELTS 5.5 overall (no band less than 5.0) or TOEFL iBT 68
- Applicants may be given credit for ESTH 1501 Nail Foundations and inserted directly into ESTH 1502 Artificial Nails provided:
    - They have successfully completed VCC's Esthetics and Spa Therapy Certificate or an equivalent Esthetics certificate from an accredited institution; and
    - They provide a proof of graduation within the last five (5) years to the department in order to grant permission to register. Proof can be the certificate or a transcript.
- Applicants who do not meet the program admission requirements may be admitted based on an interview with the Department leader or representative.

Prior Learning Assessment & Recognition (PLAR)

Students may request formal recognition of prior learning attained through informal education, work, or other life experience, including Indigenous ways of knowing. Credits may be granted to students who are able to sufficiently demonstrate the learning outcomes of specific courses.

PLAR is available for the following course:
- ESTH 1501 Nail Foundations

Students may complete up to 9 credits through PLAR. Tuition and fees may still apply to PLAR candidates.

Methods for assessing prior learning may include a challenge exam and/or a portfolio. Contact the Department for details.

See VCC's D.3.5 Prior Learning Assessment and Recognition Policy and Procedures for more information.

Program Duration & Maximum Time for Completion

The Nail Technology Certificate completion pathways are as follows:
- Full time program is 4 months in length
- Part time program is 8 months in length

Maximum time for completion is 2 years.

Program Learning Outcomes

Upon successful completion of the Nail Technology Certificate students will be able to:

- Demonstrate nails applications in accordance with safety, hygiene, and sanitation standards and regulations.
- Apply knowledge of human anatomy, physiology and chemical composition specific to concerns relating to nails, hands, feet and skin.
- Perform nail treatments based on client consultation.
- Apply the principles of colour and design to specialized nail techniques.
- Create artificial nail structures, tips, overlays, sculptured, gel and acrylics.
- Perform in an ethical and professional manner appropriate to a spa environment.
- Apply retail business administration practices and marketing techniques for operating a spa.

Instructional Strategies, Design, and Delivery Mode

Practical training is conducted in a fully equipped public and training spa where treatments are offered to paying clients, providing an authentic industry experience.
Related theoretical content is delivered though lectures, demonstrations and various teaching strategies in the classroom and is continuously integrated into the practical work. Course may be offered face to face, online or a blended format.

Strategies include:
- Guest speakers such as product experts and spa owners
- Field trips, in-person or virtual, such as trade shows, supply companies, vendors and skills competitions
- Case studies
- Group work

Participation is an integral part to the development of practical skills in the program; therefore students assume the role of client, therapist and nail technician.
Practicum offers students spa industry work experience, opportunities to practice knowledge and skills learned at the college and potential for employment.
Practical training is conducted in a fully equipped facility.

Evaluation of Student Learning

Students are evaluated through competency-based evaluations and their participation in theoretical and practical learning activities.
Students are required to achieve a minimum of 70% in all theory and practical assessments in ESTH 1501 Nail Foundations to progress to ESTH 1502 Artificial Nails.
Important note: Theory and practical assessment scores are not combined for final course grades. Students not achieving 70% in either the theory or practical component of each course will receive a grade of 'F' on their transcript.
A maximum of 2 re-write theory exams are offered in each level.

Recommended Characteristics of Students

To be successful in the Nail Technology Certificate it is recommended students possess the following characteristics:
- Interest in the spa industry and all aspects of hand, feet, artificial nails and nail art
- Genuine interest in administering personal services

- Good interpersonal and communication skills
- Ability to be creative
- Ability to plan and work independently
- Good depth perception and ability to perceive line and form
- Manual dexterity

Candidates considering this program are likely to be most successful as graduates if they are in good health and are aware that the following health concerns may affect this career:
- Asthma/ Respiratory conditions
- Eczema/ Dermatitis
- Chronic Back conditions

Courses

Course #	Course Name and Description	Credits
ESTH 1501	Nail Foundations	9.0
ESTH 1502	Artificial Nails	9.0

Total Program Credits: **18.0**

Transcript of Achievement

An evaluation of the learning progress of each student is prepared by the instructor at the completion of each level of the program. This evaluation is by theory examination, assignments, Moodle and Lab quizzes, assessment of practical projects and other areas as defined in the course outline and reported to the Student Records Department at the completion of semesters.

The transcript typically shows a letter grade for each course. The grade point equivalent for a course is obtained from letter grades as follows:

Grading Standard

Grade	Percentage	Description	Grade Point Equivalency
A+	98-100		4.33
A	95-97		4.00
A-	92-94		3.67
B+	89-91		3.33
B	84-88		3.00
B-	80-83		2.67
C+	75-79		2.33
C	70-74	Minimum Pass	2.00
C-	65-69		1.67
D	50-64		1.00
F	0-49	Failing Grade	0.00
S	70 or greater	Satisfactory – student has met and mastered a clearly defined body of skills and performances to required standards	N/A
U		Unsatisfactory – student has not met and mastered a clearly defined body of skills and performances to required standards	N/A
I		Incomplete	N/A
IP		Course in Progress	N/A
W		Withdrawal	N/A
Course Standings			
R		Audit. No Credits	N/A
EX		Exempt. Credit granted	N/A
TC		Transfer Credit	N/A

Grade Point Average (GPA)

1. The course grade points shall be calculated as the product of the course credit value and the grade value.

2. The GPA shall be calculated by dividing the total number of achieved course grade points by the total number of assigned course credit values. This cumulative GPA shall be determined and stated on the Transcript at the end of each Program level or semester.

3. Grades shall be assigned to repeated courses in the same manner as courses taken only once. For the purpose of GPA calculation of grades for repeated courses, they will be included in the calculation of the cumulative GPA.

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
                         New Program: Mechanical Engineering Technician Certificate

BACKGROUND:

The Mechanical Engineering Technician Certificate is an exit credential option[1] that has been added to the CAD & BIM (Computer Aided Draft and Building Information Modelling) Technician Diploma.

Open to students who complete the Mechanical specialty stream in Year One (both domestic and international), this program stream places emphasis on BIM and technical processes applicable to an array of mechanical applications. Graduates will be prepared for work consulting mechanical engineering firms; municipal, provincial, or federal offices; and developers and construction companies.

Upon completing the Mechanical Engineering Technician Certificate, graduates would also be positioned for further studies within the CAD & BIM Technician Diploma program, which they have the option of returning to within four years (via direct entry into the second year of the diploma program). Graduates who are interested in further engineering education may also explore VCC's University Transfer Engineering Certificate program.

Upon successful completion of the Mechanical Engineering Technician Certificate program, learners will be able to meet the following program learning outcomes (PLOs):
- *Describe concepts and use drawing techniques to complete projects in orthographic projection, sectioning, and dimensioning, auxiliary view, and machine detailing.*
- *Employ current Computer Aided Drafting (CAD) and three-dimensional modelling systems as a tool to produce drawings from data, designs and/or specifications.*
- *Apply terminology and conventions used in drafting and 3D modeling.*
- *Develop drafting, 3D Building Information Modeling (BIM) and related trade skills and knowledge.*
- *Demonstrate and utilize critical thinking, team building and interpersonal communication skills.*
- *Use concepts of mechanical building construction and technology to plan and detail a commercial building in accordance with local by-laws and the BC Building Code.*
- *Apply concepts of mechanical technology and planning to produce drawings and three-dimensional models for the development of process piping for an industrial site.*

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[1] As with all existing specializations within the CAD & BIM Technician Diploma, the Mechanical Engineering Technician Certificate is 40 credits: learners achieve the first nine credits in Term 1 foundational courses and receive the remaining 31 credits in Terms 2 and 3 for a chosen specialty.

- *Use mechanical engineering theories to prepare engineering drawings and BIM practices for three dimensional models of mechanical building systems which incorporate: heating ventilation and cooling (HVAC), plumbing and fire control systems.*
- *Prepare a comprehensive professional portfolio.*

As the Mechanical Engineering Technician Certificate is an exit credential option being added to an existing diploma program, the Finance and Audit Committee did not have to review tuition.

DISCUSSION:
Education Council reviewed the program at its March 9, 2021 meeting, and no concerns were raised.

RECOMMENDATION:
THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Mechanical Engineering Technician Certificate.

ATTACHMENTS: APPENDIX A – Program Content Guide (PCG) for Mechanical Engineering Technician Certificate

PREPARED BY: Elle Ting, Chair, Education Council

DATE: March 20, 2021

Mechanical Engineering Technician Certificate

Program Content Guide

Effective Date: <u>September 2021</u>

Purpose

Graduates of this program will have developed the drafting and 3D Building Information Modeling (BIM) skills that will enable them to work as team members in consulting mechanical engineering firms, fabrication facilities, municipal, provincial or federal offices, as well as in private industry. Graduates will be prepared to work on a wide variety of mechanical applications in the mining industry, chemical process plants, energy infrastructure, oil and gas, as well as mechanical systems for buildings and development work.

Admission Requirements
- Grade 12 graduation or equivalent
- <u>English Language Proficiency</u> at a grade 12 level or CLB/CLBPT Listening 8, Speaking 7, Reading 8, and Writing 7
- Knowledge of mathematics demonstrated by one of the following:
  - Workplace Mathematics 11 or equivalent, or
  - VCC Math Assessment with 80% Basic Arithmetic and 60% Basic Algebra

Notes:
- Applicants who do not meet the English language requirement may be admitted at the discretion of the department after an in-person interview.
- Applicants who have met all the above requirements and have completed high school Drafting 11 and 12 may, with Departmental approval, apply for direct entry into Level 2 of the program.
- VCC CAD Technician Short Certificate graduates (granted within the last 4 years) may insert into level 2 of the program.

Prior Learning Assessment & Recognition (PLAR)

Students may request formal recognition of prior learning attained through informal education, work, or other life experience, including Indigenous ways of knowing. Credits may be granted to students who are able to sufficiently demonstrate the learning outcomes of specific courses. PLAR is available for the following courses:
- DRFT 1010 CAD Drafting Fundamentals
- DRFT 1011 CAD Drafting Applied
- DRFT 1013 Construction Mathematic

Students may complete up to 20% of program credits through PLAR. Tuition and fees may still apply to PLAR candidates.

Methods of PLAR vary by course, and may include exams, portfolios, interviews, and other evaluations.

To request PLAR, please contact the department directly. See the D.3.5 Prior Learning Assessment and Recognition Policy and Procedures for more information.

Program Duration & Maximum Time for Completion

Duration: Ten (10) months comprised of three levels.
Maximum Time for Completion: Three (3) years.

Program Learning Outcomes

Upon successful completion of this program, students will be able to:
- Use drawing techniques to complete projects in orthographic projection, sectioning, dimensioning, auxiliary view, and machine detailing.
- Apply concepts in orthographic projection, sectioning, dimensioning, auxiliary view, and machine detailing.
- Employ Computer Aided Drafting (CAD) and three-dimensional (3D) modelling systems skills to produce drawings from data, designs, and/or specifications.

- Demonstrate an understanding of drafting and 3D modeling skills and conventions.
- Develop drafting, 3D Building Information Modeling (BIM) and related trade skills and knowledge.
- Apply critical thinking, team building, and interpersonal communication skills.
- Apply concepts of building construction and technology to plan and detail commercial and industrial facilities in accordance with local by-laws and the *BC Building Code*.
- Utilize concepts of mechanical and process technology and planning to produce drawings and 3D models of industrial facilities.
- Employ mechanical engineering theories and BIM practices to prepare engineering drawings from 3D model that incorporate mechanical, electrical, and plumbing (MEP) systems in building structures.
- Prepare a comprehensive professional portfolio.
- Perform job search skills such as preparing a résumé and cover letter.

Instructional Strategies, Design, and Delivery Mode

This course uses project based learning strategies with instructional presentations and laboratory work using current CAD and 3D BIM software used in the Mechanical engineering discipline (e.g. Autodesk Revit MEP, AutoCAD, Plant 3D and Inventor software). Students may be required to do assignments at home and lab work outside class time on both theory and individual projects. The program may be offered in face-to-face and blended (combination of face-to-face and online) formats.

Evaluation of Student Learning

Students are evaluated by practical projects, exams, drawings and presentations.
Student Program Progression
In order to be granted a Certificate credential upon completion of the program, a
student must:
1. Maintain an overall minimum 2.00 GPA (C average); and
2. Successfully complete all courses to qualify for the credential.
Note: A student will not receive a credential if they fail to maintain a C average, or if they receive an F grade in any course.

Recommended Characteristics of Students

- Related work experience
- Excellent communication skills.
- Working knowledge of Windows OS is strongly recommended.
- Good mechanical comprehension.
- Ability to work in imperial and metric units of measurement.
- Good hand-eye coordination, ability to look at computer screen for long periods of time, to complete seated work for long periods of time, and manual dexterity for keyboard/mouse.
- Successful work habits and an ability to work well with others.
- Logical reasoning, spatial ability, and an ability to visualize objects.
- An interest in all aspects of architecture, engineering, general construction and related fields.

