



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

**Thursday, November 6, 2014, 2014 6:00pm – Building B, Room 1228, Broadway Campus**

**Dial In Number: Dial In Number: 1-866-565-7807; Participant Code: 0177894#**

**Board of Governors:** Eugene Hodgson (Chair), Pam Ryan, Jim Storie, Rick Stokes, Sumit Ahuja, Ted McGurk, Claire Marshall, Chloe Choi, Erin Klis, Tanis Sawkins, Jennifer Haggerty

**Ex-Officio:** Peter Nunoda, Susie Findlay

**Staff Resources and Guests:** Irene Young, Linda Sanderson, John Woudzia, Angela Blake

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1	Call to Order	--	Eugene Hodgson	Verbal	--	--
2	Adopt Agenda	--	Eugene Hodgson	Agenda	--	1
3	Approve Minutes	2 min	Eugene Hodgson	Minutes: September 24, 2014	Decision	2
4	Chair Remarks	5 min	Eugene Hodgson	Verbal	Information	--
5	President's Remarks • College News and Events	10 min	Peter Nunoda	Verbal	Information	--
6	Finance and Audit Committee Report • Update on Trademark Action • Fee Proposals	15 min	Ted McGurk / Irene Young	DN – Computing Science Certificate DN – Engineering Science Certificate	Decision	5 14
7	Education Council Report • Update on Governance Revitalization Project • Engineering Certificate and Computing Science Certificate	10 min	Susie Findlay	IN – EdCo Governance Revitalization Project DN – Proposed Engineering Certificate Computing Science Certificate	Information Decision	18 22
8	Constituency Group Updates • SUVCC • CUPE • VCCFA	5 min each	Tiffany Kalanj Chris Joyce Karen Shortt	Verbal	Information	--
9	Next meeting date: December 3, 2014	--	--	--	--	
10	Termination			<b>Meeting duration:</b> approximately 50 minutes		

**MINUTES OF THE PUBLIC MEETING OF THE BOARD OF GOVERNORS  
OF VANCOUVER COMMUNITY COLLEGE HELD ON  
SEPTEMBER 24, 2014 AT THE BROADWAY CAMPUS**

**Committee Members:** Eugene Hodgson (Chair), Christian Avendano, Ambra Simonella, Pam Ryan, Janet Zlotnik, Ted McGurk, Sumit Ahuja, Jim Storie  
**Ex-Officio:** Peter Nunoda, Susie Findlay  
**Staff Resources/Guests:** Linda Sanderson, John Woudzia, Tim Atkinson, Angela Blake  
**Regrets:** Rachel Deslauriers, Susan Ewanick, Rick Stokes

The meeting was called to order at 7:40 p.m. by Mr. Hodgson. Ms. Blake acted as Secretary of the meeting. Mr. Hodgson declared the meeting to be properly called and constituted.

**APPROVAL OF AGENDA**

Mr. Hodgson asked if there were any proposed amendments to the agenda for the meeting. No amendments were suggested.

UPON MOTION duly made, seconded and carried unanimously, the following resolution was approved and adopted:

RESOLVED THAT the agenda for the September 24, 2014 public Board of Governors meeting is approved, in the form included in the meeting materials.

**CHAIR REMARKS**

Mr. Hodgson thanked everyone for their speeches at the Public ESL Forum that preceded the Board meeting. He then welcomed Dr. Nunoda to VCC and briefly summarized his background.

**PRESIDENT REMARKS**

Dr. Nunoda made some introductory remarks, noting that he is honored to join the College and work with its excellent students, staff and faculty. He noted that, despite the challenges he has perceived in the first month of his tenure, he is excited by the opportunity to provide leadership and is optimistic about the future of VCC.

Due to time constraints, Mr. Hodgson advised that the College News and Events would not be discussed, but informed attendees that a copy of the report was included in the meeting materials.

**PUBLIC ART PROPOSAL**

Dr. Nunoda summarized the information note contained in the meeting materials with respect to the proposed installation of an art piece at VCC as part of the Vancouver Biennale, noting that there would be no cost to the College. He responded to questions from the Board with respect to the background of the artist, the meaning of the piece, and whether the College would be given the right to approve the wording of any plaque that accompanied the piece. There was general support from the Board with respect to the installation, provided that some Board members wanted to confirm that the College would have approval over the plaque wording.

UPON MOTION duly made, seconded and carried, the following resolution was approved and adopted:

RESOLVED THAT the Board approves the installation of the temporary art installation by artist Toni Latour, as further described in the meeting materials, at the Downtown Campus as part of the Vancouver Biennale, provided that the College's President approves the wording of any plaque accompanying the piece prior to its installation.

#### **REPORT FROM EDCO ON ESL**

Ms. Findlay thanked the Board for holding the public ESL forum earlier that evening. She then discussed the three recommendations of EdCo to the Board with respect to ESL, as contained in the meeting materials. Mr. Hodgson thanked Ms. Findlay for the comments and noted they would be included, together with the speeches from the presenters at the ESL forum, in a package he would be sending, as Chair of the Board, to the Province as a basis for discussions with the Province. Ms. Findlay then responded to questions from the Board with respect to the recommendations, the costing thereof, how they relate to existing LINC programs, and how a suspension of ESL programming would impact the College's career programs. Dr. Nunoda noted that questions with respect to cost were not within the scope of EdCo's mandate. He also commented that he has spoken to the deans about program review generally; noting that Mr. Woudzia and Mr. Atkinson will be participating in this process. Ms. Simonella commented that the students want to give the Province and Dr. Nunoda as much time as possible to find a resolution to the funding crisis, so were not pushing for an immediate decision with respect to the suspension of programming. Mr. Hodgson advised that all information derived from the day's meetings will be taken under advisement and a cost analysis will be conducted in order to be able to clearly articulate stakeholders concerns to the Province prior to the Board voting on suspending ESL programming.

