

May 27, 2026, at 5:30 p.m.  
Room 5025, Broadway Campus

**ATTENDANCE**

**Board Members**

Mahin Rashid (Chair, Board)  
Jeffrey Yu (Vice Chair/Chair, FAC)  
Carol Ye  
Chi Lo  
Christie Sparklingeyes  
Colin Zuo  
Francesco Barillaro  
Malou Morales (Regrets)  
Michele Guerin (Regrets)  
Dr. Paul Yeung  
Simon Cheng  
Dr. Steve Cardwell  
Synthia Kloot (Chair, HRC)  
Tanmay Chugh

**Senior Team & Staff Resources**

David Wells VP, Academic & Applied Research  
Ian Humphreys VP, Admin & International Development  
Kate Dickerson VP, People Services  
Jane Shin VP, Students & Community Development  
Clayton Munro AVP, Student & Enrolment Services  
Jamie Choi ED, Finance & CFO  
Charnelle McClure ED, Marketing & Communications  
Jessie Williams Dean, Indigenous Initiatives  
Amanda Wiseman EC, President’s Office  
Lucia Zabrieszach EC, VPA’s Office

**Ex-Officio**

Ajay Patel President & CEO  
Louise Dannhauer Chair, Education Council/GC  
(Regrets)

**Guests**

Emily Logan EdCo, Vice Chair  
Frank Cosco President, VCCFA  
James Stansfield Director, SUVCC

**We acknowledge that Vancouver Community College (VCC) is located on the traditional and unceded territories of the xʷməθkʷəy̓əm (Musqueam), Sḵwxwú7mesh (Squamish), and səliwətał (Tseil-Waututh) peoples who have been stewards of this land from time immemorial.**

**1. CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS**

The meeting was called to order at 5:34 p.m.

Carol Ye opened with a land acknowledgement recognizing that Vancouver Community College operates on the traditional and unceded territories of the Musqueam, Squamish, and Tseil-Waututh peoples.

In opening remarks, the Chair provided contextual reflections on both the institutional and broader post-secondary environment. The Board was advised that the provincial post-secondary system review has been delayed and is now expected to be released in the fall, reinforcing continued uncertainty across the sector.

It was further noted that discussions among provincial board chairs highlighted a common sector-wide challenge: achieving balanced budgets in a constrained funding environment. While many institutions are implementing significant reductions or structural changes, VCC’s approach was characterized as measured and strategically aligned, balancing financial realities with institutional priorities.

A key theme emphasized was institutional alignment. The Chair expressed appreciation for the strong working relationships between the Board, administration, and constituent groups, noting that this cohesion enables the College to remain focused on student and community needs despite financial pressures.

The Board was also reminded of upcoming governance processes, including June elections for Board leadership and committee membership, as part of ongoing succession planning and governance effectiveness.

The President, A. Patel followed with remarks acknowledging the ongoing workforce adjustments across the institution and the impact on faculty, staff, and services. Appreciation was expressed for the resilience and continued efforts of employees during a period of transition.

A. Patel also highlighted a number of institutional achievements and activities, including student participation in Skills Canada National competition, community engagement events, industry partnerships, and external funding announcements. These updates reinforced VCC's continued role as a community-focused, industry-connected institution despite ongoing financial constraints.

## 2. APPROVAL OF AGENDA & CONSENT AGENDA

**MOTION:** THAT the VCC Board of Governors approve May 27, 2026, public meeting agenda, including items on the consent agenda.

**2.1** Minutes: March 25, 2026 Public Meeting

**2.2** EdCo Chair Report

**2.3** Concept Papers for Info

**2.4** Program Suspensions: Continuing Studies

**2.5** Course Deactivation

**2.6** Board Correspondence & Activity

**2.7** News and Events

**Moved, Seconded & CARRIED (Unanimously)**

## 3. ACTION TRACKER

There were no items on the Action Tracker.

## 4. INDIGENIZATION AT VCC

### Three-Phase Indigenization Framework Initiative

J. Williams shared a comprehensive presentation on the development of a three-phase institutional indigenization framework.

The initiative was described as a foundational, long-term effort to advance VCC's commitments to Indigenization, Decolonization, and Reconciliation in a systemic and embedded manner. Rather than relying on isolated projects or initiatives, the framework aims to integrate Indigenous ways of knowing, learning, and community engagement across all aspects of the institution.

The phased approach was outlined as follows:

**Phase 1:** Foundational work, engagement, and development of a multi-year project plan (current phase).

**Phase 2:** Comprehensive review and renewal of Indigenous Education services and strategic planning.

**Phase 3:** Development of a full institutional indigenization framework informed by earlier phases.

The Board was advised that the initiative builds on prior work, including earlier readiness assessments and institutional engagement efforts, while incorporating updated input from Indigenous communities, Elders, knowledge holders, and internal stakeholders.