Courses

Term	Course #	Course Name and Description	Credits
One	DRFT 1010	CAD Drafting Fundamentals	4.0
	DRFT 1011	CAD Drafting Applied	3.0
	DRFT 1012	Office & Construct Site Safety	1.0
	DRFT 1013	Construction Mathematics	1.0
		Total Credits per Term:	9.0
Two	DRFT 1256	Plumbing Systems for Buildings	1.0
	DRFT 1257	Electrical Systems for Buildings	1.0
	DRFT 1258	Utility Data and Setting-Up Projects	1.0
	DRFT 1259	HVAC Systems for Buildings	3.0
	DRFT 1260	Fire Suppression and Sprinkler Systems for Buildings	1.0
	DRFT 1261	Process Flow Diagrams and Tank/Pump Box Fabrication	2.0
	DRFT 1262	Pipe Components: Pipe, Fittings, Valves, Supports and Pumps	1.0
	DRFT 1263	Piping and Instrumentation Diagrams & Specifications	1.0
	DRFT 1264	Plant and Equipment Layout	2.0
	DRFT 1265	Process and Utility Piping Layout	1.0
	DRFT 1266	Piping Fabrication Isometrics	1.0
		Total Credits per Term:	15.0
Three	DRFT 1370	Technical Communications	1.0
	DRFT 1332	Professional Preparation	1.0
	DRFT 1362	BIM Basic for Mechanical	2.0
	DRFT 1363	BIM Project for MEP	2.0
	DRFT 1364	MEP for Pipe Fabrication	3.0
	DRFT 1365	Piping BIM Project & Specification Setup	1.0
	DRFT 1366	3D BIM Pipe, Structure, and Equipment Modeling	1.0
	DRFT 1367	3D BIM Creating Orthographics, Isometrics, and Bills of Material	1.0
	DRFT 1394	Industrial Building Modeling	2.0
	DRFT 1395	Mechanical Equipment Modeling and Layout	1.0
	DRFT 1396	Piping Systems Modeling and Layout	1.0
		Total Credits per Term:	16.0

Total Program Credits: 40.0

Transcript of Achievement

The evaluation of learning outcomes for each student is prepared by the instructor and reported to the Student Records Department at the completion of semesters.

The transcript typically shows a letter grade for each course. The grade point equivalent for a course is obtained from letter grades as follows:

Grading Standard

Grade	Percentage	Description	Grade Point Equivalency
A+	96-100		4.33
A	91-95		4.00
A-	86-90		3.67
B+	81-85		3.33
B	76-80		3.00
B-	71-75		2.67
C+	66-70		2.33
C	60-65		2.00
C-	56-59		1.67
D	50-55	Minimum Pass	1.00
F	0-49	Failing Grade	0.00
S	70 or greater	Satisfactory – student has met and mastered a clearly defined body of skills and performances to required standards	N/A
U		Unsatisfactory – student has not met and mastered a clearly defined body of skills and performances to required standards	N/A
I		Incomplete	N/A
IP		Course in Progress	N/A
W		Withdrawal	N/A
Course Standings			
R		Audit. No Credit	N/A
EX		Exempt. Credit granted	N/A
TC		Transfer Credit	N/A

Grade Point Average (GPA)

1. The course grade points shall be calculated as the product of the course credit value and the grade value.

2. The GPA shall be calculated by dividing the total number of achieved course grade points by the total number of assigned course credit values. This cumulative GPA shall be determined and stated on the Transcript at the end of each Program level or semester.

3. Grades shall be assigned to repeated courses in the same manner as courses taken only once. For the purpose of GPA calculation of grades for repeated courses, they will be included in the calculation of the cumulative GPA.

VCC Education and Education Support Policies
There are a number of **Education** and **Education Support** policies that govern your educational experience at VCC, please familiarize yourself with them. The policies are located on the VCC website at:
http://www.vcc.ca/about/governance--policies/policies/

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: **Financial Performance (for the Eleven Months ended February 28, 2021)**

2020/21 Operating Overview (April 2020 – February 2021)

Revenue for the period was $111.6 million compared to budget of $116.2 million ($4.52 million below plan) and prior year of $112.6 million ($981K below prior year) **(Table 4)**. Domestic tuition revenue is down for the period by $1.62 million compared to original budget and international revenue was down by $1.9 million. **(Table 1, 2 and 3)**.

The School of Hospitality, Food Studies and Applied Business domestic revenue was $267K lower than budget.   International revenue was down by $1.09 million. Business and Project Management and Canadian Business Management Post-Degree Diploma programs international tuition revenues were lower by $1.6 million together, but have been offset by higher Culinary, Baking and Hospitality programs tuition revenue of $617K.

The School of Arts and Sciences was $151K lower than the domestic tuition revenue budget. The ABE/EAL tuition free programs tuition revenues are down by $677K. The School of Health Sciences domestic tuition revenue was down by $461K. 3 dental programs and Allied Health program domestic tuition revenues were down by $139K and $100K respectively. Continuing care programs domestic tuition revenues were down by $123K.

The School of Trades, Technology and Design domestic tuition revenue was lower than budget by $325K, with a decrease in international revenue of $811K. Hair Design & Skin Therapy program international revenue was $465K lower than budget and new electronics program was offered in January instead in September and its international tuition revenue was lower by $235K

Total expenses for the period were $111.3 million compared to budget of $113.2 million ($1.96 million below budget) and prior year of $110.3 million ($994K higher than prior year).

The surplus for period was $385K compared to a budget surplus of $ $2.95 million ($2.56 million less favourable than budget) and prior year surplus of $2.36 million ($1.97 million unfavourable than prior year).

2020/21 Forecast to Budget Overview

2020/21 Forecast (11 months actual + 1 months forecast) in **Table 8** shows that VCC is projecting a deficit of $4.23 million. Revenue is forecasted to be $122.5 million compared to budget of $128.4 million ($5.83 million below budget) and prior year of $123.9 million ($1.47 million lower than prior year) **(Table 5, 6 and 7)**. Expenses are forecasted to be $126.78 million compared to budget of $128.3 million ($1.6 million lower than budget) and prior year of $123 million ($3.7 million higher than prior year).

To offset the retro bargaining pay out to faculty and CUPE staff, the College received the funding confirmation from the Ministry and is reflected in the forecast.

ATTACHMENTS:	Table 1, 2 and 3: Summary – Actual Revenue by School (Apr 2020 – Feb 2021)
	Table 4 – Statement of Operations for the Eleven Months ended Feb 2021
	Table 5, 6 and 7: Summary – Forecast Revenue by School (Apr 2020 – Mar 2021)
	Table 8 – Statement of Operations: 2020/21 Forecast with the Eleven Months Actual (Ended Feb 28, 2021) and One-Month Forecast
PREPARED BY:	Jamie Choi, Executive Director FS & CFO
DATE:	March 18, 2021

Summary - Revenue by School

Table 1:
Domestic Tuition Revenue by School – Actual Compared to Budget and Prior Year

	2020/21 Actuals (Apr 2020 - Feb 2021)	2020/21 Budget (Apr 2020 - Feb 2021)	Variance (Actuals vs Budget)	2019/20 Actuals (Apr 2019 - Feb 2020)	Variance (2020/21 Actuals vs 2019/20 Actuals)
CENTRE FOR CONTINUING STUDIES	2,672,470	3,066,280	(393,810)	3,093,258	(420,788)
SCHOOL OF ARTS AND SCIENCES	1,280,273	1,431,839	(151,566)	1,312,648	(32,375)
ABE & EAL TUITION FREE	3,746,149	4,424,031	(677,882)	4,446,800	(700,651)
SCHOOL OF HEALTH	3,471,517	3,933,073	(461,556)	3,505,905	(34,388)
SCHOOL OF HOSP, FOOD & BUSINESS	1,443,810	1,711,201	(267,391)	1,652,291	(208,481)
DIVISION OF LIBRARY, TEACH & LEARN	750,590	769,177	(18,587)	853,160	(102,570)
SCHOOL OF TRADES, TECH & DESIGN	2,040,542	2,365,800	(325,258)	1,991,581	48,961
	15,405,352	**17,701,401**	**(2,296,049)**	**16,855,644**	**(1,450,292)**

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

	2020/21 Actuals (Apr 2020 - Feb 2021)	2020/21 Budget (Apr 2020 - Feb 2021)	Variance (Actuals vs Budget)	2019/20 Actuals (Apr 2019 - Feb 2020)	Variance (2020/21 Actuals vs 2019/20 Actuals)
CENTRE FOR CONTINUING STUDIES	120,308	88,538	31,770	166,487	(46,178)
SCHOOL OF ARTS AND SCIENCES	302,424	450,545	(148,121)	422,452	(120,028)
SCHOOL OF HEALTH	37,743	1,621	36,122	48,471	(10,728)
SCHOOL OF HOSP, FOOD & BUSINESS	14,908,078	16,000,314	(1,092,236)	13,412,836	1,495,242
DIVISION OF LIBRARY, TEACH & LEARN	11,294	0	11,294	0	11,294
SCHOOL OF TRADES, TECH & DESIGN	7,355,824	8,167,284	(811,460)	6,665,386	690,438
	22,735,671	**24,708,302**	**(1,972,631)**	**20,715,633**	**2,020,038**

Table 3:
Combined Domestic and International Revenue by School

	2020/21 Actuals (Apr 2020 - Feb 2021)	2020/21 Budget (Apr 2020 - Feb 2021)	Variance (Actuals vs Budget)	2019/20 Actuals (Apr 2019 - Feb 2020)	Variance (2020/21 Actuals vs 2019/20 Actuals)
CENTRE FOR CONTINUING STUDIES	2,792,778	3,154,818	(362,040)	3,259,745	(466,967)
SCHOOL OF ARTS AND SCIENCES	1,582,697	1,882,384	(299,687)	1,735,100	(152,403)
ABE & EAL TUITION FREE	3,746,149	4,424,031	(677,882)	4,446,800	(700,651)
SCHOOL OF HEALTH	3,509,260	3,934,694	(425,434)	3,554,376	(45,116)
SCHOOL OF HOSP, FOOD & BUSINESS	16,351,889	17,711,515	(1,359,626)	15,065,128	1,286,761
DIVISION OF LIBRARY, TEACH & LEARN	761,884	769,177	(7,293)	853,160	(91,276)
SCHOOL OF TRADES, TECH & DESIGN	9,396,366	10,533,084	(1,136,718)	8,656,967	739,398
	38,141,023	**42,409,703**	**(4,268,680)**	**37,571,277**	**569,746**

2

Statement of Operations – Comparison to Budget and Prior Year
For the Eleven Months Ended February 28, 2021
Table 4:

(In $ Thousands)	2020/21 Actuals (Apr 2020- Feb 2021)	2020/21 Budget (Apr 2020 - Feb 2021)	2020/21 Actual vs Budget	Comments	2019/20 Actuals (Apr 2019 - Feb 2020)	Variance favourable /(unfavourable)
Province of B.C. Grants	55,620	52,066	3,554	2019/20 & 2020/21 SSNM received	52,165	3,455
Adult Upgrading Grant (AUG)	281	405	(124)		415	(134)
Sales of goods and services	2,164	5,670	(3,506)	Food services reveues lower by $2.37 M and bookstores revenues lower by $1.02 M	5,581	(3,417)
Tuition and student fees	36,612	40,855	(4,243)	Table 1,2 and 3	35,921	691
ABE/EAL Tuition Free	3,746	4,424	(678)	EAL Program $511K; CF progrms $114K; ABE $105K less than budget: College Career Access is $69K better than budget	4,447	(701)
Other grants, fees & contract services	5,553	4,570	983	Dental Access $236K, Work Integrated Learning $98K, ASP $152K, CALP$35K, City of Vancouver project $361K & Emergency Assistance Funding $140K	6,006	(453)
Miscellaneous income	1,691	1,954	(264)	Movie rental $179K, parking revenue $185K lower than budget	1,875	(184)
Donation income (Foundation Related)	674	669	4		729	(56)
Amortization of deferred capital contribution	5,092	4,960	132		4,864	228
Interest income	259	642	(382)	Due to lower interest rate	669	(410)
REVENUES	**111,692**	**116,215**	**(4,523)**		**112,673**	**(981)**
SALARY AND BENEFIT EXPENSES	**83,257**	**83,084**	**(173)**	Approx $2.5M retro bargaining increases have been paid to faculty & CUPE staff	**79,217**	**(4,040)**
Supplies and general expenses, othere	7,105	7,010	(96)	Travel and Conference, PD fund down by $675K, overall supplies expenses reduced: actuals includes $600K one-time leased equipment purchase for IT project and $500K software addition	7,797	692
AUG Financial Aid	281	405	124		415	134
Bursary/Scholarship (donation related)	674	669	(4)		729	56
Professional fees	4,303	4,354	51		4,376	72
Building and telecom	5,181	6,126	945	Overall facilities expenses down due to reduced capacity	6,476	1,296
Cost of Goods Sold	1,832	3,381	1,549	Expenses reduced due to closure of food services and limited bookstore services. $215K added for City of Vancouver COVID 19 project	3,272	1,440
Depreciation Expense	8,673	8,236	(438)	Expenses increased due to changes in capital commitment	8,029	(644)
OPERATING EXPENSES	**28,050**	**30,181**	**(2,131)**		**31,096**	**3,046**
TOTAL EXPENSES	**111,306**	**113,265**	**(1,958)**		**110,313**	**(994)**
NET SURPLUS (DEFICIT)	**385**	**2,950**	**(2,565)**		**2,360**	**(1,975)**

*ABE : Adult Basic Education   *EAL : English as Additional Language   *ITA: Industry Training Authority
*CCA: College & Career Access   *CF: College Foundation   *SSNM: Sustainable Services Negotating Mandate
*ASP: Aboriginal Service Plan   *CALP: Community Adulty Literacy Program

3

Summary – Forecast Revenue by School

Table 5:

