VANCOUVER COMMUNITY COLLEGE
BOARD OF GOVERNORS PUBLIC MEETING AGENDA

Wednesday, September 26, 2018 at 5:30 p.m. – Room 420, Downtown Campus

Board of Governors: Mike Tourigny (Acting Chair), Chloe Lau, Brenda Aynsley, Erin Klis, Garth Manning, Tarun Puri, Zara Hashemi, Rene-John Nicolas, Libby Davies, Joey Hartman, Mahin Rashid, Nadia Belokopitov, Shobha Rajagopalan
Ex-Officio: Dr. Peter Nunoda (President & CEO), Todd Rowlatt (Chair, EdCo)
Board EA: Deborah Lucas
Staff Resources: Marlene Kowalski, Dr. Kathryn McNaughton, Karen Wilson (Senior Executive Team), Jamie Choi, Director, Finance Brett Griffiths, Dean, School of Trades, Technology & Design, Dennis Innes, Dean, School of Hospitality, Food and Business
Guests: Constituency Group Representatives, Dr. Jane Shin, Dean, Student Development

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1.	Call to Order	--	M. Tourigny	--	--	--
2.	**APPROVAL OF AGENDA/CONSENT AGENDA** **Recommended Resolution:** *"THAT the VCC Board of Governors approve the agenda and approve/acknowledge receipt of the following items on the consent agenda"* **2.1** Minutes – Jun 27, 2018 Public Meeting **2.2** VCC News & Events **2.3** VCCFA Report	2 min		 DRAFT Minutes – Jun 27, 2018 Public Meeting IN – News & Events VCCFA Report	Decision	 3 8 10
3.	Chair's Remarks	2 min	M. Tourigny	--	Information	--
4.	President's Remarks	2 min	P. Nunoda	--	Information	--
5.	Action Item Follow Up	5 min	M. Tourigny	--	Information	--
6.	**CONSTITUENCY GROUP UPDATES** **6.1** CUPE Local 4627 **6.2** VCCFA **6.3** SUVCC	5 min each	Constituency Reps	 -- -- --	Information	 -- -- --
7.	**BOARD COMMITTEE REPORTS** **7.1** Human Resources Committee **7.2** Governance Committee **7.3** Finance and Audit Committee	5 min each	 B. Aynsley M. Tourigny M. Tourigny	 -- -- --	 Information Information Information	 -- -- --

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
8.	**FINANCIAL REPORTING**	20 min				
	8.1 Financial Performance (MD&A) – Period End Aug 31, 2018		M. Tourigny	MD&A – Aug 31, 2018	Information	12
	8.2 Statement of Financial Information (SOFI) – Year End Mar 31, 2018		M. Tourigny	DN – SOFI - Year End Mar 31, 2018	Decision	23
	8.3 Ministry of Advanced Education, Skills & Training – Five-Year Capital Plan - Period 2019/20 to 2023/24		M. Tourigny	DN - AEST 5-Year Capital Plan - 2019/20 - 2023/24	Decision	72
9.	**PROGRAMS, TUITION & FEES**	15 min				
	9.1 New Computer Systems Technology Diploma		T. Rowlatt	EdCo DN – Credential - Computer Systems Technology Diploma	Decision	98
			B. Griffiths	DN – Tuition - Computer System Technology Diploma	Decision	109
	9.2 New Post-Degree Diploma (Business & Project Management) – International Program		T. Rowlatt	EdCo DN – Credential- Post-Degree Diploma (Business & Project Management)	Decision	113
			D. Innes	IN – Tuition - Post-Degree Diploma (Business & Project Management)	Information	127
10.	**POLICIES**	20 min				
	10.1 Revised B.1.3 Expenses & Travel & Rescind B.2.16 Travel		M. Kowalski	DN - B.1.3 Expenses & Travel & B.2.16 Travel	Decision	131
	10.2 Revised B.1.10 Signing & Spending		M. Kowalski	DN - B.1.10 Signing & Spending	Decision	144
	10.3 Revised B.5.1 Sharing & Stewardship of Information		M. Kowalski	DN – B.5.1 Sharing & Stewardship of Information	Decision	158
	10.4 Revised C.1.3 Granting of Credentials		T. Rowlatt	DN - C.1.3 Granting of Credentials	Decision	165
	10.5 Rescind D.3.9 Fee Waivers for Seniors		M. Kowalski	DN - D.3.9 Fee Waivers for Seniors	Decision	171
11.	**EDUCATION COUNCIL** EdCo Chair Report	5 min	T. Rowlatt	EdCo Chair Report	Information	175
12.	**PRESENTATION** Student Development Portfolio	10 min	J. Shin	--	Information	--
13.	**OTHER BUSINESS** Board of Governors Correspondence	5 min	M. Tourigny	--	Information	--
14.	Next meeting: November 28, 2018	--	M. Tourigny	--	Information	--
15.	Adjourn	--	M. Tourigny	--	--	--

DRAFT

MINUTES OF THE PUBLIC MEETING OF THE BOARD OF GOVERNORS OF VANCOUVER COMMUNITY COLLEGE HELD ON JUNE 27, 2018 AT THE DOWNTOWN CAMPUS

Board Members:	Pam Ryan (Chair), Chloe Lau, Mike Tourigny, Rene-John Nicolas, Brenda Aynsley, Garth Manning, Zahra Hashemi
Ex-Officio:	Dr. Peter Nunoda, Todd Rowlatt (EdCo Chair)
Board Secretary:	Deborah Lucas
Staff Resources:	Marlene Kowalski, Kathryn McNaughton
Regrets:	Tarun Puri, Erin Klis, Dee Dhaliwal
Guests:	Constituency group representatives, Sydney Sullivan (SUVCC), Aran Armutlu (Chairperson, BC Federation of Students)

1. CALL TO ORDER

The meeting was called to order at 5:37 p.m. by P. Ryan. D. Lucas acted as Secretary of the meeting. P. Ryan declared the meeting to be properly called and constituted.

2. APPROVAL OF CONSENT AGENDA

MOTION: THAT the VCC Board of Governors approve the agenda with the following amendments:

- Move Item 3 to the end
- Amend Item 10.3 Motion to approve the credential
- Remove Items 10.4, 10.5 & 11.1

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

2.1 DRAFT Minutes – May 30, 2018
2.2 IN – 2018/19 Board Mtg Schedule
2.3 IN – News & Events
2.4 VCCFA Report
2.5 CUPE Local 4627 - Assessment Centre Report

Moved, Seconded & CARRIED (Unanimously)

3. CHAIR'S REMARKS

This item was addressed at the end of meeting. For the purpose of the minutes, it's recorded as it appears on the agenda.

P. Ryan announced that her final term on the VCC Board would end on July 31, 2018. She acknowledged the Board and members of the VCC community for their support during her term and wished them well for the future. She was presented a gift and P. Nunoda and D. Lucas gave farewell messages.

4. PRESIDENT'S REMARKS

P. Nunoda:

- Highlighted the Convocation Ceremony on Jun 19, 2018. Over 500 students crossed the stage and the Minister of Jobs, Trade and Technology, the Hon. Bruce Ralston, gave an opening speech to VCC graduates.

5. ACTION ITEM FOLLOW UP

ACTION		WHO	STATUS	COMMENT
1.	For Jun 27, 2018 Public Meeting provide a report, clarifying the plan for the Assessment Centre.	Management	Complete	Verbal update to be provided at meeting.
2.	Submit "Letter of Introduction from the Chair" to D. Lucas for inclusion in the ICP.	P. Ryan	Complete	--
3.	Amend CMP section of ICP to indicate the Board's endorsement of the Plan.	D. Lucas	Complete	--
4.	Add new standing agenda item "Action Tracker" for Board and Committee meetings.	D. Lucas	Complete	--
5.	Management create a framework for international student experience evaluations and advise the Board.	Management	Pending	--

6. CONSTITUENCY GROUP UPDATES

6.1 CUPE Local 4627

No report.