#### **HUMAN RESOURCES COMMITTEE REPORT**

Ms. Ryan discussed matters addressed at the Human Resources Committee meeting held on September 17, 2014. She welcomed Dr. Nunoda to the College and provided a brief summary of the HR Q1 Report. She noted that the College is actively recruiting for other leadership team positions and briefly discussed other HR initiatives being undertaken, as well as the benefits the College is deriving from the new Occupational Health and Safety Coordinator.

#### **FINANCE AND AUDIT COMMITTEE REPORT**

Mr. McGurk discussed matters addressed at the Finance and Audit Committee meetings held over the summer as well as on September 17, 2014, at which the FAC primarily dealt with administrative issues, such as with respect to the Annacis Island build out. He also briefly discussed the trademark litigation and noted that the FAC is closely monitoring the ESL situation and how that will impact the College's funding and financial results.

#### **CONSTITUENCY GROUP UPDATES**

##### *SUVCC*

Tiffany Kalanj presented on behalf of the SUVCC. She thanked the Board for hosting the public forum, noting that the forum honoured the history of the Board as being connected to the community. She then summarized the SUVCC's events held during September to welcome students back to school,

including pancake and corn on the cob cookouts, pub nights and various speaking events. She also advised that on September 18, 2014, the SUVCC had presented to the BC Standing Committee on Finance and Government Services and had made four recommendations, which were summarized in the report provided to Board members at the meeting. The recommendations were primarily focused on making VCC a school of access; providing core funding for construction of a Broadway subway; requesting a legislated tuition freeze; and asking that the Province provide public post-secondary institutions with multi-year ITS funding.

#### *CUPE*

Chris Joyce made a verbal presentation on behalf of CUPE. He noted that, at the public ESL forum that evening, the Board was provided with copies of a CUPE report on program prioritization for outreach centres, and, notwithstanding that the decision to close most of such centres has been largely determined, CUPE strongly believes the report still contains good information. Mr. Joyce advised that CUPE was disappointed with the termination of this program as it was not expensive to operate and was a good community resource. He then advised that it is expected that a support staff representative will be elected to the Board this year, who is expected to represent both union and excluded staff. He also commented on the Early Retirement Incentive Program, reiterating that CUPE had been very proactive in having members participate in this program, which has resulted in a number of vacant staff positions at the College. He noted that laid off employees are looking to fill these positions and remaining staff are under pressure to meet the challenges presented by these vacancies in this transitional period at the College.

#### *VCCFA*

Frank Cosco presented on behalf of the VCCFA, which, he noted, supports that the Board is taking a public stance with respect to ESL. He voiced appreciation of Mr. Hodgson's statement that he would be discussing the ESL issues with the Province, and suggested that the College consider offering a cohort of international students to provide financial bridge support during this period of ESL funding uncertainty. He then summarized the contents of the VCCFA report, including discussing funding that the VCCFA provides to community groups.

#### **NEXT MEETING**

Mr. Hodgson advised that the next meeting would be held in November on a date to be determined.

#### **TERMINATION**

There being no further business, the meeting was terminated at 8:22 p.m.

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Angela Blake  
Secretary to the Board



## DECISION NOTE

**PREPARED FOR:** VCC Board of Governors

**OPPORTUNITY:** UT Computing Science Certificate  
Approval of Transfer Agreement and Program Fees

The VCC Science Department proposes to offer a complete first year Computing Science and Software Systems Program in the form of a certificate which would allow successful students to transfer into either the 2<sup>nd</sup> year Computing Science Program or the 2<sup>nd</sup> year Software Systems Program at the SFU School of Computing Science.

SFU has drafted an agreement that would give VCC students who complete the certificate within a certain time frame and with a certain GPA assured admission into the SFU School of Computing Science. This agreement is in the process of being executed. The agreement includes statements that the SFU School of Computing Science will have a page on their website advertising VCC's transfer program and that SFU faculty will promote VCC's transfer program when meeting with high schools. Information about VCC's transfer program will also be given to the SFU Recruitment Department. Students refused entry into SFU's Computing Science Program or Software Systems Program will receive information regarding VCC's transfer program.

The SFU School of Computing Science rejected 258 applicants to its programs. Most of the students were rejected by SFU because their GPAs did not meet SFU's admission requirements. However, since their GPAs were close to SFU's admission requirements, these students would likely be automatically admitted into VCC, and could be directly channelled into the transfer certificate program. As such, there is expected to be a significant market for VCC's certificate.