Domestic Tuition Revenue by School – Forecast Compared to Budget and Prior Year

	2020/21 Forecast (Apr 2020 - Mar 2021)	2020/21 Budget (Apr 2020 - Mar 2021)	Variance (Forecast vs Budget)	2019/20 Actuals (Apr 2019 - Mar 2020)	Variance (2020/21 Forecast vs 2019/20 Actuals)
CENTRE FOR CONTINUING STUDIES	2,937,973	3,373,753	(435,780)	3,410,586	(472,613)
SCHOOL OF ARTS AND SCIENCES	1,445,455	1,601,657	(156,202)	1,480,731	(35,275)
ABE & EAL TUITION FREE	4,183,768	5,037,280	(853,512)	4,956,732	(772,964)
SCHOOL OF HEALTH	3,794,143	4,310,991	(516,848)	3,853,246	(59,103)
SCHOOL OF HOSP, FOOD & BUSINESS	1,604,907	1,924,357	(319,450)	1,843,225	(238,317)
DIVISION OF LIBRARY, TEACH & LEARN	822,093	840,680	(18,587)	931,078	(108,984)
SCHOOL OF TRADES, TECH & DESIGN	2,294,012	2,647,930	(353,918)	2,222,400	71,612
	17,082,352	**19,736,648**	**(2,654,296)**	**18,697,997**	**(1,615,645)**

Table 6:

International Tuition Revenue by School – Forecast Compared to Budget and Prior Year

	2020/21 Forecast (Apr 2020 - Mar 2021)	2020/21 Budget (Apr 2020 - Mar 2021)	Variance (Forecast vs Budget)	2019/20 Actuals (Apr 2019 - Mar 2020)	Variance (2020/21 Forecast vs 2019/20 Actuals)
CENTRE FOR CONTINUING STUDIES	138,370	96,600	41,770	186,675	(48,304)
SCHOOL OF ARTS AND SCIENCES	327,820	490,941	(163,121)	465,042	(137,222)
SCHOOL OF HEALTH	42,243	1,621	40,622	51,329	(9,086)
SCHOOL OF HOSP, FOOD & BUSINESS	16,781,076	18,397,918	(1,616,842)	15,307,324	1,473,753
DIVISION OF LIBRARY, TEACH & LEARN	11,784	0	11,784	0	11,784
SCHOOL OF TRADES, TECH & DESIGN	8,106,435	9,170,101	(1,063,666)	7,403,403	703,032
	25,407,728	**28,157,181**	**(2,749,453)**	**23,413,772**	**1,993,956**

4

Table 7:
Combined Domestic and International Tuition Revenue by School - Forecast

	2020/21 Forecast (Apr 2020 - Mar 2021)	2020/21 Budget (Apr 2020 - Mar 2021)	Variance (Forecast vs Budget)	2019/20 Actuals (Apr 2019 - Mar 2020)	Variance (2020/21 Forecast vs 2019/20 Actuals)
CENTRE FOR CONTINUING STUDIES	3,076,343	3,470,353	(394,010)	3,597,260	(520,918)
SCHOOL OF ARTS AND SCIENCES	1,773,275	2,092,598	(319,323)	1,945,772	(172,497)
ABE & EAL TUITION FREE	4,183,768	5,037,280	(853,512)	4,956,732	(772,964)
SCHOOL OF HEALTH	3,836,386	4,312,612	(476,226)	3,904,575	(68,188)
SCHOOL OF HOSP, FOOD & BUSINESS	18,385,984	20,322,275	(1,936,291)	17,150,548	1,235,435
DIVISION OF LIBRARY, TEACH & LEARN	833,877	840,680	(6,803)	931,078	(97,201)
SCHOOL OF TRADES, TECH & DESIGN	10,400,447	11,818,031	(1,417,584)	9,625,803	774,644
	42,490,080	**47,893,829**	**(5,403,749)**	**42,111,769**	**378,311**

5

Statement of Operations – Comparison to Budget and Prior Year
2020/21 Forecast with Eleven Months Actual (Ended February 28, 2021) and One Month Forecast
Table 8:

(In $ Thousands)	2020/21 Current Forecast (11 + 1)	2020/21 Budget	Forecast vs Budget	Comments	2019/20 Actuals	2020/21 Current Forecast vs 2019/20 Actuals
Province of B.C. Grants	60,361	56,798	3,563	2019/20 & 2020/21 SSNM received; $400K ITA funding is reduced due to lower domestic trades students enrolment	56,759	3,602
Adult Upgrading Grant (AUG)	303	427	(124)		427	(124)
Sales of goods and services	2,300	6,164	(3,864)	Food servcies revenues lower by $2.6M, Bookstore revenues lover by $1.14M and room rentals revenues lower by $126K	5,909	(3,609)
Tuition and student fees	40,749	45,980	(5,230)	Table 5, 6 & 7	40,136	613
ABE/EAL Tuition Free	4,184	5,037	(854)	ABE $108K, CF $116K, EAL $663K lower than revised budget; $53K CCA higher than revised budget	4,957	(773)
Other grants, fees & contract services	6,197	4,980	1,218	Dental Access $236K, Work Integrated Learning $98K, ASP $152K, CALP$35K, City of Vancouver project $361K & Emergency Assistance Funding $140K	6,874	(677)
Miscellaneous income	1,814	2,123	(310)	Movie rental $194K, parking revenue $200K lower than budget	1,968	(154)
Donation income (Foundation Related)	764	760	4		752	12
Amortization of deferred capital contribution	5,593	5,411	183	Expenses increased due to changes in capital commitment	5,472	122
Interest income	279	700	(421)	Due to lower interest rate	708	(428)
REVENUES	**122,545**	**128,379**	**(5,834)**		**123,962**	**(1,417)**
SALARY AND BENEFIT EXPENSES	**94,775**	**92,764**	**(2,011)**	Approx $2.5M retro bargaining increases have been paid to faculty & CUPE staff.	**87,611**	**(7,163)**
Supplies and general expenses	8,389	9,424	1,035	Contingency $1.2M removed from forecast; $600K one-time leased equipment purchase and $500K Sofrware addition	9,274	(885)
AUG Financial Aid	303	427	124		427	(124)
Bursary/Scholarship	764	760	(4)		752	12
Professional fees	5,297	5,454	157	Due to the reduced revenue and activities, overall expenses are reduced	5,384	(87)
Building and telecom	5,749	6,865	1,116	Due to the reduced revenue and activities, overall expenses are reduced	6,995	(1,246)
Cost of Goods Sold	1,979	3,701	1,722	Expenses reduced due to closure of food services and limited bookstore services. $215K added for City of Vancouver COVID 19 project	3,627	(1,648)
Depreciation Expense	9,521	8,985	(537)	Expenses increased due to changes in capital commitment	8,999	522
OPERATING EXPENSES	**32,003**	**35,615**	**3,612**		**35,458**	**(3,455)**
TOTAL EXPENSES	**126,778**	**128,379**	**(1,601)**		**123,069**	**3,708**
NET SURPLUS (DEFICIT)	**(4,233)**	**0**	**(4,233)**		**893**	**(5,126)**

*ABE : Adult Basic Education   *EAL : English as Additional Language   *ITA: Industry Training Authority
*CCA: College & Career Access   *CF: College Foundation   *SSNM: Sustainable Services Negotiating Mandate
*ASP: Aboriginal Service Plan   *CALP: Community Adulty Literacy Program

6

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
2021/22 Operating Budget

2021/22 Operating Budget

The VCC operating budget for 2021/22 was approved by the Finance & Audit Committee on March 17, 2021 and is being presented to the Board of Governors for review and approval. The 2021/22 operating budget draft was developed with various assumptions made by management (Appendix B).

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the 2021/22 Operating Budget, as presented at the March 31, 2021 meeting.

ATTACHMENTS: APPENDIX A - Statement of Operations
APPENDIX B - Budget Assumptions
APPENDIX C - 2021/22 Budget vs 2020/21 Forecast
APPENDIX D - Summary Revenues by School

PREPARED BY: Jamie Choi, Executive Director, FS & CFO

DATE: March 21, 2021

APPENDIX A

STATEMENT OF OPERATIONS

2021/22 Budget Compared to 2020/21 Forecast and 2019/20 Actual

(In $ Thousands)	2021/22 Budget	2020/21 Forecast (11 + 1)	Variance favourable /(unfavourable)	2019/20 Actuals
Province of B.C. Grants	58,801	60,361	(1,560)	56,759
Adult Upgrading Grant (AUG)	400	303	97	427
Sales of goods and services	2,109	2,300	(191)	5,909
Tuition and student fees	47,489	40,749	6,739	40,136
ABE/EAL Tuition Free	4,698	4,184	514	4,957
Other grants, fees & contract services	6,774	6,197	577	6,874
Miscellaneous income	1,575	1,814	(238)	1,968
Donation income (Foundation Related)	760	764	(4)	752
Amortization of deferred capital contribution	5,480	5,593	(113)	5,472
Investment income	269	279	(10)	708
REVENUES	**128,355**	**122,545**	**5,810**	**123,962**
SALARY AND BENEFIT EXPENSES	**96,765**	**94,775**	**(1,991)**	**87,611**
Supplies and general expenses	10,427	8,389	(2,039)	9,274
Adult Upgrading Grant (AUG) Financial Aid	400	303	(97)	427
Bursary/Scholarship	760	764	4	752
Professional fees	6,529	5,297	(1,232)	5,384
Building and telecom	6,356	5,749	(606)	6,995
Cost of Goods Sold	1,729	1,979	250	3,627
Depreciation Expense	9,448	9,521	73	8,999
OPERATING EXPENSES	**35,649**	**32,003**	**3,646**	**35,458**
TOTAL EXPENSES	**132,414**	**126,778**	**5,637**	**123,069**
NET SURPLUS (DEFICIT)	**-4,060**	**-4,233**	**173**	**893**

2021/22 BUDGET ASSUMPTIONS

- $53.06M   The AEST operating grant is $53.06M doesn't includes accumulated Sustainable Services Negotiation Mandate salary increases (formerly Economic Stability Mandate) as per the direction by the Ministry.

- $5M   Industry Training Authority (ITA) Funding.

- 2%   Domestic and international tuition fees increases.

- 2%   All manadatory fee increases.

- $4.7M   Adult Basic Education (ABE) & English as an Additioanl Language (EAL) Tuition free.

- $1.38M   Domestic tuition revenueincrease (2% increase).

- $4.6M   International tuition revenue increase (2% increase and increased enrolment).

- $308K   Routine captial maintenance fuding for operating will be constant.

- $5.3M   Major Capital Funding

- $1M   Expenses to advance the Campus Master Plan is added.

- $2.8M   Software budget increased to $2.8M.

- 2%   Budgetary salary increases for all employee groups.

- $154K   Benefit expenses increased due to increased benefit insurance premium (Benefit epenses are not funded through Sustainable Service Negotiation Mandate).

- 2%   Employer health tax budgeted.

- $1.5M   Contingency funds budgeted.

- Supporting COVID 19 pandemic and recovery.

- Rental/movie rental, parking services, interest incomes are same compared to 20/21 Forecast.

- Food services will remain closed.

- Bookstores are providing on-line services to students. The revenues and expense are same compared to 2021 forecast.

- Some travel and conference expenses are added.

- Only current contracts are budgeted in 2021/22.

- The Language Instruction for Newcomers to Canada (LINC) contract to continuein 2021/22.

- The College reasonably assumes that international students can travel in the summer of 2021.

APPENDIX C

2021/22 Final Draft Budget vs 2020/21 Forecast (11+1) and Prior Year

(In $ Thousands)	2021/22 Budget (Final Draft)	2020/21 Forecast (11 + 1)	Variance favourable /(unfavourable)	Comments	2019/20 Actuals
Province of B.C. Grants	58,801	60,361	(1,560)	No funding added for Sustainable Services Negotiating Mandate. Forecast includes 19/20 retro funding amount	56,759
Adult Upgrading Grant	400	303	97		427
Sales of goods and services	2,109	2,300	(191)		5,909
Tuition and student fees	47,489	40,749	6,739	Appendix D	40,136
ABE/EAL Tuition Grant	4,698	4,184	514	College Foundation $46K, Basic Ed $45K, ESL Pathways $413K increased	4,957
Other grants, fees & contract services	6,774	6,197	577	Only current contracts are budgeted in 2021/22. Inlcudes LINC contract. Main drivers for the increase is Health Care Program related government contracts. Forecast includes $361K City of Vancouver project	6,874
Miscellaneous income	1,575	1,814	(238)	Variance is due to a catch up billing for the third parties in 2020/21	1,968
Donation income (Foundation Related)	760	764	(4)		752
Amortization of deferred capital contribution	5,480	5,593	(113)		5,472
Investment income	269	279	(10)		708
REVENUES	**128,355**	**122,545**	**5,810**		**123,962**
SALARY AND BENEFIT EXPENSES	**96,765**	**94,775**	**(1,991)**	Faculty salaries increased to deliver increased international students intake and increased contracts. $1.9M bargaining units salary increase for 2% and an additional benefits; 2% increase for admin staff; overall $154K benefits increased.	**87,611**
Supplies and general expenses	10,427	8,389	(2,039)	Increased under the assumption that the College resumes regular activities after Sep 2021. Contingency is $1.5M	9,274
Adult Upgrading Grant Financial Aid	400	303	(97)		427
Bursary/Scholarship	760	764	4		752
Professional fees	6,529	5,297	(1,232)	$1M added for Campus Master Plan; $700K added for agency fees; professional fees for contracts reduced by $220K. Forecast includes various items for $200K resulting in net increase of $1.2M	5,384
Building and telecom	6,356	5,749	(606)	Increased under the assumption that the College resumes regular activities after Sep 2021.	6,995
Cost of Goods Sold	1,729	1,979	250	Forecast includes $215K City of Vancouver project	3,627
Depreciation Expense	9,448	9,521	73		8,999
OPERATING EXPENSES	**35,649**	**32,003**	**3,646**		**35,458**
TOTAL EXPENSES	**132,414**	**126,778**	**5,637**		**123,069**
NET SURPLUS (DEFICIT)	**(4,060)**	**(4,233)**	**173**		**893**