6.2 Vancouver Community College Faculty Association (VCCFA or FA)

- VCCFA President, K. Shortt, referenced the report included in the meeting materials. Concern was expressed about student access to the Assessment Centre. In particular, the 3 day response time for email enquiries. It was recommended that a one-stop shop model be considered.
- In response, P. Nunoda informed the Board that this area is in the process of being restructured. He thanked CUPE for their report on the Assessment Centre, which corrected a previous statement that closures were due to voluntary departures. He was not aware of the timeline for responding to email enquiries and will look into this.

ACTION:
1. For Sept 26, 2018 Public Meeting. Dean, Student Development will report on the plan for the Assessment Centre.

6.3 Student Union of Vancouver Community College (SUVCC)

- Sydney Sullivan (SUVCC) and Aran Armutlu (Chairperson, BC Federation of Students), presented their campaign to increase the use of Open Educations resources.

7. COMMITTEE REPORTS

7.1 Human Resources Committee (HRC)

- The Human Resource Committee met on Jun 12, 2018.
- The Committee reviewed and approved for submission to PSEC, the annual Executive Compensation Statement.

7.2 Governance Committee (Gov Com)

In the absence of Gov Com Chair, D. Dhaliwal, G. Manning addressed the Board:

- The Jun 6, 2018 Gov Com meeting was postponed.
- On Jun 20, 2018, the Committee reviewed and approved, by Consent Resolution, policy A.3.9 Records Management.

7.3 Finance & Audit Committee

- The Finance and Audit Committee met on May 16, 2018. The Committee reviewed and approved for recommendation to the Board the following tuition proposals:
  - Counselling Skills Foundational Certificate Program
  - IELTS Preparatory Course

8. VCC 2018/18 INSTITUTIONAL ACCOUNTABILTY PLAN AND REPORT

MOTION: THAT the VCC Board of Governors approves the VCC Accountability Plan and Report 2017/18 Reporting Cycle as presented at the June 27, 2018 Board meeting.
Moved, Seconded & CARRIED (Unanimously)

9. EDUCATION COUNCIL

EdCo Chair, T. Rowlatt, provided a written report in the meeting materials. There were no questions.

10. PROGRAMS, TUITIONS & FEES

10.1 New Counselling Skills Foundational Certificate Program

- The program has been significantly changed through the program review process, allowing for a tuition review to take place.
- The revised course, one of three laddered programs in this area of learning, is flexible, allowing students to work while pursuing their studies. It's experiential and four of the courses are recognized as pre-requisites for SFU's Master's Program.
- The proposed tuition takes into consideration the annual 2% mandatory increase and the WorkBC funding cap of $7,500 (30-50% of VCC students access these funds). It is competitive and provides 10% net contribution to VCC overhead, ensuring financial stability.
- FAC supports the proposal and recommends it for Board approval.

MOTION: THAT the Board of Governors approve tuition of $6,849 for the Counselling Skills Foundational Certificate Program, effective September 2019.
Moved, Seconded & CARRIED (Unanimously)

10.2 New IELTS (International English Language Test) Preparatory Course

- This course is designed to prepare students for their IELTS.
- A benefit is that the integrity of exam results will be kept. This has come under question with tests completed in other jurisdictions. There is the potential for VCC to become an IELTS test site.
- The Board recommended building in an incentive, so that students proceed with taking their IELTS at VCC.
- The proposed tuition takes into consideration the annual 2% mandatory increase. It provides the course financial stability and generates a 10.2% net contribution to VCC overhead.
- FAC supports the proposal and recommends it for Board approval.

MOTION: THAT the Finance and Audit Committee recommend the Board of Governors approve tuition of $772.50 per course (206 per credit) for the IELTS Preparatory Course, effective September 2018.
Moved, Seconded & CARRIED (Unanimously)

10.3 Bachelor of Applied Sciences in Dental Hygiene Degree Program

- The new 4-year Bachelor of Applied Science in Dental Hygiene degree program has been in development since 2015. The program proposal has been submitted to AEST for approval, via the Degree Quality Assurance Board (DQAB) process. To proceed with the review, AEST require the credential to be approved by the Board.
- VCC would be the first college to offer this program. Currently UBC is the only other institution in BC and they have approximately 600 applicants for 24 seats.
- Once approved by DQAB (timeline undetermined), tuition and implementation of the program, will be presented for Board approval.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve the new Bachelor of Applied Science in Dental Hygiene credential.
Moved, Seconded & CARRIED (Unanimously)

10.4 New Denturist Diploma

10.5 New Computer Systems Technician Diploma

Items removed

11. POLICIES

11.1 A.1.2 Student Appeal to the Board of Governors

Item removed

11.2 A.3.9 Records Management

- A.3.9 ensures the systematic management of records and adherence to the legislative, financial, and legal obligations of the College.
- The Library Department oversees record management at the college, with the librarians receiving regular training in this area.
- The revisions were presented to Governance Committee, who approved them by Consent Resolution on June 20, 2018.

MOTION: THAT on the recommendation of the Governance Committee, the Board of Governors approve the revised A.3.9 Records Management Policy and Procedures.
Moved, Seconded & CARRIED (Unanimously)

12. PRESENTATION

As part of a series of portfolio/department presentations to the Board, Tami Pierce, Director, Indigenous Education and Engagement, presented the Indigenization Plan. It was well received.

13. OTHER BUSINESS

13.1 Board of Governors Correspondence

- No Report

14. NEXT MEETING

The next Board of Governors Public Board meeting will be held on Sept 26, 2018.

15. ADJOURN

There being no further business, the meeting adjourned at 7:05 p.m.

APPROVED AT THE SEPT 26, 2018 PUBLIC BOARD MEETING:

Mike Tourigny
Acting Chair, VCC Board of Governors

VANCOUVER COMMUNITY COLLEGE

VCC NEWS AND EVENTS

September 2018

- **Project EveryBody** Employment Forum and Hiring Fair for Persons with Disabilities was held on Sept. 24 from 1 to 6 p.m. in the foyer of VCC's downtown campus. This event, sponsored by VCC and hosted by Open Door Group, is held every year and brings in 25-30 employers who are actively hiring for diversity, and more than 200 job seekers.

- The annual **Welcome Day event** was held on Sept. 12 and 14 at the Broadway and Downtown campus and welcomes new and returning students to VCC. Students enjoyed carnival-themed booths offering games, candy and helpful information to provide them with the resources they need to succeed at VCC.

- **TIP Golf charity golf tournament**, hosted by VCC Foundation and presented by VCC baking and culinary on Aug. 24 at Hole 9 of the Fairmont Chateau Whistler. Jill Krop described the number, value and breadth of TIP awards at VCC. TIP funds also help to send students like Tristan Toderan and Dylan Viray, to compete on the international culinary front. The two won silver in the seafood category at an Asian culinary event in Hong Kong.

- **RBC Foundation** presented a cheque for $25,000 to support Vancouver Community College's (VCC) Transportation Trades Sampler program this August. The new program provides an opportunity for high school students to try VCC's transportation trades programs over the summer break.

- Vancouver Community College is pleased to accept a gift of $150,000 from the **Vancouver Foundation** to support the expansion of employment training programs for Deaf and hard of hearing individuals this August. This gift will enable VCC to design and offer bridging programs that will provide Deaf and hard of hearing students with accessible, certified trades training in four major industries: food services, transportation trades, salon and spa, and technology.

- VCC's new **Gladue program** responds to a decades-old call for justice. To address the urgent need for trained Gladue report writers in Canada, VCC partnered with IndiGenius and Associates in January 2018, to launch a pilot Gladue report writing program, the only college program of its kind in Canada. To read more, visit http://www.vcc.ca/about/college-information/news/article/sacred-stories-gladue-program-responds-to-a-decades-old-call-for-justice.html

VCC Government Relations

- **MLA Mabel Elmore,** the Parliamentary Secretary for Poverty Reduction, visited VCC's Welcome Breakfast to speak with senior executive, the leadership team, and department heads on Aug. 30. The annual breakfast welcomes back VCC employees at the beginning of the fall term.
- **Hon. Shane Simpson,** Minister of Social Development and Poverty Reduction, visited VCC on Sept. 20 to celebrate the launch party of VCC alumna, Roshni Kashyap, book of poetry. He also attended the **Project EveryBody** Employment Forum and Hiring Fair for Persons with Disabilities on Sept. 24.