### BACKGROUND:

The SFU School of Computing Science is turning away hundreds of high school students in the 80 to 85% grade range. These students could be re-directed to VCC to complete their first year. The students would be attracted to VCC because the VCC curriculum is an exact match of the SFU curriculum and because they would receive assured admission into SFU after completion of the VCC certificate. At present, the only dedicated transfer pathway to the SFU Computing Science or Software Systems Programs is from Fraser International College. Marilyn Trautman (SFU Faculty of Applied Sciences) commented that, "many of the Lower Mainland transfer institutions do not offer all of the core courses required for first year. This is especially true for the Surrey program, but somewhat less so for the Burnaby program. However, as the Burnaby curriculum is also changing, I would expect there to be a few additional gaps there in future". By offering these courses, VCC will provide students in the Lower

Mainland an opportunity to transfer seamlessly into either the second year Computing Science or Software Systems Programs at SFU.

In addition, the VCC certificate will provide opportunities for international students, who typically have high capabilities in math.

VCC already offers five fully-articulated university transfer courses that would be required as part of the certificate. As part of a CD project connected to the university transfer Engineering Certificate, VCC is currently developing five university transfer courses that are required as part of the Computing Science and Software Systems Certificate. These are: Introduction to Computer Programming 1 and 2; Applied Linear Algebra; Engineering, Technology & Society; and Professional Communication. Offering the Computing Science and Software Systems Certificate would increase the demand for these courses as well.

#### **DISCUSSION:**

The current tuition for the University Transfer Program is \$83 per credit and is subject to the 2% mandatory annual tuition fee increase limit policy.

#### **OPTIONS:**

- All options are estimated at (expected) 100% capacity utilization and 10% VCC overhead allocation
- Options 1 to 3 consider domestic tuition fees only; Options 4 and 5 consider international tuition fees only

##### **Option 1:**

The same average tuition fee per credit as SFU – total fees per student of \$5,405

- Tuition per credit for existing courses - \$83
- Average tuition per credit for new courses - \$222

**Implications:** This will fully recover all VCC costs and generate 17% net contribution to overhead per domestic cohort. The average tuition fee (\$180) is what SFU charges for the same program. This option gives the program better financial stability compared to Options 2 and 3.

##### **Option 2:**

The same tuition fee per credit for the new courses as SFU – total fees per student of \$4,523

- Tuition per credit for existing courses - \$83
- Tuition per credit for new courses - \$180

**Implications:** This generates 1% net contribution to overhead per cohort. The tuition fee of \$180 per credit for all new courses is the same as what SFU charges for the program. This option will be very vulnerable if there is less than 100% student capacity utilization.

#### **Option 3:**

Less average tuition fee per credit than SFU – total fees per student of \$4,943

- Tuition per credit for existing courses - \$83
- Tuition per credit for new courses - \$200

**Implications:** This will fully recover all VCC costs and generate 10% net contribution to overhead per domestic cohort. The average tuition fee (\$166) is less than what SFU charges for the same program. This option will be very vulnerable if there is less than 100% student capacity utilization.

#### **Option 4:**

The same international tuition fee per credit as SFU – total fees per student of \$19,500

- Tuition per credit - \$650

**Implications:** This will fully recover all VCC costs and generate 437% net contribution to overhead per international student. It is the same as what SFU charges per credit for international students. This option gives the program good financial sustainability.

#### **Option 5:**

Status quo with current year's international tuition fee – total fees per student of \$13,200

- Tuition per credit - \$440

**Implications:** This will fully recover all VCC costs and generate 296% net contribution to overhead per international student.

#### **RECOMMENDATIONS:**

1. That the VCC Board of Governors ratify, confirm and approve the execution and delivery by VCC of the Program Pathway Transfer Agreement between SFU and VCC with respect to the VCC University Transfer Computing Science and Software Systems Certificate, and the performance by VCC of its obligations thereunder.
2. That the VCC Board of Governors authorize moving forward with Options 1 and 4 for the tuition fees for the First Year UT Computing Science and Software Systems Certificate.

**ATTACHMENTS:** UT Computing Science Certificate - Financial Table  
Program Pathway Transfer Agreement between SFU and VCC re University  
Transfer Computing Science and Software Systems Certificate