APPENDIX D

Domestic Tuition Revenue by School - Budget vs Forecast vs Prior Year

	2021/22 (Apr 2021 - Mar 2022)	2020/21 Forecast (Apr 2020 - Mar 2021)	Variance (21/22 Budget vs 20/21 Forecast)	2019/20 Actuals (Apr 2019 - Mar 2020)	Variance (21/22 Budget vs 19/20 Actuals)
CENTRE FOR CONTINUING STUDIES	3,010,261	2,937,973	72,288	3,410,586	(400,325)
SCHOOL OF ARTS AND SCIENCES	1,481,181	1,445,455	35,726	1,480,731	450
ABE & EAL TUITION FREE	4,697,786	4,183,768	514,018	4,956,732	(258,946)
SCHOOL OF HEALTH	4,185,340	3,794,143	391,197	3,853,246	332,094
SCHOOL OF HOSP, FOOD & BUSINESS	1,783,716	1,604,907	178,809	1,843,225	(59,509)
DIVISION OF LIBRARY, TEACH & LEARN	924,395	822,093	102,302	931,078	(6,683)
SCHOOL OF TRADES, TECH & DESIGN	2,870,874	2,294,012	576,862	2,222,400	648,474
	18,953,553	**17,082,352**	**1,871,201**	**18,697,997**	**255,556**

International Tuition Revenue by School - Budget vs Forecast vs Prior Year

	2021/22 (Apr 2021 - Mar 2022)	2020/21 Forecast (Apr 2020 - Mar 2021)	Variance (21/22 Budget vs 20/21 Forecast)	2019/20 Actuals (Apr 2019 - Mar 2020)	Variance (21/22 Budget vs 19/20 Actuals)
CENTRE FOR CONTINUING STUDIES	312,699	138,370	174,329	186,675	126,024
SCHOOL OF ARTS AND SCIENCES	384,180	327,820	56,360	465,042	(80,862)
SCHOOL OF HEALTH	0	42,243	(42,243)	51,329	(51,329)
SCHOOL OF HOSP, FOOD & BUSINESS	19,438,165	16,781,076	2,657,089	15,307,324	4,130,841
DIVISION OF LIBRARY, TEACH & LEARN	0	11,784	(11,784)	0	0
SCHOOL OF TRADES, TECH & DESIGN	9,874,125	8,106,435	1,767,690	7,403,403	2,470,722
	30,009,169	**25,407,728**	**4,601,441**	**23,413,772**	**6,595,397**

Combined Domestic and Internatiional Tuition Revenue by School - Budget vs Forecast vs Prior Year

	2021/22 (Apr 2021 - Mar 2022)	2020/21 Forecast (Apr 2020 - Mar 2021)	Variance (21/22 Budget vs 20/21 Forecast)	2019/20 Actuals (Apr 2019 - Mar 2020)	Variance (21/22 Budget vs 19/20 Actuals)
CENTRE FOR CONTINUING STUDIES	3,322,960	3,076,343	246,617	3,597,260	(274,300)
SCHOOL OF ARTS AND SCIENCES	1,865,361	1,773,275	92,086	1,945,772	(80,411)
ABE & EAL TUITION FREE	4,697,786	4,183,768	514,018	4,956,732	(258,946)
SCHOOL OF HEALTH	4,185,340	3,836,386	348,954	3,904,575	280,765
SCHOOL OF HOSP, FOOD & BUSINESS	21,221,881	18,385,984	2,835,897	17,150,548	4,071,333
DIVISION OF LIBRARY, TEACH & LEARN	924,395	833,877	90,518	931,078	(6,683)
SCHOOL OF TRADES, TECH & DESIGN	12,744,999	10,400,447	2,344,552	9,625,803	3,119,196
	48,962,722	**42,490,080**	**6,472,642**	**42,111,769**	**6,850,953**

DECISION NOTE

PREPARED FOR:	Board of Governors
DATE:	March 31, 2021
ISSUE:	**RECOMMENDATION FOR APPROVAL:**
	2021/22 Capital Budget

An integral part of the annual budget cycle includes developing a capital plan that will be funded through VCC internal capital. Capital requests are submitted by various departments and from there priorities are established. In 2021/22 VCC is requesting the $3.0 million be allocated for, facilities improvements, library, furniture and equipment, classroom enlargement and IT projects.

VCC capital budget for 2021/22 was approved by the Finance and Audit Committee on March 17, 2021 and is being presented to the Board of Governors for review and approval.

Supporting documents includes are Statement of Financial Position and Statement of Cash Flow.

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the 2021/22 Capital Budget, as presented at the March 31, 2021 meeting.

ATTACHMENT:	APPENDIX A – Statement of Financial Position
	APPENDIX B – Statement of Cash Flow
PREPARED BY:	Jamie Choi, Executive Director, FS & CFO
DATE:	March 21, 2021

APPENDIX A

STATEMENT OF FINANCIAL POSITION

Based on the 2020/21 forecast and 2021/22 budget, the statement of financial position and cash flow are highlighted in the table below.

AS AT MARCH 31	Budget 2022	Forecast 2021	Actual 2020
Cash and cash equivalent	24,627	27,936	30,600
Due from Province of BC	1,610	1,610	1,610
Accounts receivable	2,940	2,940	2,940
Inventories for resale	932	932	932
Investments	238	238	238
TOTAL	30,347	33,656	36,320
Accounts payable	26,099	26,099	26,099
Due to Province of BC	445	445	445
Employee future benefits	2,397	2,397	2,397
Deferred tuition	7,529	7,529	7,529
Deferred revenue	3,777	3,777	3,777
Deferred capital contribution	73,171	73,350	73,294
Capital Lease	10,237	10,454	10,818
TOTAL	123,655	124,051	124,359
NET DEBT	(93,308)	(90,395)	(88,039)
Tangible capital assets	105,397	106,544	108,421
Inventories held for use	122	122	122
Prepaid expenses	1,000	1,000	1,000
TOTAL	106,519	107,666	109,543
ACCUMULATED SURPLUS	13,211	17,271	21,504

APPENDIX B

STATEMENT OF CASH FLOW

AS AT MARCH 31 CASH PROVIDED BY (USED IN): OPERATIONS:	Budget 2022	Forecast 2021	Actual 2020
Cash and cash equivalents, beginning of year	27,936	30,600	27,404
Annual Surplus (Deficit)	(4,060)	(4,233)	893
Items not involving cash:			
Amortization of tangible capital assets	9,448	9,521	8,999
Revenue recognized from deferred capital contribution	(5,480)	(5,593)	(5,472)
Change in employee future benefits			192
Change in non-cash operating working capital			
(Increase) decrease inventories for resale			85
(Increase) decrease accounts receivable			(554)
(Decrease) increase accounts payable			5,307
(Decrease) increase deferred tuition			(702)
(Decrease) increase deferred revenue			766
(Increase) decrease non-cash operating working capital			(639)
CAPITAL ACTIVITIES:			
(Acquisition) of tangible capital assets	(8,301)	(7,644)	(9,676)
FINANCING ACTIVITIES:			
(Decrease) increase in capital lease	(217)	(364)	(1,363)
Deferred capital contributions received	5,301	5,649	5,360
CASH AND CASH EQUIVALENTS, END OF YEAR	**24,627**	**27,936**	**30,600**

ASSUMPTIONS

- $8.3 M in capital additions are projected for 2021/22, and are funded as follows:
  - $5.3M AEST funding for major routine capital
  - $3.0M VCC internal capital funding

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DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
                                 TUITION: Nail Technology Certificate Program

BACKGROUND:

Over the previous years, there has been a tremendous growth in the field of nail technology, however, there are limited avenues of training options, none of which are within the public sector. The development of the Nail Technology Certificate Program is intended as an extension to the current Esthetics & Spa Therapy Program; for those students wishing to advance their knowledge in nail technology theory and training. This program also seeks to encourage prospective students who wish to focus their studies on this section of the industry only.

DISCUSSION:

The Esthetics & Spa Therapy programs at VCC have an excellent local, national and international reputation. The BC Labour Market Outlook for 2019 projects a 0.9% growth rate for the next ten years; 1980 new jobs are expected by 2029 in BC, and more than 15,900 jobs across Canada.

The Nail Technology Certificate Program supports students with the ability to continue their education in advanced topics of nail technology and will also encourage students from the Hairstylist Foundation Program and Continuing Studies, Makeup Artistry Certificate to further their education within this creative industry. This gives the opportunity for the cosmetologist to become more knowledgeable about all aspects of the beauty industry. Learners can easily transition from existing programs and certificates into this course, providing opportunities for advancement in all aspects of the beauty industry.

In recommending a new tuition for this program, VCC has reviewed the tuition of competitive programs in the province. No other public schools offer similar program. Comparable programs charge the following fees:

INSTITUTION	CREDIT HOURS	TOTAL
London School	400 hours	$4950 Tuition $1355 Student Kit
New Image	440 hours	$5500 Tuition & Kit

INSTITUTION	CREDIT HOURS	TOTAL
Mark Anthony	400 Hours	$4200 Tuition $1264 Student Kit
Blanche Macdonald	300 Hours	$4500 Tuition $1900 Student Kit
Beauty Gateway	400 hours	$3250 Tuition $540 Student Kit

NOTE: The department is working to develop the cost of the student kit for this program. The student kit will be purchased by students from the bookstore.

TUITION OPTIONS:

Option 1: **Tuition per student is $4,329**

Implications: This option will fully recover all direct and indirect costs but will not generate any net profit to VCC after recovering institutional overhead. It gives VCC limited flexibility to react to any changes in industry demands

Option 2: **Tuition per student is $4,557**

Implications: This option will fully recover all direct and indirect costs and generate 5% net profit to VCC after recovering institutional overhead. It gives VCC some flexibility to react to any changes in industry demands.

Option 3: **Tuition per student is $4,810**

Implications: This option will fully recover all direct and indirect costs and generate 10% net profit to VCC after recovering institutional overhead. It gives VCC some flexibility to react to any changes in industry demands. The tuition will be very competitive comparing to most other schools.

On March 17, 2021, the Finance and Audit Committee approved Option 3, tuition of $4,810 ($301 per credit), for this program.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of $4,810 ($301 per credit) for the new Nail Technology Certificate Program, effective May 1, 2021.

ATTACH: APPENDIX A: Financial Analysis

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

DATE: March 24, 2021

APPENDIX A

Vancouver Community College

School of Trades, Technology & Design
Nail Program

	OPTION 1	OPTION 2	OPTION 3
	0%	5%	10%
Scenarios	Break-Even	Profitability	Profitability
Tuition per credit per student	$ 271	$ 285	$ 301
Tuition per student	$ 4,329	$ 4,557	$ 4,810
No. of Intakes	4	4	4
No. of students per intake - Domestic	16	16	16
No. of students per intake - International	0	0	0
Total students (with X FTE attrition) - Domestic	16	16	16
Total students (with X FTE attrition) - International	0	0	0
Student FTE	16	16	16
Duration - instructor months	4	4	4
Duration - days	80	80	80
Other days	0	0	0
Department head release days	0	0	0
Duty days per year	180	180	180
Instructor FTE required per intake	0.44	0.44	0.44
Number of credits	16	16	16
Tuition Fee per Credit -Domestic	$ 4,329	$ 4,557	$ 4,810
Support Staff FTE	0.00	0.00	0.00
Operational costs	$ 0	$ 0	$ 0
Revenue per credit per student	$ 271	$ 285	$ 301
Cost per credit per student	$ 271	$ 271	$ 271
Revenue per student	$ 4,329	$ 4,557	$ 4,810
Cost (breakeven tuition fee) per student	$ 4,329	$ 4,329	$ 4,329
Breakeven tuition fee per credit per student	$ 271	$ 271	$ 271
Tuition fees per student - Domestic	$ 4,329	$ 4,557	$ 4,810
Block fund per student	$ 0	$ 0	$ 0

Revenue

Tuition revenue -Domestic	$	69,266	$	72,911	$	76,962
Block funding	$	-	$	-	$	-
Total revenue	**$**	**69,266**	**$**	**72,911**	**$**	**76,962**

Instructor

Salary (step 5)	$	35,466	$	35,466	$	35,466
Benefits (26%)	$	9,221	$	9,221	$	9,221
Total instructor costs	**$**	**44,687**	**$**	**44,687**	**$**	**44,687**

Support Staff

Salary	$	-	$	-	$	-
Benefits (30%)	$	-	$	-	$	-
Total support staff costs	**$**	**-**	**$**	**-**	**$**	**-**
Total labour cost	**$**	**44,687**	**$**	**44,687**	**$**	**44,687**

Operational costs

Operational Expenses	$	-	$	-	$	-
Total operational costs	**$**	**-**	**$**	**-**	**$**	**-**

Indirect costs of delivery

Indirect costs of delivery	$	24,578	$	24,578	$	24,578
Total indirect costs of delivery	**$**	**24,578**	**$**	**24,578**	**$**	**24,578**
Total expenditures	**$**	**69,266**	**$**	**69,266**	**$**	**69,266**
Net contribution to VCC overhead / (D	**$**	**-**	**$**	**3,646**	**$**	**7,696**
Net contribution to VCC overhead / (D		**0.0 %**		**5.0 %**		**10.0 %**

Gross Margin Income Statement						
Revenue from tuition and block fund allocation	$	69,266	$	72,911	$	76,962
Direct instructors cost	$	44,687	$	44,687	$	44,687
Direct non-labour cost	$	-	$	-	$	-
Direct support staff cost	$	-	$	-	$	-
Gross margin	**$**	**24,578**	**$**	**28,224**	**$**	**32,274**
Indirect IRA cost	$	-	$	-	$	-
Indirect support staff cost	$	-	$	-	$	-
Total indirect expenditures	**$**	**-**	**$**	**-**	**$**	**-**
Surplus / (Deficit) (prior VCC overhead	**$**	**24,578**	**$**	**28,224**	**$**	**32,274**
VCC Institutional support	$	16,981	$	16,981	$	16,981
Net Surplus / (Deficit)	**$**	**7,597**	**$**	**11,242**	**$**	**15,293**
		7,597				7,597

Gross margin breakeven tuition per student	$ 2,793	$ 2,793	$ 2,793
Minimum number of students to cover gross margin	11	10	10
Minimum number of students to cover direct + indirect	11	10	10
Minimum number of students to cover all costs	15	14	13

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
                          Revisions to D.3.7 Tuition and Fees Policy & Procedures

BACKGROUND:

D.3.7 Tuition and Fees Policy and Procedures guide the determination and administration of tuition and fees at the College. It was last reviewed, and revisions approved by the Board, in May 2019.