VCC in the News

- **Popina Canteen: Granville Island shipping-container restaurant aims to serve fast food with integrity –** *The Georgia Straight* (Jul .11) Popina Canteen is the culmination of four-and-a-half years of location scouting, brainstorming, research, and menu development by local chefs Angus An (Maenam, Fat Mao, Sen Pad Thai), Robert Belcham (Campagnolo, Monarch Burger), Hamid Salimian (culinary consultant for Earls, instructor in Vancouver Community College's culinary-arts program), and Joël Watanabe (Kissa Tanto, Bao Bei).

- **Gladue reports play key role in sentencing Aboriginal offenders, but program off to slow start –** *The Vancouver Sun* (Sept. 9) A pilot program to train Gladue writers through Vancouver Community College was launched earlier this year, in part to provide a more systematic approach to the writing of the reports "We'd like to see the Gladue writing be an accredited component to ensure the quality and educational background of those individuals who are writing those reports," said David Wells, dean of the school of arts and sciences at the college. "We know that there is a huge shortfall of people able to write those reports."

Upcoming Events:

- Campus Master Plan **Ideas Fair**, launch event to provide information about the project to the community, Oct. 9, 10 at BWY and DWN campuses.
- Jefferson Bueno, Guest Chef for our pop-up **Chef's Table** series Oct. 10
- **Donor Recognition** event, hosted in JJ's by the Foundation to thank VCC Donors, Oct. 15
- **Experience VCC**, our largest student recruitment event, Oct. 24
- **VCC Day**, a professional development day for VCC Employees, Nov. 6
- Danvee Kwok, Guest Chef at VCC's pop-up **Chef's Table** series, Nov. 7
- **Convocation**, honouring VCC graduates, Nov. 20
- **Student Awards**, celebrating student success, Nov. 30

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

DATE: September 20, 2018

VANCOUVER COMMUNITY COLLEGE **Faculty Association** FPSE LOCAL 15

VCCFA Report to the College Board
Submitted September 14, 2018 for the Board meeting on September 26, 2018

Welcome to new Board Members

The VCC Faculty Association would like to extend a warm welcome to our five new Board members - Libby Davies, Shobha Rajagopalan, Mahin Rashid, Nadia Belokopitov and Joey Harman. Your collective years of community engagement, political activism and public service are very much appreciated.

We would also like to acknowledge the contribution of departing Board members Pam Ryan and Dee Dhaliwal. We wish them well and extend our gratitude for their years of work on the VCC College Board.

A short backgrounder

As so many of the Board members are new to the College, we would like to provide you with a brief introduction to our work. The VCC Faculty Association represents the 700 approximate faculty teaching at the College. We are a certified trade union under the Labour Code. Our certification dates back to February 12th, 1948. In addition to acting as the bargaining agent for our members, our Constitution also mandates us to work on any issue common to all our members, and to represent their interests on all boards and committees that deal with matters of concern to the Association's members. In a nutshell, we involve ourselves in all aspects of faculty life at the College. This, of course, includes the College Board and so we always take the opportunity to speak at the Board.

Our union executive is comprised of 10 faculty who are elected at our annual general meeting. As well, faculty elect 12 union stewards who represent their interests, mainly on grievance issues. Our chief steward is Frank Cosco. Frank is also past-president and our bargaining chair for the upcoming 2019 round of Collective Agreement negotiations.

Vancouver Community College occupies a special place in the public post-secondary system and in the local community. It is one of the oldest and largest colleges in the Province with a unique array of programs, several of which are developmental. Developmental programs require smaller class sizes and additional services, thus more cost. When the Langara campus separated from VCC in 1992 taking with them the high volume and low-cost courses, the resulting imbalance in government funding was never corrected nor has it been to this day. This funding shortfall continues to create pressure

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VANCOUVER COMMUNITY COLLEGE **Faculty Association** FPSE LOCAL 15

on VCC to serve both the developmental programs and community, and to balance the budget. We believe a full funding review is necessary and long-overdue.

Over the past decade, VCC has experienced a series of drastic cuts. In April 2008 VCC announced that 400 full-time equivalent (FTE) student positions would be cut from the 2008/2009 budget resulting in massive faculty layoffs. In 2014 English as a Second Language funding was cut resulting in the loss of over 100 faculty jobs and thousands of student seats. And in 2015 the Provincial government re-instated tuition fees for all Adult Basic Education programs which brought further uncertainty to student enrolment and job security. The VCCFA responded in many ways, through the Collective Agreement language and publicly. Our "ESL Matters" campaign and our "Who is ABE?" campaign made funding these programs an election issue, and we believe in part resulted in current government abolishing tuition for ABE & ESL in their first month in office (August 2017). There were many presentations by the VCCFA at College Board meetings on these issues.

The College is now enjoying relative stability and some modest growth. We are feeling quite confident in the future of VCC and look forward to working with you in what we hope will be progressive and healing years ahead.

Thank you.
Karen

Karen

Respectfully submitted,
Karen Shortt, President, VCCFA
Cell: 604-992-1464
Email: kshortt@vccfa.ca

FINANCIAL PERFORMANCE

Management Discussion & Analysis

For the Five Months Ended August 31, 2018

PERFORMANCE HIGHLIGHTS

2018/19 OPERATING OVERVIEW

Revenue for the period was $43.6 million compared to budget of $41.9 million ($1.7 million above plan) and prior year of $41.6 million ($1.9 million above prior year) (**Table 4**). Domestic revenue is down for the period by $210K compared to budget and has been offset by higher international revenue of $303K (**Table 1, 2 and 3**). In areas where domestic enrolment was softer, additional seats were made available to international students.

The School of Hospitality, Food Studies and Applied Business domestic revenue was $109.3K lower than budget. However, international revenue was up by $160K. School of Arts and Sciences was $151.2K higher than the domestic revenue budget. Contract training revenue was $764K above budget.

The School of Trades, Technology and Design domestic revenue was lower than budget by $241.7K, with an increase in international revenue of $108.9K. Combined Skin & Body Therapy and Hair Design had lower domestic revenue of $71K, although there was a $46.1K increase in international revenue. Automotive programs domestic revenue was $103.8K lower but this was offset by $73K increase in international revenues. Graphic Media Design domestic revenue was $47.9K lower than plan.

Total expenses for the period were $45.3 million compared to budget of $45.2 million ($148K above budget) and prior year of $42.1 million ($3.2 million above prior year).

The loss for period was $1.8K compared to a budget loss of $3.3 million ($1.5 million more favourable than budget) and prior year loss of $508K ($1.3 million less favourable than prior year).

Summary - Revenue by School

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

	2018/19 Acutals (Apr 2018 - Aug 2018)	2018/19 Budget (Apr 2018 - Aug 2018)	Variance Favourable/ Unfavorable	2017/18 Prior Year (Apr 2017 - Aug 2017)	Variance Favourable/ Unfavorable
Centre for Continuing Studies	1,076,568	1,052,677	23,891	961,293	115,275
Centre for International Education	4,620,464	4,317,216	303,248	2,984,418	1,636,046
School of Arts & Sciences	2,012,205	1,861,011	151,194	1,518,017	494,188
School of Health Sciences	1,383,387	1,417,574	(34,187)	1,332,203	51,184
School of Hospitality, Food Studies & Applied Business	589,561	698,862	(109,301)	636,253	(46,692)
School of Instructor Education	352,446	377,374	(24,928)	324,890	27,556
School of Trades, Technology & Design	671,622	913,310	(241,688)	647,084	24,538
Total	**10,706,253**	**10,638,024**	**68,229**	**8,404,158**	**2,302,095**