**PREPARED BY:** David Wells, Dean, School of Access  
Irene Young, Vice President Administration and CFO

**DATE:** October 20, 2014

**Vancouver Community College**

School of Access

**First-year University Transfer Computing Science and Software Systems Certificate**

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Scenarios	40 Domestic and 0 International Students Combined Current fees for the existing courses and \$222 for the new ones	40 Domestic and 0 International Students Combined Current fees for the existing courses and SFU rates \$180 for the new ones	40 Domestic and 0 International Students Combined Current fees for the existing courses and \$200 for the new ones	36 Domestic and 4 International Students Combined Same international fees as SFU \$650	36 Domestic and 4 International Students Combined Current international fees \$494
<b>Revenue</b>					
Tuition revenue - Domestic	\$ 216,202	\$ 180,922	\$ 197,722	\$ 194,581	\$ 194,581
Tuition revenue - International	\$ -	\$ -	\$ -	\$ 78,000	\$ 59,280
Block fund allocation	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total revenue</b>	<b>\$ 216,202</b>	<b>\$ 180,922</b>	<b>\$ 197,722</b>	<b>\$ 272,581</b>	<b>\$ 253,861</b>
<b>Instructor</b>					
Salary (step 1)	\$ 95,312	\$ 95,312	\$ 95,312	\$ 95,312	\$ 95,312
Benefits (23.75%)	\$ 22,637	\$ 22,637	\$ 22,637	\$ 22,637	\$ 22,637
<b>Total instructor costs</b>	<b>\$ 117,948</b>	<b>\$ 117,948</b>	<b>\$ 117,948</b>	<b>\$ 117,948</b>	<b>\$ 117,948</b>
<b>Support Staff</b>					
Salary	\$ 12,419	\$ 12,419	\$ 12,419	\$ 12,419	\$ 12,419
Benefits (27.0%)	\$ 3,353	\$ 3,353	\$ 3,353	\$ 3,353	\$ 3,353
<b>Total support staff costs</b>	<b>\$ 15,772</b>	<b>\$ 15,772</b>	<b>\$ 15,772</b>	<b>\$ 15,772</b>	<b>\$ 15,772</b>
<b>Total labour cost</b>	<b>\$ 133,720</b>	<b>\$ 133,720</b>	<b>\$ 133,720</b>	<b>\$ 133,720</b>	<b>\$ 133,720</b>
<b>Operational costs</b>					
Operational Expenses	\$ 3,538	\$ 3,538	\$ 3,538	\$ 3,538	\$ 3,538
<b>Total operational costs</b>	<b>\$ 3,538</b>	<b>\$ 3,538</b>	<b>\$ 3,538</b>	<b>\$ 3,538</b>	<b>\$ 3,538</b>
<b>Institutional support</b>					
Institutional support	\$ 24,956	\$ 24,956	\$ 24,956	\$ 24,956	\$ 24,956
<b>Total institutional support</b>	<b>\$ 24,956</b>	<b>\$ 24,956</b>	<b>\$ 24,956</b>	<b>\$ 24,956</b>	<b>\$ 24,956</b>
<b>Total expenditures</b>	<b>\$ 162,215</b>	<b>\$ 162,215</b>	<b>\$ 162,215</b>	<b>\$ 162,215</b>	<b>\$ 162,215</b>
<b>Net Surplus / (Deficit) (before overhead)</b>	<b>\$ 53,987</b>	<b>\$ 18,707</b>	<b>\$ 35,507</b>	<b>\$ 110,367</b>	<b>\$ 91,647</b>
VCC overhead @ 10%	\$ 16,221	\$ 16,221	\$ 16,221	\$ 16,221	\$ 16,221
<b>Total Expenditures (incl. overhead)</b>	<b>\$ 178,436</b>	<b>\$ 178,436</b>	<b>\$ 178,436</b>	<b>\$ 178,436</b>	<b>\$ 178,436</b>
<b>Net Surplus / (Deficit)</b>	<b>\$ 37,766</b>	<b>\$ 2,486</b>	<b>\$ 19,286</b>	<b>\$ 94,145</b>	<b>\$ 75,425</b>
	<b>17%</b>	<b>1%</b>	<b>10%</b>	<b>35%</b>	<b>30%</b>

# Program Pathway Transfer Agreement

Between

**Simon Fraser University**  
**School of Computing Science**

and

**Vancouver Community College**  
**University Transfer Computing Science and Software Systems**  
**Certificate**

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Vancouver Community College (VCC) is developing a University Transfer Computing Certificate (UTCSSC) to provide qualified graduates with either an assured or a competitive pathway into the School of Computing Science at Simon Fraser University (SFU). Through this new certificate, VCC will provide students an opportunity to transfer seamlessly into the second year of either the computing science or software systems programs at SFU.

SFU School of Computing Science has reviewed the proposed UTCSSC program and course offerings, including new courses in development for the program at VCC designed to map directly to corresponding SFU courses, and has assured itself of the quality of the UTCSSC program.

The intended start date of the UTCSSC program at VCC is September 2015.

Under the terms of this agreement, graduates of the VCC UTCSSC program, who are admitted into the SFU School of Computing Science, may be awarded up to 30 transfer credits to be applied toward the first year of the following degree:

Simon Fraser University's **Bachelor of Science - Computing Science**

## Admission Pathways

Two transfer pathways will be available to students from the VCC UTCSSC program into the School of Computing Science at SFU: Assured Admission and Competitive Admission.

### Assured Admission Pathway

Assured admission from VCC's UTCSSC to SFU School of Computing Science is based on a CGPA of 2.75 (calculated based on the best attempt for each course within the certificate program). All credits must be obtained within 16 months. In addition, students must meet a minimum course load of 12 credits for at least two terms while enrolled in the UTCSSC program at VCC.

### Competitive Admission Pathway

VCC UTCSSC students who do not meet the assured admission pathway criteria may be eligible to enter the SFU School of Computing Science based on the existing college transfer criteria for admission (24 credits of transferable coursework and meeting the transfer CGPA set for the term of admission).