In Nov 2020, D.3.7 was reviewed by Admin Policy Committee and amendments identified. It was also at this time that the Board referred the matter of authority of international tuition and fees to the Governance Committee for a recommendation. In conclusion, on Feb 10, 2021, the Board approved the Committee's recommendation to take back the delegated authority for approving international tuition and fees from College Administration. This direction has been incorporated in the draft revisions to D.3.7 policy and procedures.

DISCUSSION:

The revisions to D.3.7 Tuition and Fees are being presented to the Board for approval. They primarily consist of clarifying how domestic and international tuition and fees are set and reflect the Board's decision to approve international tuition and fees.

RECOMMENDED MOTION:

WHEREAS, D.3.7 Tuition and Fees Policy and Procedures have undergone a review by the Admin Policy Committee; and

WHEREAS, D.3.7 Tuition and Fees Policy and Procedures have been amended, as directed by Board Resolution dated Feb 10, 2021, to reflect that the Board approves international tuition and fees;

THEREFORE, BE IT RESOLVED THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve, in the form presented at this meeting, the revised D.3.7 Tuition and Fees Policy and Procedures.

ATTACHMENTS: APPENDIX A: D.3.7 Tuition and Fees (Tracked and Clean Drafts)

PREPARED BY: Jamie Choi, Executive Director, FS & CFO

DATE: March 24, 2021

Title	**TUITION AND FEES**
Policy No.	D.3.7
Approval Body	Board of Governors
Policy Sponsor	Vice President Administration & ~~Chief Financial Officer~~International Development
Last Revised/Replaces	May 29, 2019
Effective Date	*Draft: September 28, 2020*

CONTEXT AND PURPOSE

This Policy and related Procedures informs how tuition and fees are determined and administered at Vancouver Community College (VCC, the College).

The provision of postsecondary education is a joint endeavour with financial contributions shared between students, government, the institution, sponsors, industry, and the communities served. Tuition and fees reflect an investment in valuable educational experiences that enhance student career and personal success, and play an important role in ensuring institutional sustainability and the provision of high quality educational services.

SCOPE AND LIMITS

This Policy applies to all applicants, students, and all programs/courses offered by VCC.

STATEMENT OF POLICY PRINCIPLES

1. Tuition and fees are determined based on input from a variety of internal stakeholders and are ~~consistent~~compliant with Ministry of Advanced Education, Skills and Training (AEST) Tuition Limit policy.

2. The VCC tuition fee model will take into account program duration, program operating costs, and tuition rates for comparable programming at other BC institutions.

3. ~~Tuition and~~The VCC tuition fee model will strive for consistency and common practice for all programs and students, and is not exceptions-based.

~~3.~~4. Domestic and international tuition and mandatory fees are reviewed as part of the annual College budget development process and are approved by the Board of Governors.

1. ~~The VCC tuition fee model shall strive for consistency and common practice for all programs and students, and is not exceptions-based.~~

~~4.~~5. The College ~~will set different tuition rates for domestic and~~Administration sets ~~international students~~ continuing studies non-credit tuition rates.

~~5.~~6. The College will ensure there is a system in place to manage fee deferrals.

2. Fee deferrals, approved by the Director, Financial Services or delegate may be permitted under special circumstances.

3. The Registrar or a designateCollege will assess the eligibilityinform students of each international studentwho applies for domestic fees.

6.7. payment deadlines. It is the student's responsibility to register during the designated periods and to pay all applicable fees and deposits by the publishedmeet those deadlines.

7.8. The College has a responsibility towill provide reasonable options for student payments.

DEFINITIONS

Finance & Audit Committee: A standing committee of the Board of Governors responsible for assisting the Board in fulfilling its obligations and oversight responsibilities related to financial planning, the audit process, financial reporting, the system of corporate controls and risk management.

Mandatory Fee: Required fees assessed at the time of acceptance or registration other than tuition, including but not limited to College Resource Fees (RFEE) and College Initiative Fees (IFEE).

Other Fee: The fees for services levied by the College, including but not limited to application fees, transcript fees, late payment, and graduation fees. These are typically charged at the time the service is provided to the students and are usually non-refundable.

Registration Area: The areas of the College responsible for registering students:
- Registrar's Office (RO)
- Continuing Studies (CS)
- International Education (IE)
- School of Instructor Education (SIE)

Sponsor: An organization paying tuition and fees on a student's behalf. This does not include agents for international students or family members.

Tuition: The set fee tied specifically to a course or number of courses.

Tuition Deposit: A fee paid at the time of acceptance that is applied to the cost of tuition. A portion of the fee may be non-refundable.

Tuition and Fee Deferral: Authorized delay in the payment of a fee. May be granted in the event the student has applied for a student loan or third-party sponsorship but has not received confirmation of a positive outcome. A deferral has a deadline associated with it and the tuition and fees charges would be automatically debited from the student's loan once it has been received and processed by the College.

Mandatory Fee: These are fees that are charged by the College where students cannot opt-out. They include capital construction support (e.g., building fees), consumable fees (e.g., fees charged for field trips and consumable supplies) and other mandatory fees (e.g., application fees and technology fees).

Other Fee: The fees levied by the College for a charge other than that directly tied to tuition.

Tuition Deposit: A fee applied as a payment to tuition fees, which is non-refundable.

~~Tuition: The fee tied specifically to a course or number of courses.~~

RELATED LEGISLATION & POLICIES

Legislation
Immigration and Refugee Protection Act

"Guidelines Respecting International Students at British Columbia Public Post Secondary Institutions", British Columbia Ministry of Advanced Education, Amended: October 2002

Tuition Limit Policy, Government of British Columbia

Policies
B.1.4   Delinquent Accounts
B.1.7   Financial Responsibility and Accountability
D.2.3   Student Financial Aid
D.3.3   Tuition Waiver and Reimbursement for Employees
D.3.4   Tuition and Fee Refund
D.3.10   Aboriginal Education Enrolment

RELATED PROCEDURES
Refer to D.3.7 Tuition and Fees Procedures.

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CLEAN DRAFT

POLICY

Title	**Tuition and Fees**
Policy No.	D.3.7
Approval Body	Board of Governors
Policy Sponsor	Vice President, Administration & International Development
Last Revised/Replaces	May 29, 2019
Effective Date	*Draft: March 10, 2021*

CONTEXT AND PURPOSE

This Policy and related Procedures informs how tuition and fees are determined and administered at Vancouver Community College (VCC, the College).

The provision of postsecondary education is a joint endeavour with financial contributions shared between students, government, the institution, sponsors, industry, and the communities served. Tuition and fees reflect an investment in valuable educational experiences that enhance student career and personal success, and play an important role in ensuring institutional sustainability and the provision of high quality educational services.

SCOPE AND LIMITS

This Policy applies to all applicants, students, and all programs/courses offered by VCC.

STATEMENT OF POLICY PRINCIPLES

1. Tuition and fees are determined based on input from a variety of internal stakeholders and are compliant with Ministry of Advanced Education, Skills and Training (AEST) Tuition Limit policy.

2. The VCC tuition fee model will take into account program duration, program operating costs, and tuition rates for comparable programming at other BC institutions.

3. The VCC tuition fee model will strive for consistency and common practice for all programs and students, and is not exceptions-based.

4. Domestic and international tuition and domestic and international mandatory fees are reviewed as part of the annual College budget development process and are approved by the Board of Governors.

5. The College Administration sets continuing studies non-credit tuition rates.

6. The College will ensure there is a system in place to manage fee deferrals.

7. The College will inform students of payment deadlines. It is the student's responsibility to meet those deadlines.

8. The College will provide reasonable options for student payments.

DEFINITIONS

Finance & Audit Committee: A standing committee of the Board of Governors responsible for assisting the Board in fulfilling its obligations and oversight responsibilities related to financial planning, the audit process, financial reporting, the system of corporate controls and risk management.

Mandatory Fee: Required fees assessed at the time of acceptance or registration other than tuition, including but not limited to College Resource Fees (RFEE) and College Initiative Fees (IFEE).

Other Fee: The fees for services levied by the College, including but not limited to application fees, transcript fees, late payment, and graduation fees. These are typically charged at the time the service is provided to the students and are usually non-refundable.

Registration Area: The areas of the College responsible for registering students:
- Registrar's Office (RO)
- Continuing Studies (CS)
- International Education (IE)
- School of Instructor Education (SIE)

Sponsor: An organization paying tuition and fees on a student's behalf. This does not include agents for international students or family members.

Tuition: The set fee tied specifically to a course or number of courses.

Tuition Deposit: A fee paid at the time of acceptance that is applied to the cost of tuition. A portion of the fee may be non-refundable.

Tuition and Fee Deferral: Authorized delay in the payment of a fee. May be granted in the event the student has applied for a student loan or third-party sponsorship but has not received confirmation of a positive outcome. A deferral has a deadline associated with it.

RELATED LEGISLATION & POLICIES

Legislation
Immigration and Refugee Protection Act

 "Guidelines Respecting International Students at British Columbia Public Post Secondary Institutions", British Columbia Ministry of Advanced Education, Amended: October 2002

Tuition Limit Policy, Government of British Columbia

Policies
B.1.4   Delinquent Accounts
B.1.7   Financial Responsibility and Accountability
D.2.3   Student Financial Aid
D.3.3   Tuition Waiver and Reimbursement for Employees
D.3.4   Tuition and Fee Refund
D.3.10   Aboriginal Education Enrolment

RELATED PROCEDURES
Refer to D.3.7 Tuition and Fees Procedures.

APPENDIX B

TRACKED DRAFT

PROCEDURES

Title	**TUITION AND FEES**
Policy No.	D.3.7
Approval Body	Board of Governors
Policy Sponsor	Vice President, ~~Finance & Chief Financial Officer~~ Administration & International Development
Last Revised/Replaces	May 20, 2019
Effective Date	*Draft: September 28, 2020*

GENERAL

1. All tuition will be calculated by course credit or equivalent where possible.

   1. ~~Tuition for new programs is approved by the Board of Governors.~~

   2. ~~Other fees are established and set by the College Administration, taking into account the advice of Operations Council.~~

   3. ~~Other Fees include but are not limited to transcript fee and the graduation fee.~~

   4. ~~Mandatory domestic fees are fees which are to be charged to all students attending VCC. These fees are recommended to the College Administration and must ultimately be approved by the Board of Governors.~~

   5. ~~International tuition and mandatory fees are set by College administration.~~

~~2.~~1. ~~Financial Services is responsible for:~~

   a. ~~Maintaining a central listing of all current tuitions.~~

   b. ~~Maintaining complete and correct tuition schedules.~~

   c. ~~Calculating and establishing tuition and fees.~~

   d. ~~Reviewing impact on tuition and fees when there are changes made to courses and programs.~~

~~3.~~1. ~~The Registrar's Office or delegate is responsible for:~~

   e. ~~Maintaining tuition and fee information within Banner.~~

   f. ~~Communicating tuition and fee information to students in response to inquiries.~~

~~4.~~2. Tuition and fee information will be ~~posted~~available on the College website.

~~5.~~3. Departments/Schools will not publish tuition or fees information in brochures, handouts or other materials ~~without prior approval by the Registrar~~. Departmental marketing material should refer to the College website.

~~6.~~4. ~~Given that tuition and fees are subject to change,~~ All publicly available information must include the disclaimer that "tuition and fees are subject to change" and refer to an effective date.

6. ~~The College will publish tuition and fee information no later than 30 days prior to the start of the start date.~~

~~7.~~5. Tuition and Mandatory Fees are reviewed annually and changes will be communicated as part of the annual budget process.

~~7.~~ ~~Domestic students:~~

    ~~a.~~ ~~A non-refundable tuition deposit is due at the time of their registration.~~

    ~~b.~~ ~~All tuition and mandatory fees are due and payable 30 days prior to the start of the term.~~

~~8.~~ ~~International students:~~

    ~~a.~~ ~~International student admission processes and timelines are different than for domestic students. Deposits and tuition and fees are in some cases unique and have unique deadlines. Contact VCC International for specific program information.~~

    ~~b.~~ ~~Commitment Fee: A fee paid to hold a seat in a program for international students. This fee is non-refundable.~~

~~8.~~6. First Installment: A payment covering the ~~first-term of~~ tuition and other fees that ~~is~~ may be required to ~~confirm admission and includes a non-refundable tuition deposit for international students.~~pay a Tuition Deposit. This information will be provided by the Registration Area in the Acceptance Letter.