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

	2018/19 Acutals (Apr 2018 - Aug 2018)	2018/19 Budget (Apr 2018 - Aug 2018)	Variance Favourable/ Unfavorable	2017/18 Prior Year (Apr 2017 - Aug 2017)	Variance Favourable/ Unfavorable
Centre for Continuing Studies	29,572	0	29,572	27,524	2,048
School of Arts & Sciences	117,281	115,613	1,668	120,750	(3,469)
School of Health Sciences	31,372	31,328	44	47,231	(15,859)
School of Hospitality, Food Studies & Applied Business	2,345,188	2,185,161	160,027	1,386,153	959,035
School of Instructor Education	3,245	258	2,987	1,162	2,083
School of Trades, Technology & Design	2,093,807	1,984,856	108,951	1,401,598	692,209
Total	**4,620,464**	**4,317,216**	**303,248**	**2,984,418**	**1,636,046**

Table 3:
Combined Domestic and International Revenue by School

	2018/19 Acutals (Apr 2018 - Aug 2018)	2018/19 Budget (Apr 2018 - Aug 2018)	Variance Favourable/ Unfavorable	2017/18 Prior Year (Apr 2017 - Aug 2017)	Variance Favourable/ Unfavorable
Centre for Continuing Studies	1,106,140	1,052,677	53,463	988,817	117,323
School of Arts & Sciences	2,129,486	1,976,624	152,862	1,638,767	490,719
School of Health Sciences	1,414,759	1,448,902	(34,143)	1,379,434	35,325
School of Hospitality, Food Studies & Applied Business	2,934,749	2,884,023	50,726	2,022,406	912,343
School of Instructor Education	355,691	377,632	(21,941)	326,052	29,639
School of Trades, Technology & Design	2,765,429	2,898,166	(132,737)	2,048,682	716,747
Total	**10,706,253**	**10,638,024**	**68,229**	**8,404,158**	**2,302,095**

Statement of Operations – Comparison to Budget and Prior Year
For the Five Months Ended August 31, 2018
Table 4:

(In $ Thousands)	2018/19 Actuals (Apr 2018 - Aug 2018)	2018/19 Budget (Apr 2018 - Aug 2018)	Variance favourable /(unfavourable)	Comments	2017/18 Actuals (Apr 2017 - Aug 2017)	Variance favourable /(unfavourable)
Province of B.C. grants	23,323	23,014	309	ITA funding over by $150K due to timing difference	23,295	28
Adult upgrading grant	245		245		896	-652
Sales of goods and services	2,400	2,209	191		2,240	160
Tuition and student fees	10,254	10,205	49	Table 1, 2 and 3	9,479	775
ABE/EALtuition free grant	1,639	1,389	250	Mostly due to EAL Pathways		1,639
Other grants, fees & contract services	2,542	1,778	764	ASP $40K; BCMEA $33K; ECCE $96K; EHW $49K; Intro Skills to Culinary $69K; LINC $160K; OAT $118K; building Service Worker $89K; CIC-CIIP $20K	2,361	180
Miscellaneous income	713	607	105	Movie rental revenue increase	930	-217
Donation income (Foundation Related)	284	168	117		173	111
Amortization of deferred capital contribution	2,032	2,423	-391	Restricted capital project not started	2,191	-159
Investment income	142	83	59		68	74
REVENUES	**43,573**	**41,876**	**1,697**		**41,634**	**1,938**
SALARY AND BENEFIT EXPENSES	**33,540**	**34,006**	**466**	$220K reduction in MSP expenses	**30,884**	**2,656**
Supplies and general expenses	2,834	2,580	-254	Due to timing difference	2,459	375
Adult upgrading grant/Financial aid	245		-245		896	-652
Bursary/Scholarship (donation related)	284	168	-117		173	111
Professional fees	1,021	818	-203	Mostly due to increased agency fee & contract prof fee	728	293
Building and telecom	2,817	2,554	-262	Repair & maintenance timing difference	2,300	516
Cost of Goods Sold	1,411	1,267	-144		1,346	65
Depreciation Expense	3,215	3,827	612	Due to lower restricted capital revenues and delay of IT capital lease	3,354	-139
OPERATING EXPENSES	**11,827**	**11,213**	**613**		**11,258**	**569**
TOTAL EXPENSES	**45,367**	**45,219**	**148**		**42,142**	**3,225**
NET SURPLUS (DEFICIT)	**-1,794**	**-3,344**	**1,550**		**-508**	**-1,286**

* ASP: Aboriginal Service Plan
* BCMEA: BC Maritime Employers Association
* CACE: College & Career Access
* CIC-CIIP: Colleges Institutes Canada - Canadian Immigrant Integration Program
* ECCE: Early Childhood Certificate
* EHW: Entry to Hospitality for Women
* LINC: Language Instruction for Newcomers to Canada
* OAT: Office Assistance Training

2018/19 YEAR END FORECAST

2018/19 Forecast to Budget Overview

The 2018/19 Forecast (5 months actual + 7 months forecast) in **Table 5** shows that VCC is projecting a breakeven position. Revenue is forecasted to be $112.7 million compared to budget of $111.8 million ($910K above budget) and prior year of $107.4 million ($5.3 million higher than prior year). One of the main reasons is the increase in contract revenue projected to be $1.0 million over budget.

Expenses are forecasted to be $112.7 million compared to budget of $111.8 million ($910K higher than budget) and prior year of $106.6 million ($6.1 million higher than prior year). The main increase in projected expenses is due to higher salaries of $4.0 million (additional hires needed to deliver new programs and higher enrolment) and depreciation expense of $1.0 million (resulting from an increase in capital spending).

Statement of Operations – Comparison to Budget and Prior Year
2018/19 Forecast with Five Months Actual (Ended August 31, 2018) and Seven Months Forecast
Table 5:

(In $ Thousands)	2018/19 Current Forecast (5 + 7)	2018/19 Budget	Variance favourable /(unfavourable)	Comments	2017/18 Actuals	Variance favourable /(unfavourable) - 1819 current fcst vs 1718 actuals
Province of B.C. grants	54,929	55,242	-313	Reduced ITA funding due to lower enrolment in Culinary Programs	54,415	513
Adult upgrading grant	218		218		1,057	-839
Sales of goods and services	6,459	6,308	151		5,910	549
Tuition and student fees	33,294	33,521	-227	Domestic tuition - culinary program tuition revenue lower by $90K, design and auto program revenue lower by $180K	27,876	5,418
ABE/EAL Tuition Free Grant	4,618	4,395	223	Mostly for EAL program	3,140	1,478
Other grants, fees & contract services	5,324	4,280	1,045	ASP $40K, Building Service Worker $70K, CACE Pilot $67K, ECCE $161K, EWH $85K, OAT $156K, Intro Skills to Culinary $118K,LINC $160K; Leadership Training $37K	6,405	-1,080
Miscellaneous income	1,522	1,507	15		2,312	-791
Donation income (Foundation Related)	598	520	78		598	
Amortization of deferred capital contribution	5,501	5,820	-319	Restricted capital project not started.	5,498	4
Investment income	239	200	39		261	-21
REVENUES	**112,702**	**111,792**	**910**		**107,472**	**5,230**
SALARY AND BENEFIT EXPENSES	**80,679**	**80,211**	**-469**	A few new positions have been added with a start date in September. Faculty/Staff expenses increased to accommodate increase in contracts that will start in September	**76,670**	**4,010**
Supplies and general expenses	7,973	7,810	-163		7,186	787
ABE Financial Aid	218		-218		1,057	-839
Bursary/Scholarship	598	520	-78		598	
Professional fees	3,179	3,037	-142		2,372	806
Building and telecom	6,706	6,685	-21		6,563	143
Cost of Goods Sold	3,902	3,897	-5		3,732	170
Depreciation Expense	9,448	9,632	185	Due to lower restricted capital revenues	8,390	1,058
OPERATING EXPENSES	**32,023**	**31,581**	**-441**		**29,897**	**2,126**
TOTAL EXPENSES	**112,702**	**111,792**	**910**		**106,567**	**6,135**
NET SURPLUS (DEFICIT)					**905**	**-906**

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

Major Procurement Activity over $200K

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

Procurement Status Update

Table 6:

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Recurrent Needs					
Citrix	IT Software Licenses	19-Sep-15	27-Oct-19	$303,000	Projected spend for 5yrs over $200k. Contract extended for one year.
City Elevator Ltd.	Elevator Inspection, Maintenance, and Upgrades	3-Jun-13	31-Mar-18	$515,000	VCC has on boarded with KONE Inc, a BCNETSource contract available to all Post Secondary Institutions that runs until 2023.
Prism Engineering Ltd	Energy Management Services. BC Hydro supports this work with a $50k annual rebate	1-Mar-13	30-Jun-18	$600,000	BCNETSource considering energy management consulting services as a future sector wide opportunity. Project on hold until further notice.
Bloom Media	Digital Ad Buyer	12-Jul-13	11-Jul-18	>$500K	Solicitation Stage. RFP was posted and proposals are currently being evaluated. Projected 5 year spend is over $200K/year but less than $500K/year.
Revolution Resource Recovery Inc.	Waste and recycling removal and handling services	1-Aug-15	15-Jul-19	>$500K	Planning stage. Project 5 year spend is over $200K/year but less than $500K/year.
The Toronto Dominion Bank	Banking Services	15-Jan-14	14-Jan-19		Planning stage
Imperial Parking Canada Corp	Parking Management	7-Feb-14	28-Feb-19	Revenue Contract	Planning stage

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Known New Opportunities					
Fire Sprinkler Project - Phase I				$200,000	Planning Stage
Fire Sprinkler Project - Phase II				$800,000	Planning Stage
Downtown Campus Masterplan				$338,076	Evaluation complete. Contract signed with DIALOG BC Architecture Engineering Interior Design Planning Inc.
Washroom Renovation Phase II				$300,000	Project complete
Washroom Renovation Phase III				$300,000	Solicitation Stage
Downtown 1st Floor Renovation (International Educ and Student Dev)				$800,000	Solicitation Stage
Automotive Classroom Renewal				$600,000	Planning stage
BCNET Common Needs Projects:					
Uniglobe Travel	Travel Management Company	TBD		>$200,000	VCC in the process of onboarding with the BCNETSource Vision Travel agreement.
RICOH Canada Inc.	Delivery, installation, servicing of Multi-Functional Devices (MFD), printers, print shop equipment, software.	18-Dec-12	31-May-18	>$500,000/yr	VCC entered into the BCNETSource supply arrangement using a leasing model on July 12. Information Note was presented at May 16, 2018 FAC Meeting.

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

2018/19 Risk Assessment Update

The 2018/19 Integrated College Plan recognizes that there is risk associated with achieving these plans as well as opportunity. The high level risks and opportunities are identified in the following Risk Register (**Table 7**):

Risk Rating

L	Low
M	Medium
H	High

Risk Register
Table 7:

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

Rating	Risk	Mitigation
L	Government budget constraints	• Increase revenue from other sources such as continuing studies, contract training, international students and strategic partnerships
L	Below-target enrolment compared to plan	• On-going monitoring of enrolments by deans, department heads and leadership • Address soft enrolment by target marketing and increase in student recruitment efforts • On-going monitoring of global events and domestic policy to inform decisions that would minimize the impact on International enrolment
L	Decrease in ITA funding	• On-going monitoring of enrolments • Maintain proactive relationship with ITA to ensure any changes in funding formula is known in advance • Ensure program curriculum meets ITA expectations
L	2018/19 financial targets not realized	• Strong emphasis on budgeting process and establishing realistic budgets • Monthly financial review and forecasting • Comprehensive monthly cost analysis

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

Rating	Risk	Mitigation
		• Migrate more IT functionality to cloud based solutions
M	Emergency response plan - roles and responsibilities clearly defined and communicated	• Update emergency preparedness and response plan and clearly identify roles and responsibilities • Conduct training workshops on emergency response
M	Aging capital infrastructure	• Develop a comprehensive space utilization plan • Develop a long-term plan and strategy to address infrastructure upgrades needed to meet the academic and enrolment plan

Opportunities associated with the 2018/19 Integrated College Plan

	Opportunities	Strategy
M	New revenue generating opportunities	• Identify strategic partnerships with both corporate and not-for-profit organizations that could result in new programming and contract training opportunities
M	Leverage VCC Foundation fundraising to support college initiatives	• In collaboration with VCC Foundation establish fundraising campaign initiatives and set targets • Reinvigorate alumni relations and turn more alumni into donors

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 26, 2018

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Statement of Financial Information for the Year Ended March 31, 2018

BACKGROUND:

The Statement of Financial Information is a Ministry of Finance statutory requirement under the Financial Information Act. The Report is due to the Ministry of Advanced Education, Skills and Training on or before September 28, 2018.

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

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

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

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

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

DISCUSSION:

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

The Statement of Financial Information includes the following schedules:

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

RECOMMENDED MOTION:

THAT the Finance and Audit Committee recommend the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2018.

ATTACHMENT: APPENDIX A - Statement of Financial Information Period End March 31, 2018

PREPARED BY: VP Administration, CFO & Business Development
Jamie Choi, Director Finance

DATE: September 19, 2018

APPENDIX A

Vancouver Community College

Statement of Financial Information

Schedules required by the Financial Information Act

For the year ended March 31, 2018

Vancouver Community College

Statement of Financial Information

Required under the Financial Information Act

For the Year Ended March 31, 2018

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Schedule I

Vancouver Community College

Statement of Financial Information Approval[1]

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

_____

Mike Tourigny
Interim Chair

MMM DD, 2018

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

Schedule II

Vancouver Community College

Management Report[1]

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

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

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

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

On behalf of Vancouver Community College,

_____

Dr Peter Nunoda
President
MMM DD, 2018

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

Schedule III

Vancouver Community College

Schedule of Debts

As at March 31, 2018, the balance of the capital lease agreement shared between the College and:

- BCIT was $7,165,644, and
- CSI Leasing Canada Ltd was $1,488,070.

Schedule IV

Financial Statements of

VANCOUVER COMMUNITY COLLEGE

Year ended March 31, 2018

VANCOUVER COMMUNITY COLLEGE

Statement of Management Responsibility

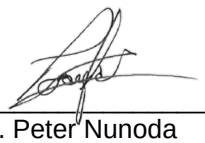
The financial statements have been prepared by management in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia. The integrity and objectivity of these statements are management's responsibility. Management is also responsible for all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

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

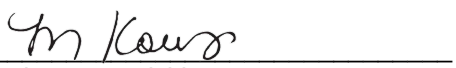
The Vancouver Community College Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control, and exercises these responsibilities through the Finance and Audit Committee. The Finance and Audit Committee reviews the internal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

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

On behalf of Vancouver Community College



Dr. Peter Nunoda
President



Marlene Kowalski
VP, Administration & CFO

OFFICE OF THE
Auditor General
of British Columbia

INDEPENDENT AUDITOR'S REPORT

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

I have audited the accompanying financial statements of Vancouver Community College ("the entity"), which comprise the statement of financial position as at March 31, 2018, and the statements of operations, change in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management`s Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Basis for Qualified Opinion

As described in Note 3 to the financial statements, the entity's accounting treatment for contributions received from governments and for externally restricted contributions received from non-government sources is to initially record them as deferred revenue (a liability) and then recognize revenue in the statement of operations either on the same basis as the related expenditures occur or, in the case of funds for the purchase or construction of capital assets, to recognize revenue on the same basis as the related assets are amortized. The entity was required to adopt this accounting policy as prescribed by Province of British Columbia Treasury Board Regulation 198/2011.

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

This departure has existed since the inception of the standard, which applies to periods beginning on or after April 1, 2012. When the cumulative effects of this departure to date are adjusted through opening accumulated surplus, the entity's records indicate that the effects of this departure on the current year financial statements is an overstatement of the liability for deferred revenue of $0.4 million and deferred capital contributions of $74.8 million, an understatement of opening accumulated surplus of $77.5 million, and a current year overstatement of revenue of $2.3 million. Accordingly, the current year surplus is overstated by $2.3 million and net debt is overstated by $75.2 million.