*Applicants from both pathways must meet the general SFU English language and quantitative admission requirements.*

## VCC UTCSSC Program Profile and SFU Transfer Grid

UTCSSC Required Courses		SFU Equivalent Courses			
Course No.	Title	Credit	Course No.	Title	Credit
CMPT 1010*	Introduction to Computer Programming 1	3	CMPT 130***	Introduction to Computer Programming I	3
CMPT 1020*	Introduction to Computer Programming 2	3	CMPT 135***	Introduction to Computer Programming II	3
MATH 1100	Calculus 1	3	MATH 151	Calculus I	3
MATH 1120**	Discrete Mathematics	3	MACM 101***	Discrete Mathematics	3
MATH 1200	Calculus 2	3	MATH 152	Calculus II	3
MATH 1221*	Applied Linear Algebra	3	MATH 232***	Applied Linear Algebra	3
SCIE 1100*	Engineering, Technology & Society	3	CMPT 106***	Engineering, Technology and Society	3
SCIE 1110*	Professional Communication	3	CMPT 105W***	Process, Form and Convention in Professional Genres	3
SCIE 1020**	Introduction to Computer Design	3	CMPT 150***	Introduction to Computer Design	3
SOCI 1100, or ECON 1100 or PSYC 1100	Sociology 1, Economics 1, Psychology 1	3	SA 150, ECON 103 PSYC 100	Intro. to Sociology Intro. to Microeconomics Intro. to Psychology	3

\*New courses currently in development at VCC to map to SFU.

\*\*New courses to be developed at VCC. Course numbers are placeholders only.

\*\*\*Requires formal articulation

## Program Changes

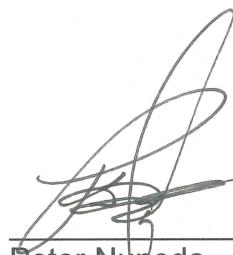
Each institution will inform the other of any changes in either institution's program that may affect this Transfer Agreement. Updates to the program profiles will be appended to this agreement when applicable.

#### **Other elements of this Transfer Agreement**

- Applicants from the VCC UTCSSC must follow all application procedures of SFU, including applying for admission and submitting post-secondary and/or high school academic transcripts.
- SFU School of Computing Science agrees to post information on its website regarding VCC's UTCSSC program, and SFU Faculty of Applied Sciences will promote the transfer program option when meeting with high schools.
- Applicants denied direct entry into SFU's School of Computing Science will receive information regarding VCC's UTCSSC program.
- SFU may participate in a VCC university transfer information session once a year to provide information about programs within the SFU School of Computing Science.

**SIGNATORIES**

This Program Pathway Transfer Agreement is signed on behalf of:



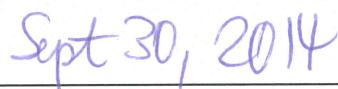
Peter Nunoda,  
President,  
Vancouver Community College



Date



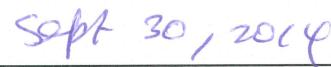
Martin Ester  
Director, School of Computing Science  
Simon Fraser University



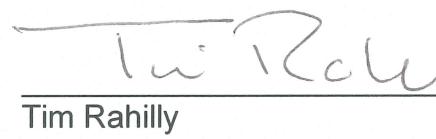
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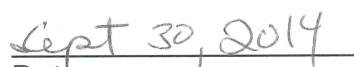
Nimal Rajapakse  
Dean, Faculty of Applied Sciences  
Simon Fraser University



Date



Tim Rahilly  
Associate Vice-President, Students  
Simon Fraser University



Date



## DECISION NOTE

**PREPARED FOR:** VCC Board of Governors

**OPPORTUNITY:** Engineering Science Certificate

At present, there is no transfer program in the Lower Mainland where it is possible to complete all of the requirements for entry into 2<sup>nd</sup> year Engineering Science at SFU. The VCC Science Department proposes to offer a complete first year Engineering Program in the form of a certificate which would allow students to transfer into 2<sup>nd</sup> year Engineering Science at SFU.

An agreement has been created by SFU and signed by both SFU and VCC that will give VCC students who complete the certificate within a certain time frame and with a certain GPA assured admission into SFU's Engineering Science Program. The agreement includes statements that SFU Engineering Science will have a page on their website advertising VCC's transfer program and that SFU faculty will promote VCC's transfer program when meeting with high schools. Information will also be given to the SFU Recruitment Department regarding VCC's transfer program. In addition, this transfer certificate would become a blueprint for further SFU/VCC transfer agreements.

Students refused entry into SFU's Engineering Science Program will receive information regarding VCC's program. Last fall, SFU Engineering Science rejected 343 applicants to its program. Most of the students were rejected by SFU because their GPAs did not meet SFU's admission requirements. However, since their GPAs were close to SFU's admission requirements, these students would likely be automatically admitted into VCC and could be directly channelled into the Engineering Certificate program. As such, there is expected to be a significant market for VCC's Engineering Certificate program.

### BACKGROUND:

For the last decade, UBC has been strongly supportive of Engineering transfer programs such that all transfer programs map to UBC's curriculum (or UVic's curriculum). There is demand for SFU transfers, and the current demand is being inadequately served by the UBC transfer programs. An SFU-oriented program will differentiate VCC from Langara College.

Many VCC upgrading and 1<sup>st</sup> year Physics students indicate 'Engineering' as their destination program. At present, these students must transfer to other institutions to complete their 1<sup>st</sup> year Engineering requirements. SFU Engineering is turning away high school students in the 80 to 85% grade range. These students could instead come to VCC to complete their 1<sup>st</sup> year Engineering courses and will still ultimately get to attend SFU.

VCC already offers five fully-articulated university transfer courses that would be required as part of the Engineering certificate. Six new courses would be added to create the new certificate program. Students would take the courses in a cohort model over a period of one year.

Curriculum Development funding has been approved for the development of instructional materials for the new courses.

### **DISCUSSION:**

The current VCC tuition for the University Transfer program is \$83 per credit and is subject to the 2% mandatory annual tuition fee increase limit policy.