7. ~~First Year Tuition: Estimated tuition fees for the first year of a program for~~ International students ~~applying through~~must pay a Tuition Deposit to secure a seat in a program. This information will be provided by International Education.

8. Students must pay all outstanding balances by their payment deadline, unless they have received an approved Fee Deferral.

RESPONSIBILITIES

9. The Board of Governors is responsible for:

    a. Approving domestic and international tuition for new programs, upon the ~~Study Direct Stream (SDS).~~advice of the Finance & Audit Committee.

    b. Approving annual increases to domestic and international tuition, upon the advice of the Finance & Audit Committee.

    c. Approving all domestic and international mandatory fees, upon recommendation by College Administration.

10. College Administration is responsible for:

    a. Setting tuition and fees for non-credit Continuing Studies programs.

    b. Making a recommendation to the Board of Governors regarding domestic and international tuition and mandatory fees.

    c. Setting all other fees, taking into account the advice of Operations Council.

11. Financial Services is responsible for:

a. Calculating and recommending tuition and fees.

b. Maintaining a central listing of all current tuition fees.

c. Maintaining complete and correct tuition payment schedules.

12. The Registrar's Office or delegate is responsible for:

c. If a study permit is denied, official proof of rejection must be submitted to VCC one month prior to the start of the program to receive a full refund of the deposit and fees. The following exception applies:

i. If a study permit application is rejected by Immigration, Refugees and Citizenship Canada (IRCC) for fraud/alleged fraud or other dishonesty, VCC reserves the right to retain the entire deposit, tuition and fees paid.

a. Maintaining tuition and fee information within Banner.

ELIGIBILITY FOR DOMESTIC FEES

9.13. To be eligible for domestic fees, prospective studentsan applicant must provide official proof of at least one (1) of the following requirements.their status as a:

a. Canadian citizen.

b. Permanent Resident of Canada.

c. Convention Refugee (requires a letterdocumentation from the Immigration, Refugees and Citizenship Canada (IRCC).)).

d. Foreign Live-in Caregiver (may only study for a maximum of 6 months on a part-time basis in "special interest" courses, e.g. English As A Second Language; require a work permit).

d. Foreign Caregiver (as stipulated by IRCC guidelines)

d.e. International Exchange Student (requires evidence of an agreement of exchange with Vancouver Community College).

e.f. Diplomat or consular officer carrying out official duties as a diplomat or consular officer; or is; or a dependent or spouse of any diplomat or consular officer.

10.14. Documentary evidence will be required by the College in support of any changes to student status including, such as proof of citizenship, Permanent Resident Card or passport demonstrating diplomatic status.

11.15. Eligibility for domestic fees is assessed and determined by the Registrar, or delegate. The decision of the Registrar or delegate is final.

12.16. All students who are not eligible for domestic fees are expected to pay international fees.

Fee Deferral

For students who are unable to pay fees by the published deadline, they may request a fee deferral. **TUITION & FEE DEFERRAL**

17. If funding has been secured from an external source (i.e. government student loans, Indigenous bands, or third-party sponsors) but is not yet available by the deadline, a student may apply for a Tuition and Fee Deferral.

13.18. The Fee Deferral Form, available ~~on~~from the ~~College website or from the Financial Aid~~Student Accounts Office, must be completed in full~~.~~ and approved by the Student Accounts Office or delegate.

19. Default of a Fee Deferral by the due date ~~will~~may result in the ~~denial~~suspension of ~~further~~ instruction or services until all outstanding fees are paid. ~~Please note that student~~

14.20. Students who do not apply for funding in a timely manner may not qualify for a Fee Deferral.

15.21. Fee Deferrals for the ~~British Columbia Student Assistance Program (BCSAP~~StudentAid BCProgram (SABC) purposes will authorize payment of all outstanding fees directly to the College.

RELATED POLICY
Refer to D.3.7 Tuition and Fees Policy.

VANCOUVER
COMMUNITY
COLLEGE

PROCEDURES

Title	**Tuition and Fees**
Policy No.	D.3.7
Approval Body	Board of Governors
Policy Sponsor	Vice President, Administration & International Development
Last Revised/Replaces	May 20, 2019
Effective Date	*Draft: March 10, 2021*

GENERAL

1. All tuition will be calculated by course credit or equivalent where possible.

2. Tuition and fee information will be available on the College website.

3. Departments/Schools will not publish tuition or fees information in brochures, handouts or other materials. Departmental marketing material should refer to the College website.

4. All publicly available information must include the disclaimer that "tuition and fees are subject to change" and refer to an effective date.

5. Tuition and Mandatory Fees are reviewed annually and changes will be communicated as part of the annual budget process.

6. Domestic students may be required to pay a Tuition Deposit. This information will be provided by the Registration Area in the Acceptance Letter.

7. International students must pay a Tuition Deposit to secure a seat in a program. This information will be provided by International Education.

8. Students must pay all outstanding balances by their payment deadline, unless they have received an approved Fee Deferral.

RESPONSIBILITIES

9. The Board of Governors is responsible for:

   a. Approving domestic and international tuition for new programs, upon the advice of the Finance & Audit Committee.
   b. Approving annual increases to domestic and international tuition, upon the advice of the Finance & Audit Committee.
   c. Approving all domestic and international mandatory fees, upon recommendation by College Administration.

10. College Administration is responsible for:

    a. Setting tuition and fees for non-credit Continuing Studies programs.
    b. Making a recommendation to the Board of Governors regarding domestic and international tuition and all domestic and international mandatory fees.
    c. Setting all other fees, taking into account the advice of Operations Council.

11. Financial Services is responsible for:

      a. Calculating and recommending tuition and fees.
      b. Maintaining a central listing of all current tuition fees.
      c. Maintaining complete and correct tuition payment schedules.

12. The Registrar's Office or delegate is responsible for:

      a. Maintaining tuition and fee information within Banner.

ELIGIBILITY FOR DOMESTIC FEES

13. To be eligible for domestic fees, an applicant must provide proof of their status as a:

      a. Canadian citizen.
      b. Permanent Resident of Canada.
      c. Convention Refugee (requires documentation from Immigration, Refugees and Citizenship Canada (IRCC)).
      d. Foreign Caregiver (as stipulated by IRCC guidelines)
      e. International Exchange Student (requires evidence of an agreement of exchange with Vancouver Community College).
      f. Diplomat or consular officer carrying out official duties; or a dependent or spouse of any diplomat or consular officer.

14. Documentary evidence will be required by the College in support of any changes to student status, such as proof of citizenship, Permanent Resident Card or passport demonstrating diplomatic status.

15. Eligibility for domestic fees is assessed and determined by the Registrar or delegate. The decision of the Registrar or delegate is final.

16. All students who are not eligible for domestic fees are expected to pay international fees.

TUITION & FEE DEFERRAL

17. If funding has been secured from an external source (i.e. government student loans, Indigenous bands, or third-party sponsors) but is not yet available by the deadline, a student may apply for a Tuition and Fee Deferral.

18. The Fee Deferral Form, available from the Student Accounts Office, must be completed in full and approved by the Student Accounts Office or delegate.

19. Default of a Fee Deferral by the due date may result in the suspension of instruction or services until all outstanding fees are paid.

20. Students who do not apply for funding in a timely manner may not qualify for a Fee Deferral.

21. Fee Deferrals for the StudentAid BC Program (SABC) purposes will authorize payment of all outstanding fees directly to the College.

RELATED POLICY
Refer to D.3.7 Tuition and Fees Policy.

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Revised C.3.5 Education Service Contract Policy (formerly Programs Offered Under Service Contract) & Rescind E.4.1 Non-Base Funded Activities Policy

BACKGROUND

The proposed revisions to Policy C.3.5 combine the Programs Offered Under Service Contract Policy C.3.5 (last reviewed 2004) and E.4.1 Non-Base Funded Activities Policy (last reviewed 2000 and now proposed to be rescinded). Under current funding and financial models, the revisions to C.3.5 would guide the development and management of contracts with external funding organizations for the provisions of education services by VCC.

Tanis Sawkins, Director of the Partnership Development Office, led a working group that reviewed these policies. Their revisions streamline and update the policy and procedures to reflect current practices.

The policy stresses that contracts should align with the mission, mandate and strategic direction of the College, that they are intended to contribute to the financial sustainability for the institution, that they will not reduce existing programming, and that any offering will comply with appropriate governance processes. The policy lays out a variety of potential benefits, including partnership development and community benefit. The Admin Policy Committee believes that the Policy clearly establishes the focus on financial benefit, and also creates space for College leadership to sign contracts that provide different benefits to the College if appropriate.

The review process has been followed, as per policy. Community feedback was sought with no response. The revisions were approved by Operations Council on November 30, 2020 and subsequently approved by Governance Committee on February 24, 2021.

The revised draft is formatted using the current policy & procedures template, making tracked changes difficult to follow. The current version of C.3.5, dated 2004, uses the old format, but has been attached for comparison

RECOMMENDATION:

THAT, on the recommendation of the Governance Committee, the Board of Governors approve revisions to C.3.5 Education Service Contract Policy and Procedures (formerly Programs Offered Under Service Contract Policy) and approve rescinding E.4.1 Non-Base Funded Activities Policy and Procedures.

PREPARED BY: Todd Rowlatt, Chair, Administrative Policy Committee
Deborah Lucas, Executive Assistant, Board of Governors

DATE: March 19, 2021

ATTACHMENTS: APPENDIX A: C.3.5 Programs Offered Under Service Contract (CURRENT POLICY)
APPENDIX B: C.3.5 Education Service Contract Policy & Procedures (REVISED DRAFT)
APPENDIX C: E.4.1 Non-Base Funded Activities (POLICY TO BE RESCINDED)

VANCOUVER
COMMUNITY
COLLEGE

Title: Programs Offered Under Service Contract Policy
Effective Date: April 29, 2004
Policy Category: Education
Number: C.3.5

Programs Offered Under Service Contract Policy

Policy	The Dean or Director of the relevant area will inform Education Council in writing of any new programs offered under service contract as soon as feasible.
Applies to	Department Heads, Deans, or Directors.
Principles	The following factors will inform the decisions of Department Heads, Deans, or Directors:

That:
i.   Industry or community needs has been identified
ii.   Sufficient and appropriate resources are available
iii.   Qualified faculty are available
iv.   Participant outcomes and other deliverables are clearly articulated
v.   Participants' learning is evaluated
vi.   The program be evaluated by VCC and the principal of the contract

1. **Policy Sponsor**　　　　Board Governance Committee

2. **Approvals:**

President ——————————————　　　　Date: ———————————

Education Council Chair——————————　　　　Date: ———————————

Operations Council Chair——————————　　　　Date: ———————————

Board Chair ————————————————　　　　Date: ———————————

3. **Amendments**

President ——————————————　　　　Date: ———————————

Education Council Chair——————————　　　　Date: ———————————

Operations Council Chair——————————　　　　Date: ———————————

Board Chair ————————————————　　　　Date: ———————————

4. **Review Date**

APPENDIX B
REVISED POLICY (DRAFT)

POLICY

Title	**Education Service Contract**
Policy No.	C.3.5
Approval Body	Board of Governors
Policy Sponsor	Vice President, Students & Community Development
Last Revised/Replaces	Programs Offered Under Service Contract (April 29, 2004); combines E.4.1 Non-Base Funded Activities (September 28, 2000)
Effective Date	*DRAFT: November 30, 2020*

CONTEXT AND PURPOSE

The purpose of this policy is to establish a clear process for developing, approving and managing contracts with external funding organizations for the provision of education services by Vancouver Community College (VCC; the College).

The College recognizes that Education Service Contracts may benefit the institution in a number of ways, including:

a. Generating revenue
b. Addressing industry need
c. Developing partnerships
d. Creating innovative projects
e. Building institutional capacity
f. Benefiting the community

SCOPE AND LIMITS

This policy applies to education service contracts involving financial transactions.

College employees working off-campus on activities related to Education Services Contracts are governed by the policies, Collective Agreements, and other rules of their employment with the College.

Reporting on Education Service Contracts to Education Council, after implementation by the institution but without prior review by Education Council, is a requirement of The College and Institute Act, section 23(1)(c)(ii).

STATEMENT OF POLICY PRINCIPLES

1. Education Service Contracts will align with and support the mission, mandate and strategic direction of VCC.
2. Education Service Contracts are primarily intended to provide a net financial contribution to support College activities.
3. Education Service Contracts will not cause any reduction to existing programming.

4. Opportunities for Education Service Contracts are considered with external funders or organizations that share compatible goals and values with VCC, and must agree to conform to all VCC's policies, procedures, and Collective Agreements.
5. Educational offerings will comply with curriculum approval and all governance processes.
6. Education Service Contracts will not restrict the commitment of the College to offer a broad range of programs and services to its community.
7. Education Service Contracts are approved and signed by the appropriate College authority.

DEFINITIONS

Contract Manager: The individual responsible for the administration of the contract, including deliverables, risk management and monitoring, as delegated by the Contract Owner.

Contract Owner: The individual who holds ultimate responsibility for the contract, typically including signing authority in alignment with the thresholds prescribed in policy.