Qualified Opinion

In my opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Vancouver Community College as at March 31, 2018, and the results of its operations, change in its net debt and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Victoria, British Columbia
May 31, 2018

Russ Jones, FCPA, FCA
Deputy Auditor General

VANCOUVER COMMUNITY COLLEGE

Statement of Financial Position

March 31, 2018, with comparative information for 2017

	2018	2017
Financial assets		
Cash and cash equivalents	$ 21,488,320	$ 16,137,486
Investments (note 4)	237,500	237,500
Accounts receivable	1,867,191	2,026,416
Due from government and other government organizations (note 5)	1,104,386	1,188,328
Inventories for resale	969,696	808,379
	25,667,093	20,398,109
Liabilities		
Accounts payable and accrued liabilities (note 6)	15,905,499	12,706,907
Due to government and other government organizations (note 5)	168,216	151,755
Employee future benefits (note 7)	2,173,000	1,699,397
Deferred tuition fees (note 8)	6,251,895	5,560,535
Deferred revenue (note 9)	3,332,908	2,824,066
Deferred capital contributions (note 10)	75,734,721	78,625,405
Capital lease obligation (note 11)	8,653,713	8,095,530
	112,219,952	109,663,595
Net debt	(86,552,859)	(89,265,486)
Non-financial assets		
Tangible capital assets (note 12)	104,973,826	106,929,921
Inventories held for use	121,447	112,893
Prepaid expenses	403,827	263,443
	105,499,100	107,306,257
Accumulated surplus	$ 18,946,241	$ 18,040,771

Contractual obligations (note 14)
Contractual rights (note 15)
Contingencies (note 16)

See accompanying notes to financial statements.

Approved on behalf of the Board:

President

Chair of the Board

VANCOUVER COMMUNITY COLLEGE

Statement of Operations

Year ended March 31, 2018, with comparative information for 2017

	Budget (note 2 j)	2018	2017
Revenue			
Province of British Columbia grants and contributions	$ 57,913,484	$ 57,542,378	$ 56,542,368
Province of British Columbia contracts	673,524	1,633,265	1,613,082
Federal Government grants and contracts	3,917,463	3,953,712	4,164,743
Tuition and student fees	31,612,148	28,946,606	28,345,914
Sales of goods and services	6,276,240	5,909,597	6,477,854
Other grants and contracts	227,038	817,806	883,917
Miscellaneous income	1,728,100	2,910,245	2,419,885
Investment income	148,190	260,596	156,607
Revenue recognized from deferred capital contributions	5,109,593	5,497,923	5,768,168
	107,605,780	107,472,128	106,372,538
Expenses (note 17)			
Instruction and instructional support	96,945,095	98,283,979	94,818,191
Ancillary operations	6,856,176	6,602,478	7,059,029
Special purpose funds	3,804,840	1,680,201	3,610,775
	107,606,111	106,566,658	105,487,995
Annual surplus (deficit)	$ (331)	$ 905,470	$ 884,543
Accumulated surplus, beginning of year	18,040,771	18,040,771	17,156,228
Accumulated surplus, end of year	$ 18,040,440	$ 18,946,241	$ 18,040,771

See accompanying notes to financial statements.

VANCOUVER COMMUNITY COLLEGE

Statement of Change in Net Debt

Year ended March 31, 2018, with comparative information for 2017

	Budget (note 2 j)	2018	2017
Annual surplus (deficit)	$ (331)	$ 905,470	$ 884,543
(Acquisition) of tangible capital assets	(3,000,000)	(5,438,712)	(3,790,430)
Amortization of tangible capital assets	8,186,664	8,389,535	8,918,286
Capital lease obligation	-	(994,728)	(957,584)
	5,186,664	1,956,095	4,170,272
(Acquisition) of inventories	-	(121,447)	(112,893)
(Acquisition) of prepaid expenses	-	(403,827)	(263,443)
Use of inventories	-	112,893	90,743
Use of prepaid expenses	-	263,443	170,580
	-	(148,938)	(115,013)
Decrease in net debt	5,186,333	2,712,627	4,939,802
Net debt, beginning of year	(89,265,486)	(89,265,486)	(94,205,288)
Net debt, end of year	$ (84,079,153)	$ (86,552,859)	$ (89,265,486)

See accompanying notes to financial statements.

VANCOUVER COMMUNITY COLLEGE

Statement of Cash Flows

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operations:		
Annual surplus (deficit)	$ 905,470	$ 884,543
Items not involving cash:		
Amortization of tangible capital assets	8,389,535	8,918,286
Revenue recognized from deferred capital contributions	(5,497,923)	(5,768,168)
Change in employee future benefits	473,604	4,458
Change in non-cash operating working capital:		
(Increase) in accounts receivable	(15,175)	(470,100)
(Increase) in inventories for resale	(161,317)	(4,355)
(Increase) decrease in due from government and other government organizations	258,341	318,002
(Increase) in prepaid expenses	(140,384)	(92,863)
(Increase) decrease in inventories held for use	(8,554)	(22,150)
Increase (decrease) in accounts payable and accrued liabilities	3,198,592	(1,507,575)
Increase (decrease) in due to Province of British Columbia and other government organizations	16,461	(58,617)
Increase in deferred tuition fees	691,360	390,877
Increase (decrease) in deferred revenues	508,842	(1,145,052)
Net change in cash from operating activities	8,618,852	1,447,286
Capital activities:		
(Acquisition) of tangible capital assets	(5,438,712)	(3,790,430)
Net change in cash from capital activities	(5,438,712)	(3,790,430)
Financing activities:		
Principle (increase) capital lease obligation	(436,545)	(132,009)
Deferred capital contributions received	2,607,239	2,770,667
Net change in cash from financing activities	2,170,694	2,638,658
Net increase in cash and cash equivalents	5,350,834	295,514
Cash and cash equivalents, beginning of year	16,137,486	15,841,972
Cash and cash equivalents, end of year	$ 21,488,320	$ 16,137,486

See accompanying notes to financial statements.

Interest received during the year was $260,596 (2017 - $156,607). Interest paid during the year was $339,395 (2017 - $311,633).

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements

Year ended March 31, 2018

1. Authority and Purpose:

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

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

2. Summary of significant accounting policies:

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

(a) Basis of accounting:

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

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

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

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

2. Summary of significant accounting policies (continued):

(a) Basis of accounting (continued):

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

(b) Cash and cash equivalents:

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

(c) Financial instruments:

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

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

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

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

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

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

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

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

2. Summary of significant accounting policies (continued):

(d) Inventories for resale:

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

(e) Non-financial assets:

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

(i) Tangible capital assets:

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

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

Assets under construction are not amortized until the asset is available for productive use.
Tangible capital assets are written down when conditions indicate that they no longer contribute to the College's ability to provide goods and services.

Leases of tangible capital assets which transfer substantially all the benefits and risks of ownership are accounted for as leased tangible capital assets. Capital lease obligations are recorded at the present value of the minimum lease payments excluding executor costs. The discount rate used to determine the present value of the lease payments for Annacis Island Building was based on the current government borrowing rates of 30 year term debts at that time. The discount rate used to determine the present value of the lease payments for computer leases is the lower of the College's rate for incremental borrowing or the interest rate implicit in the lease. The maximum-recorded value of the leased assets cannot exceed the leased property's fair value when determining the discount rate to be used. Note 11 provides a schedule of repayments and amount of interest on the leases. Depreciation for capital computer leases is charged over the lease term. Lease terms range from 3 to 5 years.

2. Summary of significant accounting policies (continued):

(ii) Inventories held for use:

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

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

(iii) Prepaid expenses:

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

(f) Employee future benefits:

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

(ii) Sick leave benefits are also available to the College's employees. The costs of these benefits are actuarially determined based on length of service and best estimates of benefit usage, retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected employee average remaining service life. The accrued benefit obligation and the net periodic benefit cost were estimated by an actuarial valuation completed in March 31, 2018.

(iii) The College provides long-service and gratuity benefits to the employees. The costs of these benefits are actuarially determined based on length of service and best estimates of benefit usage, retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected employee average remaining service life. The most recent valuation of the College's future employee benefits was completed March 31, 2018.