### **OPTIONS:**

- All options are estimated at (expected) 100% capacity utilization and 10% VCC overhead allocation
- Options 1 to 3 consider domestic tuition fees only; Option 4 considers international tuition fees only

#### **Option 1:**

The same average tuition fee per credit as SFU – total fees per student of \$6,472

- Tuition per credit for existing courses - \$83
- Tuition per credit for new courses - \$277

Implications: This will fully recover all VCC costs and generate 12% net contribution to overhead per domestic cohort. The average tuition fee (\$180) is what SFU charges for the same program. This option gives the program better financial sustainability compared to Options 2 and 3.

#### **Option 2:**

The same tuition fee per credit for the new courses as SFU – total fees per student of \$4,726

- Tuition per credit for existing courses - \$83
- Tuition per credit for new courses - \$180

Implications: This generates 21% net loss per cohort. The tuition fee of \$180 per credit for all new courses is the same as what SFU charges for the program. This option neither recovers the program cost nor contributes to VCC overhead.

#### **Option 3:**

Less average tuition fee per credit than SFU – total fees per student of \$5,986

- Tuition per credit for existing courses - \$83
- Tuition per credit for new courses - \$250

**Implications:** This will fully recover all VCC costs and generate 4% net contribution to overhead per domestic cohort. The average tuition fee (\$166) is less than what SFU charges for the same program. This option will be very vulnerable if there is less than 100% student capacity utilization.

**Option 4:**

The same international tuition fee per credit as SFU – total fees per student of \$23,400

- Tuition per credit - \$650

**Implications:** This will fully recover all VCC costs and generate 76% net contribution to overhead per international student. It is the same as what SFU charges per credit for international students. This option gives the program good financial sustainability.

**RECOMMENDATION:**

That the VCC Board of Governors authorize moving forward with Options 1 and 4 for the implementation of a UT Engineering Science Certificate.

**ATTACHMENT(S):** First Year UT Engineering Certificate - Financial Table

**PREPARED BY:** David Wells, Dean, School of Access  
Irene Young, Vice President Administration and CFO

**DATE:** October 20, 2014

	40 Domestic and 0 International Students Combined Current fees for the existing courses and \$277 for the new ones	40 Domestic and 0 International Students Combined Current fees for the existing courses and SFU rates \$180 for the new ones	40 Domestic and 0 International Students Combined Current fees for the existing courses and \$250 for the new ones	36 Domestic and 4 International Students Combined Same international fees as SFU \$650	36 Domestic and 4 International Students Combined Current international fees \$494
<b>Revenue</b>					
Tuition revenue - Domestic	\$ 258,883	\$ 189,043	\$ 239,443	\$ 232,995	\$ 232,995
Tuition revenue - International	\$ -	\$ -	\$ -	\$ 93,600	\$ 71,136
Block fund allocation	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total revenue</b>	<b>\$ 258,883</b>	<b>\$ 189,043</b>	<b>\$ 239,443</b>	<b>\$ 326,595</b>	<b>\$ 304,131</b>
<b>Instructor</b>					
Salary (step 1)	\$ 117,949	\$ 117,949	\$ 117,949	\$ 117,949	\$ 117,949
Benefits (23.75%)	\$ 28,013	\$ 28,013	\$ 28,013	\$ 28,013	\$ 28,013
<b>Total instructor costs</b>	<b>\$ 145,961</b>	<b>\$ 145,961</b>	<b>\$ 145,961</b>	<b>\$ 145,961</b>	<b>\$ 145,961</b>
<b>Support Staff</b>					
Salary	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500
Benefits (27.0%)	\$ 5,535	\$ 5,535	\$ 5,535	\$ 5,535	\$ 5,535
<b>Total support staff costs</b>	<b>\$ 26,035</b>	<b>\$ 26,035</b>	<b>\$ 26,035</b>	<b>\$ 26,035</b>	<b>\$ 26,035</b>
<b>Total labour cost</b>	<b>\$ 171,996</b>	<b>\$ 171,996</b>	<b>\$ 171,996</b>	<b>\$ 171,996</b>	<b>\$ 171,996</b>
<b>Operational costs</b>					
Operational Expenses	\$ 4,154	\$ 4,154	\$ 4,154	\$ 4,154	\$ 4,154
<b>Total operational costs</b>	<b>\$ 4,154</b>	<b>\$ 4,154</b>	<b>\$ 4,154</b>	<b>\$ 4,154</b>	<b>\$ 4,154</b>
<b>Institutional support</b>					
Institutional support	\$ 32,027	\$ 32,027	\$ 32,027	\$ 32,027	\$ 32,027
<b>Total institutional support</b>	<b>\$ 32,027</b>	<b>\$ 32,027</b>	<b>\$ 32,027</b>	<b>\$ 32,027</b>	<b>\$ 32,027</b>
<b>Total expenditures</b>	<b>\$ 208,178</b>	<b>\$ 208,178</b>	<b>\$ 208,178</b>	<b>\$ 208,178</b>	<b>\$ 208,178</b>
<b>Net Surplus / (Deficit) (before overhead)</b>	<b>\$ 50,705</b>	<b>\$ (19,135)</b>	<b>\$ 31,265</b>	<b>\$ 118,417</b>	<b>\$ 95,953</b>
VCC overhead @ 10%	\$ 20,818	\$ 20,818	\$ 20,818	\$ 20,818	\$ 20,818
<b>Total Expenditures (incl. overhead)</b>	<b>\$ 228,996</b>	<b>\$ 228,996</b>	<b>\$ 228,996</b>	<b>\$ 228,996</b>	<b>\$ 228,996</b>
<b>Net Surplus / (Deficit)</b>	<b>\$ 29,887</b>	<b>\$ (39,953)</b>	<b>\$ 10,447</b>	<b>\$ 97,599</b>	<b>\$ 75,135</b>
<b>Net Surplus / (Deficit)</b>	<b>12%</b>	<b>-21%</b>	<b>4%</b>	<b>30%</b>	<b>25%</b>