Discussion highlighted the importance of:

- Ensuring broad participation across departments and stakeholder groups.

- Aligning the framework with existing institutional priorities, including the Strategic Innovation Plan.
- Maintaining a relational, community-informed approach to engagement and implementation.

Board members expressed strong support for the initiative, recognizing its importance as both a strategic priority and a core institutional responsibility.

## 5. CONSTITUENCY REPORTS

### 5.1 CUPE Local 4627

Due to communication difficulties, the CUPE representative was unable to present.

### 5.2 Student Union of Vancouver Community College (SUVCC)

J. Stansfield presented a detailed account of student concerns, emphasizing the direct and immediate impact of financial and operational decisions on the student experience.

Key themes included:

- The increasing financial burden on students, particularly in programs experiencing significant fee increases.
- Concerns regarding administrative delays and service disruptions linked to staffing reductions.
- Broader systemic concerns about post-secondary funding models and the reliance on international tuition revenue.

The Board acknowledged the concerns raised and reaffirmed the importance of continued advocacy to government regarding sustainable and equitable funding models.

### 5.3 Vancouver Community College Faculty Association (VCCFA)

The Faculty Association provided a broader sectoral perspective, framing institutional challenges within the context of provincial funding constraints.

Key issues highlighted included:

- Systemic inequities in post-secondary funding across institutions.
- The impact of workforce reductions on instructional capacity and support services.
- Concerns regarding student affordability and program sustainability.

The Board noted that advocacy efforts are ongoing and that funding reform remains a key priority for both institutional leadership and governance bodies.

## 6. PROGRAMS, TUITION & FEES

### 6.1 REVISED: Graphic Design Diploma Program

Discussion on the reduction in credits to better align with industry standards. The balance required between maintaining program quality and ensuring financial sustainability was acknowledged.

**MOTION:** THAT, on the advice of Education Council, the Board of Governors approve the change in credits for the Graphic Design Diploma program to 61.5 credits.  
**Moved, Seconded & CARRIED (Unanimously)**

### 6.1.1 Tuition: Graphic Design Diploma Program

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the tuition for the revised Graphic Design Diploma Program, effective August 1, 2026, with the program to be offered commencing September 2027.

International: \$731.33 per credit for 61.5 credits = \$44,976.78

**Moved, Seconded & CARRIED (Unanimously)**

### 6.2 NEW: MATH 1001 Calculus Connections Lab

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee the Board of Governors approve tuition for MATH 1001: Calculus Connections Lab effective September 2026.

Domestic: \$292.57 per credit

International: \$731.33 per credit

**Moved, Seconded & CARRIED (Unanimously)**

### 6.3 NEW: CHEM 1150 Chemistry for Engineering

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition for CHEM 1150: Chemistry for Engineering effective January 2027.

Domestic: \$ 996.99 (\$332.33 per credit)

International: \$2,193.99 (\$731.33 per credit)

**Moved, Seconded & CARRIED (Unanimously)**

### 6.4 NEW: Supply Chain & Logistics Short Certificate

The program was noted as responsive to labour market needs and aligned with institutional priorities related to flexible credentialing and workforce development.

**MOTION:** THAT, on the advice of Education Council, the Board of Governors approve the new Supply Chain and Logistics Short Certificate credential and program implementation.

**Moved, Seconded & CARRIED (Unanimously)**

### 6.4.1 Tuition: Supply Chain & Logistics Short Certificate

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition for the three courses in the Supply Chain & Logistics short Certificate.

Domestic: \$2,663.10 (\$292.75 per credit)

International: \$6,581.97 (\$731.33 per credit)

**Moved, Seconded & CARRIED (Unanimously)**

## 6.5 Dental Hygiene Program Fees

Discussion reflected the complexity of balancing program delivery costs, regulatory requirements, and student affordability. It was noted that:

- Fee increases are driven by the rising costs of materials and required software.
- Comparative analysis indicates VCC remains within a competitive range relative to similar programs.

The Board emphasized the importance of clearly distinguishing between allowable material costs and capital expenses in documentation and decision-making.

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the following fee changes for the Dental Hygiene Diploma program effective September 2026:

**New Dental Hygiene Program**

- Materials Fee increased from \$510 to \$5,000;
- Laundry Fee reduced from \$727 to \$300;
- Tool Deposit eliminated (\$0); and
- Uniform Deposit eliminated (\$0).

**Current Year 2 Dental Hygiene Students**

- Laundry Fee reduced from \$727 to \$300; and
- Uniform Deposit eliminated (\$0).