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

(v) Certain College employees are entitled to the continuation of health and dental benefits while on disability leave. The accrued benefit obligation for currently disabled employees was estimated by an actuarial valuation for accounting purposes at March 31, 2018. The costs of insured benefits reflected in these statements are the employer's portion of the insurance premiums owed for coverage of employees during the period.

2. Summary of significant accounting policies (continued):

(g) Revenue recognition:

(i) Fees for services:

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

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

(ii) Contributions:

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

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

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

(iii) Investment income:

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

(h) Asset retirement obligations:

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

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

(i) Foreign currency translation:

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

2. Summary of significant accounting policies (continued):

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

(j) Budget figures:

The budget figures have been derived from the 2017/18 Budget approved by the Board of Governors of the College on April 5, 2017. The budget is reflected in the Statement of Operations and the Statement of Changes in Net Debt.

(k) Measurement uncertainty:

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

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

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

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

(a) March 31, 2018 – overstatement of the annual surplus by $2,263,489 (March 31, 2017 – overstatement of the annual surplus by $3,222,596).

(b) March 31, 2018 – understatement of the beginning balance of accumulated surplus by $77,449,820 and an overstatement of deferred operating contributions by $353,851 and deferred capital contributions by $74,832,480 (March 31, 2017 – understatement of the beginning balance of accumulated surplus by $80,655,808 and an overstatement of deferred operating contributions by $174,144 and deferred capital contributions by $77,433,212).

4. Investments:

Short-term investments consist of a GIC with an automatic monthly renewal that bears interest of 0.2%.

5. Due from / to government and other government organizations:

	2018	2017
Due from the Province of British Columbia	$ 125,021	$ 208,848
Due from the Federal Government	979,365	979,480
	$ 1,104,386	$ 1,188,328

Due to the Province of British Columbia	15,715	-
Due to BCIT	152,501	151,755
	$ 168,216	$ 151,755

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

6. Accounts payable and accrued liabilities:

	2018	2017
Accounts payable and accrued liabilities	$ 4,742,178	$ 4,182,941
Salaries and benefits payable	3,416,552	3,903,394
Accrued vacation payable	2,601,374	2,186,066
Student deposits	5,145,395	2,434,506
	$ 15,905,499	$ 12,706,907

7. Employee future benefits:

(a) Pension plan

The College and its employees contribute to the College Pension Plan and Municipal Pension Plan (jointly trusteed pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits are based on a formula. As at August 31, 2017, the College Pension Plan has about 14,000 active members, and approximately 7,500 retired members. As at December 31, 2016, the Municipal Pension Plan has about 193,000 active members, including approximately 5,800 from colleges.

Every three years, an actuarial valuation is performed to assess the financial position of the plans and adequacy of plan funding. The actuary determines and appropriate combined employer and member contribution rate to fund the plans. The actuary's calculated contribution rate is based on the entry-age

7. Employee future benefits (continued)

normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plans. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any funded actuarial liability.

The most recent actuarial valuation for the College Pension Plan as at August 31, 2015, indicated a $67 million surplus for basic pension benefits on a going concern basis.

The most recent valuation for the Municipal Pension Plan as at December 31, 2015, indicated a $2,224 million funding surplus for basic pension benefits on a going concern basis. As a result of the 2015 basic account actuarial valuation surplus and pursuant to the joint trustee agreement, $1,927 million was transferred to the rate stabilization account and $297 million of the surplus ensured the required contribution rates remained unchanged.

The College paid $5,885,928 (2017 - $5,540,185) for employer contributions to the plan in fiscal 2018.

The next valuation for the College Pension Plan will be as at August 31, 2018, with results available in 2019. The next valuation for the Municipal Pension Plan will be December 31, 2018, with results available in 2019.

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

(b) Employee future benefits

		2018		2017
Sick leave	$	1,382,000	$	1,120,000
Long-service and gratuity		308,000		579,397
Long term disability health & dental benefits		483,000		-
Accrued benefit liability, end of year	$	2,173,000	$	1,699,397

i. Certain employees of the College are entitled to sick leave benefits in accordance with the terms and conditions of their employement contracts. These include post-retirement benefits, benefits that are expected to be provided after employment but prior to retirement and which vest or accumulate during service; and compensated absence benefits, benefits paid during employment, including sick pay benefits that accumulate and are payable upon a future illness or injury-related absence. The benefit expense associated with the covered benefits attributed to the accounting period is included in the college's statement of operations and the accrued benefit liability for the benefits attributed to

7. Employee future benefits (continued)

employee service to the accounting date are included in the College's statement of financial position. The accrued benefit obligation and the net periodic benefit costs were estimated by an actuarial valuation completed in March 2018.

ii. Certain excluded employees (employed prior to August 2010) earn 3 days per year in addition to vacation in accordance with the terms and conditions of their employment contracts. The current gratuity plan for support staff ceased to accumulate as of December 31, 2016, and the balance of gratuity plan will not increase in the future. The accrued benefit obligation for long service days and gratuity plan was estimated by an actuarial valuation for accounting purposes as at March 31, 2018.

iii. Certain employees of the College are entitled to the continuation of extended health, dental and Medical Service Plan (MSP) benefits in accordance with the terms and conditions of their employment contracts. Coverage is extended to disabled employees, their spouses and dependent children while on disability. Faculty and Exempt employees receive these benefits from their date of disability to the earlier of recovery from disability and return to work or age 65. The accrued benefit obligation for currently disabled employees was estimated by an actuarial valuation for accounting purposes as at March 31, 2018.

		2018		2017
Balance, beginning of the year	$	1,699,397	$	1,694,939
Current benefit cost		550,000		536,458
Interest cost		62,000		63,000
Benefits paid		(252,000)		(600,000)
Plan amendment		(257,000)		-
Expense for long term disability health & dental benefits		483,000		-
Recognized actuarial (gain)/loss		(112,397)		5,000
Accrued benefit obligation, end of year		2,173,000		1,699,397
Accrued benefit obligation, end of year consists of:				
Accrued obligaion, end of year	$	2,101,000	$	1,699,397
Unamortized actuarial gains/(losses)		72,000		-
Accrued benefit obligation, end of year	$	2,173,000	$	1,699,397

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

	2018	2017
Discount rates	3.2%	3.0%
Expected future base wage and salary increases	2.50%	2.75%

8. Deferred tuition fees:

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

	Opening balance	Receipts during year	Transferred to revenue	2018 Total
Deferred tuition	$ 5,560,535	$ 29,637,966	$ (28,946,606)	$ 6,251,895

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

9. Deferred revenue:

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

	Opening balance	Receipts during year	Transferred to revenue	2018 Total
Deferred contract	$ 493,074	$ 6,519,567	$ (6,308,568)	$ 704,073
Deferred contributions	2,330,992	4,948,347	(4,650,504)	2,628,835
Deferred revenue and contribution	$ 2,824,066	$ 11,467,914	$ (10,959,072)	$ 3,332,908

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

10. Deferred capital contributions:

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

10. Deferred capital contributions (continued)

	2018	2017
Balance at beginning of the year	$ 78,625,405	$ 81,622,906
Contributions received	2,607,239	2,770,667
Less amortization to revenue	(5,497,923)	(5,768,168)
	$ 75,734,721	$ 78,625,405

Deferred capital contributions are comprised of the following:

	2018	2017
Unamortized capital contributions	$ 74,832,480	$ 77,259,067
Unspent contributions	902,241	1,366,338
	$ 75,734,721	$ 78,625,405

11. Obligations under capital lease

(a) Annacis Island Campus

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

2019	$ 354,698
2020	378,466
2021	390,350
2022	390,350
2023	390,350
Therafter	10,483,070
Total minimum lease payments	12,387,284
Less amounts representing interest (at 4.19% per annum)	(5,221,640)
Present value of net minimum capital lease payments	$ 7,165,644
Total interest on the capital lease for the year	$ 301,451

11. Obligations under capital lease (continued)

(b) Computer equipment

During 2017/18, the College has entered into various capital leases for computer equipment. The future minimum lease payments for all computer equipment capital lease is as follows:

2019	$	497,825
2020		482,401
2021		374,596
2022		184,295
2023		33,141
Therafter		-
Total minimum lease payments		1,572,258
Less amounts representing interest (Nil to 1.85% per annum)		(84,188)
Present value of net minimum capital lease payments	$	1,488,070
Total interest on the capital lease for the year	$	37,944

Total interest on leases for the year was $339,395 (2017 – $311,633).