## EDUCATION COUNCIL REPORT

**PREPARED FOR:** VCC Board of Governors

**ISSUE:** Governance Revitalization Project

**BACKGROUND:**

Four ad hoc committees of Education Council (EDCO) have spent the past 12 months addressing the governance revitalization recommendations. The work of those committees is, for the most part, complete. The Curriculum Development and Approval Ad Hoc Committee and the Program Review and Renewal Ad Hoc Committee continue to work on EDCO strategic initiatives.

**DISCUSSION:**

The Curriculum Development and Approval draft policy, procedures and supporting documentation were presented to deans and department leaders in September and entered the formal policy development process in October. It is anticipated that they will be implemented in early 2015.

EDCO approved the Program Review and Renewal Ad Hoc Committee Terms of Reference at its October meeting. That committee will review the draft policies and procedures for Annual Program Review and Formal Program Renewal, respectively, and will revise the data collection instruments and reporting templates accordingly.

The table attached identifies the specific recommendations and status of each recommendation.

**ATTACHMENT:** Status of Recommendations of EDCO Governance Revitalization Project

**PREPARED BY:** Susie Findlay  
Chair, Education Council

**DATE:** October 28, 2014

## EDCO Governance Revitalization Project

RECOMMENDATION	STATUS
At an upcoming meeting, EdCo should dedicate some time to review and expand on the list of strategic level issues that it believes are important for EdCo to address over the coming 12 to 18 months. EdCo should then prioritize the issues and develop a plan as to how EdCo will address each one (i.e., one may require discussion and decision by EdCo whereas another may require EdCo to determine a process to monitor performance within the College).	Ongoing. To be discussed yearly at the Planning Day meeting.
EdCo should strike a working group composed of the Chair and several other EdCo members. The group should be tasked with reviewing this report and, in consultation with the President as required, bringing forward recommendations to EdCo on next steps. The working group would update EdCo regularly on progress being made against the action list.	Complete. Ad Hoc Watson Recommendation Committee was established in August 2012. Committee dissolved on March 5, 2013 and 3 new ad hoc committees were approved to address outstanding recommendations.
Given EdCo's new strategic direction and focus, EdCo should create a new set of bylaws.	Complete. Approved at October 8, 2013 meeting.
EdCo should establish terms of reference that sets out in clear language EdCo's key roles and responsibilities.	Covered by the College and Institute Act and EdCo Bylaws.
EdCo should create written position descriptions for: i) the EdCo Chair; ii) Committee Chairs; and iii) individual EdCo members.	Integrated into EDCO Orientation
The written position descriptions should form the basis of Chair/individual member evaluations, once such processes are implemented.	Discussed at 2014 EdCo Planning Day and decided not to have member evaluations.
EdCo (in collaboration with the VP Education and Student Services and others at VCC as required) should initiate a review to evaluate the curriculum and policy approval processes in place and determine as agreed---upon where responsibilities could be reallocated (i.e., to the Committee or department level) in line with EdCo's new strategic focus. Such processes should ensure that matters come to EdCo via the appropriate Committee.	Nearly complete. Curriculum Development and Approval Policy is in draft form, being reviewed by Education Policy Committee. Will likely be approved in early 2015.
EdCo should evaluate the current Committee composition and appointment policies and processes to ensure the Committees are structured to best meet EdCo's needs (i.e., Committee members have the required skills and experience; Committee is accountable to EdCo; Committee work supports EdCo's responsibilities).	Complete. EdCo reviewed current Terms of Reference and established a template for future ToR. Bylaws were revised to require Standing Committee chairs be elected members of EdCo.