**Moved, Seconded & CARRIED (Unanimously)**

## 6.6 Certified Dental Assisting (Onsite) Program Fees

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the following fee changes to the Certified Dental Assisting program effective September 2026:

- Laundry Fee reduced from \$414 to \$35; and
- Uniform Deposit eliminated (\$0)

**Moved, Seconded & CARRIED (Unanimously)**

## 7. FINANCE AND AUDIT COMMITTEE (FAC) REPORT

### 7.1 Chair's Report

J. Yu reported that the Committee met on May 19, 2026. The Committee reviewed routine procurement matters within its approval authority and considered items related to program tuition and fee approvals, which were subsequently presented to the Board for decision under Section 6 of the agenda.

The Committee also received an update on the annual audit process and confirmed the successful completion of the 2025/26 financial statement audit. It was noted that the audit identified no significant findings, no uncorrected misstatements, and no material weaknesses in internal controls. The Committee acknowledged the work of the Finance team in maintaining strong financial oversight and control processes.

### 7.2 2025/26 Actuals to Budget

The Committee reviewed the year-to-date financial results and projections for the 2025/26 fiscal year.

It was reported that, as the fiscal year progresses, there is increased clarity regarding the College's financial position. The College is currently tracking toward an operating deficit of approximately \$6.5 million. This represents an increase from earlier projections, reflecting updated information on workforce adjustment costs and other expense pressures.

Revenue performance showed modest positive variance in tuition, with both domestic and international tuition revenues exceeding budget expectations. These gains reflect strong enrolment activity in certain program areas. However, corresponding increases in delivery costs have offset these gains.

Expenditures have increased across several categories, with the largest variance attributed to salaries and benefits associated with program delivery. It was noted that ongoing organizational restructuring and workforce adjustments continue to influence financial outcomes, with full impacts expected to be realized at fiscal year-end.

Management confirmed that, while the deficit has been approved by the Board, it remains subject to Ministry oversight and monitoring. The College continues to work toward stabilizing its financial position, with the stated objective of achieving a balanced budget in the next fiscal cycle.

### **7.3 2025/26 Audited Financial Statements**

The external audit was completed with no significant findings and no deficiencies in internal financial controls. The clean audit opinion was noted as an indication of sound financial governance and effective financial management practices. The Board acknowledged the work of the Finance team and external auditors in completing the audit process.

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the 2025/26 audited Financial Statements as presented at the May 27, 2026 meeting.  
**Moved, Seconded & CARRIED (Unanimously)**

## **8. GOVERNANCE COMMITTEE (GC) REPORT**

### **8.1 Chair's Report**

The Committee reported on procedural updates and ongoing work related to governance policies and board evaluation processes.

## **9. HUMAN RESOURCES COMMITTEE REPORT**

### **9.1 Chair's Report**

No meeting had taken place since the previous Board meeting; an update will be provided at the next meeting.

## **10. VCC FOUNDATION UPDATE**

C. Zuo reported that the Foundation has completed its fiscal year and is preparing for the upcoming external audit. Governance work is ongoing, including review of a new Board Code of Conduct, which is expected to be brought forward to a future meeting.

The Foundation achieved a significant milestone in student support during the 2025/26 fiscal year, distributing approximately \$1.15 million in entrance awards, scholarships, and bursaries. This represents the highest level of support provided to students to date and reflects continued growth in financial assistance programs.

A major contribution of \$350,000 from the Royal Bank Foundation was confirmed, supporting ongoing fundraising priorities. Work continues on additional campaign initiatives, including culinary arts naming opportunities, with further updates anticipated at a future Board meeting.

The Board was also informed of strong engagement activities, including successful events such as the Outstanding Alumni Awards and industry-based initiatives that enhance partnerships and student learning opportunities. The Foundation continues to build community connections and support experiential learning through these initiatives.

The Board acknowledged the Foundation's continued impact in supporting student success, strengthening partnerships, and advancing institutional priorities.

## **11. NEW BUSINESS**

### **11.1 Strategic Innovation Plan**

J. Shin presented to the Board a detailed update on the Strategic Innovation Plan (SIP).

The plan was described as a long-term, adaptable framework with a 10-year horizon supported by shorter operational cycles. A key distinguishing feature of the SIP is its flexibility, allowing the institution to adjust priorities and initiatives in response to changing circumstances.

Financial sustainability remains the central strategic priority, with all institutional initiatives evaluated in relation to their contribution to long-term viability.

Discussion highlighted:

- The importance of maintaining agility and responsiveness in a rapidly changing sector.
- The value of broad institutional engagement in developing and implementing strategic priorities.
- The need for continued alignment between governance, operations, and strategic direction.

Board members expressed strong support for the plan and recognized its role in positioning VCC to navigate ongoing sector challenges.

## **12. NEXT MEETING & ADJOURNMENT**

The next regular public board meeting is scheduled for June 24, 2026, at 5:30 p.m.

The meeting adjourned at 7:30 p.m.