Contract Repository: A central digital site used to store the key documents of the contracts (including proposals, agreements, budgets, reports, etc.), which acts as a clearinghouse for all contracts and provides information used for reporting and contract development purposes.

Educational Affiliations: Agreements with post-secondary institutions or other bodies that create opportunities for educational programming, student pathways, or applied research. Educational affiliations extend the College's ability to create learning experiences for students, partnerships for offering credentials, collaborations for applied research and scholarship, or equivalent course/credit pathways between institutions (See policy C.3.10).

Education Service Contract: A binding written agreement that captures the terms surrounding the delivery of training or educational services outside of base budgeted activities. Agreements of this nature are typically time-limited and result in additional revenue.

RELATED LEGISLATION & POLICIES

Legislation
College and Institute Act

Policies
A.3.6   Standards of Employee Conduct and Conflict of Interest
B.1.10 Signing and Spending Authority
B.3.4   Space Allocation and Room Booking
B.3.5   Ancillary Services
B.3.9   Use of College Supplies, Products, Services and Facilities
C.3.10 Educational Affiliations
E.3.1   Sponsorship

RELATED PROCEDURES

Refer to C.3.5 Education Service Contract Procedures.

PROCEDURES

Title	**Education Service Contract**
Policy No.	C.3.5
Approval Body	Board of Governors
Policy Sponsor	Vice President, Students & Community Development
Last Revised/Replaces	Programs Offered Under Service Contract (April 29, 2004); combines E.4.1 Non-Base Funded Activities (September 28, 2000)
Effective Date	*DRAFT: November 30, 2020*

GENERAL

1. Education Service Contracts must be formalized in writing and approved by the relevant educational and financial approvals before service delivery commences. Education Service Contracts include the budget, deliverables, and reporting requirements.
2. Upon signing the contract, all relevant documents will be added to the Contract Repository through the Partnership Development Office (PDO), and an organization code will be assigned by Financial Services.
3. A series of resources applicable to contracts is available for internal users on myVCC, including but not limited to the Contract Management Guide, costing forms, and contract templates.
4. All non-standard contracts will be reviewed by additional parties (such as the Procurement Department or a lawyer) to ensure that VCC is not exposed to undue risk or liability in cases involving insurance implications.

ROLES & RESPONSIBILITIES

5. The Contract Owner (or delegate) will:
    a. Hold exploratory discussions and assessment prior to or concurrently with the costing process
    b. Cost the contract using the current contract costing template and obtain approval from Finance
    c. Consult all relevant departments and service areas where appropriate
    d. Liaise with the Partnership Development Office (PDO) where applicable
    e. Present the formal contract to the relevant signing and spending authority (as outlined in policy B.1.10 Signing and Spending Authority) for approval
    f. Be accountable for all aspects of delivery, monitoring, evaluation, and non-financial reporting
6. The Contract Manager is responsible for contract administration, including:
    a. Financial accountability, in consultation with Financial Services, following internal accounting standards and procedures
    b. Reporting (external and internal) as required by the contract and VCC policies where applicable

      c.   Risk management & monitoring

7. The Partnership Development Office (PDO) will:
   a. Assist and advise on exploratory discussions and contract assessment , costing and pricing
   b. Provide input on programming and delivery logistics
   c. Provide support during the project development and proposal writing process
   d. Store and archive contracts and related documents in the Contract Repository
   e. Provide ongoing support for contract administration and evaluation
   f. Present an annual report to Education Council summarizing the education service contracts delivered in the preceding year as required by The College and Institute Act, section 23(1)(c)(ii).
   g. Review proposals prior to submission.
   h. Provide input on contract and project closure

8. The Financial Services department will:
   a. Review and approve the costing of Education Service Contracts
   b. Assign each Education Service Contract a separate organization code
   c. Provide oversight of contract revenue and expenditures
   d. Support financial reporting for internal and external stakeholders
   e. Fulfill auditing requirements

9. Departments are responsible for the delivery of educational services as prescribed by the contract, including but not limited to:
   a. Hiring contract staff and instructors
   b. Scheduling and room booking
   c. Course/program, delivery
   d. Supporting students
   e. Overseeing educational quality

EXPLORATORY DISCUSSIONS

10. When an Education Service Contract opportunity arises, the relevant department(s) will undertake exploratory discussions to assess the feasibility of the opportunity.

11. The following consultations are required during the exploratory discussion process:
    a. Dean or Director
    b. Partnership Development Office
    c. Financial Services, to obtain preliminary costing and budget approval

12. Additional consultations are required with areas that will be directly impacted by the Education Services Contract (such as Student Services for contracts with a significant number of students with disabilities or with Facilities for contracts with extensive space needs).

13. Exploratory discussions lead to assessment and will result in one of three possible outcomes:
    a. Initial approval, and subsequent development of an Education Service Contract
    b. Referral to the PDO or other department for further exploratory discussions
    c. Non-action

CLOSURE OF AN EDUCATION SERVICE CONTRACT

14. The Contract Owner or delegate will be responsible for contract evaluation in consultation with the PDO, and will ensure satisfaction of any external closure requirements.
15. The Contract Owner will provide the PDO with any relevant details to inform reporting and institutional best practices.
16. Before closure of the organization code, Financial Services confirms that all contract revenue and expenses are accounted for, and that the contract no longer has any activities within the relevant fiscal year.

RELATED POLICY
Refer to C.3.5 Education Service Contract Policy.

Title: **Non-Base Funded Activities Policy**
Effective Date: **September 28, 2000**
Policy Category: **Marketing and Development**
Number: **E.4.1**

Non-Base Funded Activities Policy

Purpose   To encourage the pursuit of non-base funded programs and service according to the established process.

Policy   VCC will seek to expand its delivery of instruction and services through non-base funded activity to generate additional revenue, provide service to the community, forge linkages with business and industry, assist in the development and delivery of new courses, and provide new opportunities for employee growth and development.

Applies to   All VCC employees entering into non-base funded contracts. *

* Exceptions:
$ Non-guaranteed Intakes (NGIs) from ITAC
$ Contracts for Centre for Curriculum Transfer and Technology (C2T2)
$ English Language Services for Adults (ELSA) contract
$ Part-time offerings of our full-time programs
$ Flow-through ministry grants such as Safer Campuses
$ Continuing Education base programming
$ Individual International Education Visa Students
$ Domestic or International Contracts initiated and negotiated solely by the Director of Ventures and International Enterprises or departmental delegate

Exceptions are subject to the same approvals as outlined in the procedures but costing will differ and departmental incentives do not apply.

Definition   Non-base funded activity is instruction and/or services provided to external persons or organizations for a pre-determined contracted price. The activity can be domestic or international and is not usually open to the general public.

Procedures

1. All non-base funded contracts must be in writing and have necessary educational and financial approval.

2. The Project Sponsor (usually budget managers) seek educational approval prior to or concurrently with the costing process.

3. The Project Sponsor will cost the contract using the non-base funded contract form and *contact* the Manager of Budget Accounting who provides support to this process.*

   *VCC maintains a computerized non-base funded activity contract approval and costing form on the college network. (See attached Appendix 1 - Contract Form). This form establishes the costing model, including the overhead, incentive and surplus sharing rates. The form also indicates the appropriate level of educational and financial approval. These rates and approvals are described in the attached Guidelines for Preparation of Non-Base Funded Activities Form.

   VCC also maintains computerized Proposal Template, sample proposals and Sample Standard Contracts on the college network.

   A hard copy of these forms will also be available in the Financial Services and Ventures and International Enterprises departments.

4. The Project Sponsor is responsible for ensuring routing procedures *on the non-base funded contract form are followed.*

5. The Project Sponsor keeps the Coordinator of Contract Training informed of new non-based funded projects and project progress, so that the Coordinator of Contract Training can provide support to the project development and proposal writing process. Draft proposals and contracts can be sent to the Coordinator for feedback. If a proposal format is not externally provided, project sponsors will follow the VCC Proposal Template for submission.

6. Once a proposal is accepted, the Project Sponsor drafts or presents a formal contract to a College signing officer* for approval. The Vice President of Finance & College Services reviews all non-standard contract

wording so that VCC is not exposed to undue risk or liability. Executed copies of contracts must be forwarded to Financial Services and Coordinator, Contract Training.

* College signing officers are the President, Vice Presidents and Director of Financial Services.

7. The Manager of Budget Accounting assigns each individual non-base funded activity a separate cost centre in the Contract Fund of the college accounting system.

8. Any incentives or surpluses are available only after the contract is completed and the final billing collected.

9. The Coordinator, Contract Training presents an annual report of the Contract Fund performance at the September Operations Council meeting for information.

10. Employees must consider the Conflict of Interest Policy A.3.6 when entering into contracts.

Replaces

Replaces Cost Recovery Courses/Programs Policy 3.1.0.12 and Non-Based Funded Activities Policy 3.1.0.16.

GUIDELINES to the Non-Base Funded Activities Policy E.4.1

PRINCIPLES

In the development of training and/or educational activities that depend primarily on non-base funded activities the College will consider and endeavour to respect the following principles:

1. **Governance Integrity**
    Within the limits of their jurisdictions governance bodies (Education Council, Operations Council and College Board) have the primary responsibility for College programming supported by non-base funding. Within accepted College practice they are involved at appropriate stages of development.

2. **Limits on the Role of Commercial or Private Funders**
    Commercial or Private funders cannot:
    a) overrule the training and curriculum choices of the College;
    b) restrict the commitment of the College to offer a broad range of programs and services to its community.

3. **Accountability**
    All arrangements with private and commercial funders, without exception, must conform to College values, goals and relevant policies.

4. **Fiscal Responsibility and Fairness**
    Non-Base Funded Activities will not cause any reduction in Base funded activities.

    The benefit of commercial or privately funded activities will be distributed within the College pursuant to existing policy and practice.

5. **Facilities Allocation**
    See Use of College Facilities Policy B.3.4.

6. **Research Integrity**
    Private or commercial funding will not be contingent on the outcome of research.

    All research will follow methodology and guidelines acceptable within the discipline including:
    *   Respect for the dignity, welfare and privacy of any human subjects.
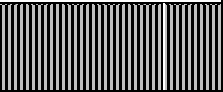   *   Informed, voluntary consent

7. **Funder Recognition**
    See Sponsorship Policy E.3.1.

GUIDELINES FOR PREPARATION OF NON-BASE FUNDED ACTIVITIES FORM

1.   **Approvals**

Dependent on risk assessment & contract dollar value as follows:

	LEVEL OF RISK			Approved by
	Low	Medium	High	
	Under $250,000	Under $100,000	▓▓▓▓▓▓▓	Education Dean and Director of Financial Services
	From $250,000 To $1,000,000	From $100,000 To $500,000	Under $250,000	VP of Finance & College Services and VP of Education & Education Services
	Over $1,000,000	Over $500,000	Over $250,000	College Board

(Left margin labels read vertically: E S N U V E R E)

Note: If the overhead cost is < 30%, the contract should be reviewed by VP of Finance & College Services
or Director of Financial Services with appropriate Dean.

Risk assessment is done using the following criteria:

i)   Knowledge of Client
   •   Government Agency
   •   Third Party (Previous Client)
   •   Third Party (New Client)

ii)   Precedent setting or *involving* sensitive issues
iii)   *Exposing* college to uncertain or potentially significant liability
iv)   *Requiring* significant investment with long term payback
v)   *Reducing* overhead to met pricing goals
vi)   Length of term of contract

2.   **Incentives**

Incentives calculation is done only after the contract has satisfied the *College* overhead provisions.

Incentives are for the department delivering the contract.

Incentives continue each year as long as the contract does not become part of our base operations or completely administered outside the department.

Incentives can be spent at the completion of the contract or can be accumulated in a separate fund. For the latter, please contact the Manager of Budget accounting to arrange.

3.   Surplus

Any surplus remaining can be split with the department and contract fund on a pre-determined basis.

Surpluses can be spent in the same manner as incentives.

4.   Rates

Current rates are as follows (included on contract form):

Overhead   30% of direct costs
Incentive   30% of direct costs
Surplus   50/50 split of remaining funds between department and contract fund

(April 2000)

5.   Direct & Indirect costs

In order to help with contract preparation, we have attached some information on costing, specifically outlining direct and indirect costs.

Direct Costs: those costs that can be directly and easily attributable to a particular self-funded activity, and include (but are not limited to):

$ staffing costs specifically related to activity (salary, benefits, PD, vacation). Note: For a contract which will be greater than 3 months or if a term instructor is identified, please ensure the term rates are used.
$ administrative support salaries (specifically seconded to the contract)
$ travel
$ accommodations
$ supplies and materials
$ advertising/promotion
$ student society fees
$ off-campus facility rental
$ equipment rental
$ program development costs
$ taxes
$ special fees, licenses

$ printing
$ textbooks
$ catering/food services
$ small tools

Overhead (Indirect Costs): the contribution to the College operations for services provided that do not directly relate to the contract. The overhead percentage of 30% calculated on the direct costs incorporates these costs. Services included in the overhead percentage include:

$ facilities (buildings, security, housekeeping and maintenance/utilities)
$ student services (registration, student records , counselling, computer services, library, audio/visual, and assessments)
$ personnel and payroll services
$ accounting and budgeting services
$ purchasing services

1. **Policy Sponsor:** **Vice President Finance and College Services**

2. **Approvals:**

President:_____ **Date:**_____

Education Council Chair:_____**Date:**_____

Operations Council Chair:_____**Date:**_____

Board Chair:_____ **Date:**_____

3. **Amendments:**

President:_____**Date:**_____

Education Council Chair:_____**Date:**_____

Operations Council Chair:_____**Date:**_____

Board Chair:_____**Date:**_____

4. **Review Date:**

VANCOUVER
COMMUNITY
COLLEGE

DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: March 31, 2021

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Rescind A.1.7 President's Performance Assessment Policy and Procedures and Revisions to Human Resources Committee (HRC) Terms of Reference (TOR)

BACKGROUND

The Human Resources Committee (HRC) are recommending that A.1.7 President's Performance Assessment Policy and Procedures be rescinded. The process for the president's evaluation and compensation is currently outlined in the HRC's Terms of Reference (TOR), as directed by Board Governance Bylaw G.2.0, thus eliminating the need for a policy. This matter was posted for community feedback with no response.