<p>As part of a commitment to educate EdCo members on developments in education that are relevant to VCC, EdCo should implement a practice of bringing in outside speakers to present to EdCo on issues of strategic educational importance. EdCo should also identify other professional development opportunities that may be appropriate for members to attend over the course of the year.</p>	<p>Ongoing. Two workshops were held in 2013-14 on curriculum development and policy development, as were speaker on the core review process. Additional speakers will be identified as appropriate.</p>
<p>EdCo should identify the significant issues that EdCo wishes to discuss in greater detail in the following 12 to 18 months (the “forward agenda”). EdCo should use those issues set out in Section 2 above as a preliminary guide in doing so.</p>	<p>Complete. Annual calendar created.</p>
<p>EdCo should consider whether its current practice of meeting on a monthly basis is best meeting its needs (i.e., consider whether there could be fewer meetings of longer duration).</p>	<p>Complete. EdCo decided to continue the current practice of monthly meetings.</p>
<p>EdCo should establish an annual work plan that sets out EdCo’s regular responsibilities and how they are addressed throughout the year.</p>	<p>Complete. Annual calendar established and will be expanded to include a forward agenda</p>
<p>EdCo should create the regular meeting agenda according to sections that deal with strategic level issues, significant policies and routine reports. Allocate time estimates to each item and indicate whether the item is brought forward for information, discussion or decision.</p>	<p>Complete</p>
<p>EdCo should plan each meeting agenda around the forward agenda and EdCo’s key responsibilities.</p>	<p>Complete</p>
<p>EdCo should work with the Registrar and the Elections Committee to review and update the election process and supporting guidelines.</p>	<p>The Registrar’s Office and Elections Committee have undertaken a review of the elections process and the development of new guidelines is underway.</p>
<p>EdCo should develop a Chair succession planning policy that formalizes the process for the election of the EdCo Chair.</p>	<p>Discussion complete. Orientation and information on the role of the Chair is available. As the Chair is an elected position, a formal succession plan was deemed inappropriate.</p>
<p>EdCo should discuss openly the Council’s expectations in terms of its operating culture, and should include those expectations in EdCo’s terms of reference.</p>	<p>Complete. Discussed at the 2014 planning day.</p>
<p>EdCo should incorporate a one-day planning retreat into its annual work plan.</p>	<p>Complete</p>

EdCo should publish a governance statement on the VCC website outlining the role of EdCo, how it carries out its key governance functions and the role and responsibilities of individual EdCo members.	Complete
EdCo should consider how the Council can best communicate to the VCC community on a regular basis to keep the community informed of key actions and decisions.	Ongoing discussions to continually improve communication.
EdCo should hold voluntary information sessions for members of the VCC community who are interested in becoming a member of EdCo or an EdCo Standing Committee.	Informally information sessions are available. More formal sessions still need to be developed.
EdCo should evaluate the continued utility of the Executive Committee.	Complete. EdCo to keep the Executive Committee in its current form.
The terms of reference for the two Standing Committees should be revised. The revised terms of reference should include: purpose, composition and quorum, term length (and staggered terms), accountability, duties and responsibilities, meeting frequency, reporting, staff support, ability (or not) to engage external advisors and Committee calendar.	Nearly complete. A template for all ToR is approved. All existing ToR will be updated to the new template in December 2014.
EdCo should implement a formal orientation program for both EdCo members and Committee members. The orientation program can be reviewed and improved over time with the benefit of experience.	Complete. The second formal EdCo orientation will be held on 4 November 2014.
Once a formal evaluation process is established for EdCo, EdCo's culture should be evaluated as part of that evaluation.	Complete. Discussed at the 2014 EdCo Planning Day. EdCo decided not use a more formal evaluation process.
EdCo should establish, in EdCo policy, the protocol for members of the public who wish to speak at EdCo meetings. For example, the policy would address whether individuals would be required to make submissions ahead of time and how much time at each meeting would be allocated to presentations by non---EdCo members.	Complete. Protocol exists in EDCO bylaws as per Robert's Rules of Order.
EdCo representatives (including the Chair and the VP Education and Student Services) should convene a working session with Board representatives and the President to articulate in plain language the matters that are brought forward to the Board by EdCo and, for each category, agree on the information that is required to allow the Board to fulfill its responsibilities. For each category there should be a template outlining the required information to be presented to the Board. The template developed for Board presentations would inform the processes and templates developed as part of the larger policy/curriculum approval process at VCC.	Ongoing. Policies are currently in development to address curriculum approval and program renewal.



## DECISION NOTE

**PREPARED FOR:** VCC Board of Governors

**ISSUE:** Proposed First Year University Transfer Engineering Certificate and First Year University Transfer Computing Science and Software Systems Certificate

**BACKGROUND:**

Two proposals were developed from transfer agreements between VCC and SFU to create a University Transfer Engineering Certificate and a University Transfer Computing Science and Software Systems Certificate. Education Council has approved the curriculum for both proposed programs.

**DISCUSSION:**

Each proposed certificate will provide qualified graduates with either an assured or a competitive pathway into the second year of the corresponding degree programs at Simon Fraser University (i.e., Engineering Science, Computing Science, Software Systems). Additionally, they will give students the opportunity to demonstrate success at the first year level of university transfer study. Individual courses within each certificate could also be taken for transfer to other public, post-secondary colleges, institutions and universities.

The transfer agreements reflect alignment with VCC's strategic goals, as well as evidence of student demand for the proposed programs. A competitive analysis found only one existing transfer pathway to both the Computing Science degree and Software Systems degree at SFU and found no transfer program in the Lower Mainland offering all SFU first year Engineering requirements.

All courses within each proposed certificate will go through provincial university transfer articulation. SFU will continue to provide input and oversight on the development of the new courses and materials. Faculty qualifications will be determined according to specific course requirements, as per VCC's Qualifications for Faculty Members Policy. Fulsome consultations have taken place, both internally and with SFU faculty in the School of Computing Science, the School of Engineering Science, and the Faculty of Applied Sciences, as well as with faculty from Langara College and Columbia College.

**MOTIONS:**

THAT the Board of Governors approve the implementation of the University Transfer Engineering Certificate.

THAT the Board of Governors approve the implementation of the University Transfer Computing Science and Software Systems Certificate.

**PREPARED BY:** Susie Findlay  
Chair, Education Council

**DATE:** October 30, 2014