The HRC have also reviewed their TOR and are presenting revisions to the Board for approval. For ease of review, the following were not tracked:

- Re-ordered sections.
- Section 9: President's Evaluation – This is a re-write to reflect the current process, which includes gathering data on the President's performance from internal and external stakeholders at least once in every three-year period.

RECOMMENDATION:

THAT, on the recommendation of Human Resources Committee, the Board of Governors approve revisions to the Human Resources Committee Terms of Reference and approve rescinding A.1.7 President's Performance Assessment Policy.

ATTACHMENT: APPENDIX A – HRC Terms of Reference (TOR) – Tracked and Clean Drafts
APPENDIX B – A.1.7 President's Performance Assessment Policy and Procedures

PREPARED BY: Deborah Lucas, Executive Assistant

NOTE: For ease of review, the following revisions are not tracked:
- **Re-ordered sections**
- **SECTION 9. Re-write**

APPENDIX A

**Board of Governors
Human Resources Committee**

TERMS OF REFERENCE

1. PURPOSE

The purpose of the Human Resources Committee is to assist the Board in fulfilling its obligations relating to VCC's human resources issues, including but not limited to, the President's contract, evaluation and compensation, succession planning and significant human resources policies.

2. COMPOSITION AND QUORUM

The Human Resources Committee is composed of up to four appointed Board Members.

The Board Chair and the President shall serve as ex-officio, non-voting members.

The Board elects , on the recommendation of the Board Chair, appoints the Committee members and the Committee elects its chair.

Committee members are familiar with good practices in human resources including executive compensation, human resources planning and processes, labour relations, recruitment and evaluation.

A majority of members of the Human Resources Committee constitutes a quorum.

3. MEETINGS

The Committee meets at least four times per year. Additional meetings may be held as deemed necessary. by the Committee chair or as requested by any two Committee members..

4. STAFF SUPPORT

The Executive Director, Human ResourcesVice President, People and Culture and President provide staff support to the Committee. Corporate Confidential secretarial support shall also be provided to the Committee.

5. REPORTING

The Committee reports to the Board by providing a high-level summary of its activities at the next Board meeting. The summary details what the Committee has been working on (since it last reported to the Board), what the Committee is bringing forward for discussion or approval, and the key issues that the Committee is focused on.

6. EXTERNAL ADVISORS

The Committee may engage independent advisors at the expense of VCC when it deems necessary, subject to the approval of the Board. Chair.

7. ACCOUNTABILITY TO THE BOARD

The Human Resources Committee has no authority to direct senior leadership or commit VCC unless specifically authorized by the Board through the Committee Terms of Reference or otherwise.

8. DUTIES AND RESPONSIBILITIES

Subject to the powers and duties of the Board, the Human Resources Committee performs the following duties:

a) ensures VCC's compensation and human resources philosophies and strategies are in keeping with:
    i. VCC's ~~mission,~~ vision and~~,~~ values ~~and key goals~~; and
    ii. legislative and policy guidelines and requirements;

b) together with the Board Chair, leads the development of the President's annual goals and objectives, for recommendation to the Board;

c) together with the Board Chair, leads the President's annual performance and compensation review according to the process set out below;

d) annually reviews VCC's management structure and succession plans;

e) reviews and recommends to the Board VCC's philosophy and guidelines for senior leadership compensation;

f) together with the Board Chair, review and approve the annual Executive Compensation Disclosure statement for submission to the Public Sector Employers' Council (PSEC).

g) reviews senior leadership's recommendations for programs, policies and practices with respect to the development of VCC's human resources;

h) receives updates on the progress of collective bargaining and ratifies agreements;

i) reviews senior leadership's approach to student, employee and organizational health and engagement;

j) ensures that senior leadership has implemented a process to receive and respond to complaints or allegations of wrong-doing or questionable acts by any College member, including employees, Board Members, contractors, volunteers and students[1], and

k) reviews and advises the Board with respect to complaints of alleged wrong-doing by any College member, including employees, Board Members, contractors, volunteers and students.[2]

~~k)~~l) develops an annual calendar of activities for the Committee.

9. PRESIDENT'S EVALUATION AND COMPENSATION

The Board has delegated to the Committee responsibility to lead and carry out the President's annual evaluation. The process to be followed for the President's evaluation is as follows.

a) The committee will work with the President to develop mutually agreed performance objectives and measurements for a 12 month period, ending with the president's anniversary date.

b) Performance objectives should reflect the college's strategic priorities for the year, financial/FTE goals, and any substantial projects in which the college may be involved.

c) The Committee will recommend board approval of the annual performance objectives and measurements at an *in camera* meeting.

d) The President will provide the Committee with a written self-assessment at the 6 month point of the annual performance plan and verbal updates at the 1st and 3rd quarter checkpoints. The Committee will report progress to the Board, as deemed appropriate, at an *in camera* meeting.

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[1] This definition of "College member" is taken from VCC's Whistleblower Policy (B.2.19).
[2] Ibid

e) The committee conducts an annual performance assessment and reports their findings, including recommendations for compensation (subject to PSEC parameters), to the Board at an *in camera* meeting.

     i. The report shall include findings, observations and conclusions regarding the President's performance and achievement of the objectives.

     ii. To assist the Committee in creating the report, the President will provide a written performance assessment against the annual objectives and performance measurements.

f) Following the Board meeting, the Board Chair and Committee Chair meet with the President to provide them with the Board's evaluation and discuss the Board's views of priority areas for the upcoming year.

g) The President may, but is not required to, provide a written response to the Board.

h) At least once in every 3 year period, the Committee will include other mechanisms to gather data from internal and external stakeholders on the President's performance (e.g. surveys, questionnaires and interviews).

10. RESPONSIBILITY FOR POLICY REVIEW

The Committee has responsibility to review human resources related policies every ~~two~~ five years[3], and more frequently based on legislative changes~~,~~ or a development in governance best practices~~, governance policies.~~

- A.3.1 Prevention of Harassment, Discrimination, and Bullying
- A.3.6 Standards of Employee Conduct & Conflict of Interest
- A.3.10 Sexual Violence & Misconduct
- B.2.2 Selection of Administrators
- B.2.19 Whistleblower

~~11. CALENDAR OF ACTIVITIES~~

~~The calendar of activities for the Human Resources Committee's activities is set out below.~~

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[3] A.3.2 Policy Development and Maintenance (S.5)

Human Resources Committee Calendar				
	Sept	**Nov**	**Feb**	**June**
Review human resources policies and any recommended changes	X	X	X	X
Quarterly HR Initiatives Reports • Performance Management Leadership Development • Employee Relations (Grievances, WSBC, Overtime, Organizational Changes, Issues under Policies) Workforce Plan (CUPE, FA, Excluded) Attendance Management Engagement Strategy Excluded Position Analysis and Use of Consultants Worksafe				
Review Committee Terms of Reference and Calendar of Activities	X			
Review and recommend to Board Public Sector Executive Compensation Disclosure Statement			X	
With the Board Chair, review and lead President evaluation process and recommend appropriate process for upcoming year: President goals and objectives President self-evaluation Committee evaluation of President President's compensation review Six-month review of targets and progress Summary update to the Board	X		X	X X X X
Review senior leadership succession and development plans				X

Human Resources Committee Calendar				
	Sept	Nov	Feb	June
Review human resources policies and governance documents including: ○ President Position Description ○ Whistleblower ○ Prevention of Harassment, Discrimination and Bullying ○ Employee Code of Conduct and Conflict of Interest ○ Hiring of Administrators	At least every two years; otherwise as required			
Collective Bargaining, including approval of collective agreements	As required			

Board of Governors
Human Resources Committee

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The Vice President, People and Culture and President provide staff support to the Committee. Confidential secretarial support shall also be provided to the Committee.

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     i.   VCC's vision and values; and

     ii.   legislative and policy guidelines and requirements;

b)   together with the Board Chair, leads the development of the President's annual goals and objectives, for recommendation to the Board;

c)   together with the Board Chair, leads the President's annual performance and compensation review according to the process set out below;

d)   annually reviews VCC's management structure and succession plans;

e)   reviews and recommends to the Board VCC's philosophy and guidelines for senior leadership compensation;

f)   together with the Board Chair, review and approve the annual Executive Compensation Disclosure statement for submission to the Public Sector Employers' Council (PSEC).

g)   reviews senior leadership's recommendations for programs, policies and practices with respect to the development of VCC's human resources;

h)   receives updates on the progress of collective bargaining and ratifies agreements;

i)   reviews senior leadership's approach to student, employee and organizational health and engagement;

j)   ensures that senior leadership has implemented a process to receive and respond to complaints or allegations of wrong-doing or questionable acts by any College member, including employees, Board Members, contractors, volunteers and students[1], and

k)   reviews and advises the Board with respect to complaints of alleged wrong-doing by any College member, including employees, Board Members, contractors, volunteers and students.[2]

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a)   The committee will work with the President to develop mutually agreed performance objectives and measurements for a 12 month period, ending with the president's anniversary date.

b)   Performance objectives should reflect the college's strategic priorities for the year, financial/FTE goals, and any substantial projects in which the college may be involved.

c)   The Committee will recommend board approval of the annual performance objectives and measurements at an *in camera* meeting.

d)   The President will provide the Committee with a written self-assessment at the 6 month point of the annual performance plan and verbal updates at the 1st and 3rd quarter checkpoints. The Committee will report progress to the Board, as deemed appropriate, at an *in camera* meeting.

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[1] This definition of "College member" is taken from VCC's Whistleblower Policy (B.2.19).

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e) The committee conducts an annual performance assessment and reports their findings, including recommendations for compensation (subject to PSEC parameters), to the Board at an *in camera* meeting.

    i. The report shall include findings, observations and conclusions regarding the President's performance and achievement of the objectives.

    ii. To assist the Committee in creating the report, the President will provide a written performance assessment against the annual objectives and performance measurements.

f) Following the Board meeting, the Board Chair and Committee Chair meet with the President to provide them with the Board's evaluation and discuss the Board's views of priority areas for the upcoming year.

g) The President may, but is not required to, provide a written response to the Board.

h) At least once in every 3 year period, the Committee will include other mechanisms to gather data from internal and external stakeholders on the President's performance (e.g. surveys, questionnaires and interviews).

10. RESPONSIBILITY FOR POLICY REVIEW

The Committee has responsibility to review human resources related policies every five years[3], and more frequently based on legislative changes or a development in governance best practices

- A.3.1 Prevention of Harassment, Discrimination, and Bullying
- A.3.6 Standards of Employee Conduct & Conflict of Interest
- A.3.10 Sexual Violence & Misconduct
- B.2.2 Selection of Administrators
- B.2.19 Whistleblower

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[3] A.3.2 Policy Development and Maintenance (S.5)

APPENDIX B

Title: **President's Performance Assessment Policy**
Effective Date: **January 2, 2004**
Date of Last Revision: **March 25, 2004**
Policy Category: **Governance**
Policy Sponsor: **Board Human Resources and Compensation Committee**
Number: **A.1.7**

Purpose	To provide a mechanism for the establishment of the President's annual performance objectives and a corresponding accountability framework within which the President's performance will be assessed.
Policy	• Assessment of the President's performance is the Board's responsibility. • The President shall provide the Board with proposed annual Performance objectives and corresponding performance measurements which will be used to assess achievement of the objectives • The Committee will finalize the objectives and recommend Board approval. The President is accountable for achieving the annual Performance objectives.
Applies to	President and Board members
Procedures	1. It is the responsibility of the Board Human Resources Committee to assess the President's performance. 2. The President must submit his proposed annual performance objectives and performance measurements to the Human Resources Committee for the next year in February. Performance objectives should reflect the college's strategic priorities for the year, financial/FTE goals, and any substantial projects in which the college may be involved. 3. The Human Resources Committee is responsible for: • Reviewing the proposed annual objectives to ensure that the President's objectives and performance measurements reflect the college's annual priorities.

- Recommending to the Board acceptance of the annual objectives during the April Board meeting.

- Receiving periodic updates from the President on progress towards the performance objectives and, as it deems appropriate, reporting this progress to the Board.

- Conducting the year-end assessment of the President's performance.

- Making a report on the President's performance along with any recommendations to the Board.

  The report shall include findings, observations, and conclusions regarding the President's performance and achievement of the objectives. In making this report, the Committee will consider any information and issues relating to the President's performance it deems appropriate. At its discretion, the Committee may utilize other mechanisms to gather data on the President's performance (eg surveys, questionnaires).

  To assist the Committee in creating the report, the President will provide a written assessment of his performance against the performance objectives and performance measurements.

4. The Committee will send the final report to the Board to be reviewed in camera at the May Board meeting.

5. The Board will receive and consider the report in camera and will review it with the President.

6. The Board will advise the President in writing of its decision

Replaces   President's Performance Assessment Policy, A.1.7, October 26, 2000