12. Tangible capital assets:

2018	Land	Buildings	Building improvements	Building under capital lease	Furniture and equipment	Leasehold improvements	Computer hardware and software	Computer equipment under capital lease	2018 Total
Cost									
Opening balance	$ 7,744,768	$ 144,414,647	$ 8,888,987	$ 7,350,333	$ 73,868,911	$ 4,202,525	$ 25,517,462	$ 957,584	$ 272,945,218
Additions	-	-	3,389,811	-	1,418,643	-	630,258	994,728	6,433,440
Disposals	-	-	-	-	(50,086,329)	-	(9,240,250)	-	(59,326,579)
Ending	7,744,768	144,414,647	12,278,798	7,350,333	25,201,225	4,202,525	16,907,470	1,952,312	220,052,079
Accumulated amortization									
Opening balance	-	71,262,087	1,660,900	653,365	68,478,045	364,893	23,511,368	84,639	166,015,297
Amortization	-	3,609,864	705,593	245,012	2,230,816	140,085	1,059,440	398,725	8,389,535
Disposals	-	-	-	-	(50,086,329)	-	(9,240,250)	-	(59,326,579)
Closing balance	-	74,871,951	2,366,493	898,377	20,622,532	504,978	15,330,558	483,364	115,078,253
Net book value	$ 7,744,768	$ 69,542,696	$ 9,912,305	$ 6,451,956	$ 4,578,693	$ 3,697,547	$ 1,576,912	$ 1,468,948	$ 104,973,826

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

13. Related organization:

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

The College had the following transactions with the Foundation:

	2018	2017
Foundation contributed awards and bursaries to the College	$ 635,677	$ 451,618
Foundation provided project funding and equipment to the College	68,329	76,994
Foundation reimbursed the College for salaries expenses	367,552	281,038
College contributed grants to the Foundation for operating expenses	407,552	313,206

As of March 31, 2018, the College had accounts receivable from the Foundation of $11,521 (2017 - $4,681) for expenses that were paid for by the College on behalf of the Foundation. At March 31, 2018, the Foundation had net assets of $14.1 million (2017 - $13.9 million).

13. Related organization (continued)

For the year ended March 31, 2018, gift in kind donations from the Foundation to the College were $64,940 (2017 - $13,312) of which $0 (2017- $0) was recorded as tangible capital assets.

14. Contractual obligations:

(a) Building construction contracts:

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

(b) Operating lease land

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

Payments required under this lease are as follows:

2019	$	115,799
2020		123,558
2021		127,438
2022		127,438
2023		127,438
Thereafter		3,422,371
Total minimum lease payments	$	4,044,042

(c) Service contracts:

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

2019	$	2,107,048
2020		1,161,515
2021		1,003,200
2022		-
2023		-
Thereafter		-
	$	4,271,763

15. Contractual rights

Contractual rights are rights to economic resources arising from contracts or agreements that will result in revenues and assets in the future.The College's contractual rights arise because of contracts entered into to lease building space and to provide educational services. The following table summarize the contractual rights of the College for future assets:

2019	$ 4,244,711
2020	3,688,421
2021	125,000
2022	125,000
2023	-
	$ 8,183,132

16. Contingent liabilities:

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

17. Expenses by object:

The following is a summary of expenses by object:

	2018	2017
Salaries and benefits	$ 76,669,687	$ 73,409,369
Supplies and services	11,213,858	12,538,825
Building and telecom	6,562,006	6,231,372
Cost of goods sold	3,731,572	4,390,143
Amortization	8,389,535	8,918,286
	$ 106,566,658	$ 105,487,995

18. Financial risk management:

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

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

(a) Credit risk:

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

18. Financial risk management: (continued)

(b) Market risk:

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

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

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

(c) Liquidity risk:

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

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

19. Comparative figures:

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

Schedule V

Vancouver Community College

Schedule of Guarantee and Indemnity Agreements[1]

The number of financial guarantee and indemnity agreements in force which require government approval prior to being given under the Financial Administration Act Guarantees and Indemnities Regulation during the 2017/18 fiscal year was 25.

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

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2018

Employee	Remuneration	Other Expense
Adams, Virginia	91,740	1,966
Aghakian, Patris	85,004	6,363
Aitken, Robert	89,692	544
Arellano, Jose	88,572	2,521
Aro, Susan	92,879	3,935
Au-Wong, Elaine	89,692	2,970
Aulakh, Surinder	118,173	4,389
Austin, Pat	89,692	457
Avery, Wayne	89,692	549
Bach, Donald	89,692	555
Baily, Nancy	89,692	5,528
Balagopal, Raji	88,031	0
Balandy, Ali	76,055	0
Barbati, Pam	89,692	6,297
Barclay, Heather	86,947	591
Barillaro, Francesco	83,275	555
Barnes, Aileen	77,410	835
Barnes, Laurie	80,283	305
Barnes, William	89,692	130
Bauden, Bonnie	89,692	1,705
Beacham, Brian	118,173	6,519
Beauchamp, Robert	89,692	545
Bedford, Timothy	82,511	475
Beerwald, Denise	92,879	1,679
Bekirov, Aydan	76,840	637
Belton, Susan	89,692	535
Bestard, Stacy	79,089	3,180
Beveridge, Lisa	89,692	595
Bhimji, Azeem	89,942	250
Black, Meridy	89,692	2,514
Boras, Susan	82,690	4,824
Bouchard, Lee	75,917	214
Boulanger, Paula	84,022	1,057
Brandwood, Linda	89,692	4,960
Branter, David	89,692	555
Brooke, Karen	89,692	705
Brown, Ben	89,692	555
Brown, Michael	86,676	0
Brunt, Caroline	89,692	1,197
Buchanan, Gina	103,808	938
Buckham, Jill	89,942	129

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2018

Employee	Remuneration	Other Expense
Bui, Tammy	76,607	0
Burke, Melanie	102,624	555
Burnyeat, Elizabeth	77,016	1,200
Buxton, Margaret	93,206	362
Caglayan, Alper	89,692	276
Caldwell, Robert	88,658	0
Callaghan, Stephanie	81,007	0
Candela, Andrew	78,485	3,146
Capper, Matthew	84,973	0
Cavenaile, Gordon	89,692	555
Chan, Bonnie	75,322	2,613
Chan, Pauline	101,270	349
Chang, Norman	96,937	1,382
Chauvet, Vincent	92,022	1,426
Choi, NaYoung	118,173	3,919
Chong, Fionna	90,066	5,336
Chow, Carol	84,022	0
Chow, Louis	89,692	1,565
Christie, Judith	92,879	2,698
Chubey, Betty	89,692	5,022
Clarke, Shirley	89,692	3,269
Clarkson, Bruce	89,692	0
Coad, Marnie	89,692	595
Coard, Michael	78,631	0
Cohen, Jason	89,692	2,191
Collins, John	86,926	285
Colombo, Greg	89,692	360
Contois, Theresa	89,692	555
Copeland, Jason	86,073	242
Corbett, Jennifer	96,124	0
Cory, Paul	81,144	28
Cosco, Frank	96,650	250
Cowie, Tanya	84,661	945
Crawford, Paul	84,022	0
Credico, Randall	89,692	0
Cross, David	92,879	3,297
Crump, Tyra	84,973	78
Cunningham, Margaret	97,923	0
Curry, Patrick	89,692	250
Cyr, Richard	92,879	1,087
Cyr, Soleille	92,323	2,262
Dannhauer, Louise	90,704	1,555

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2018

Employee	Remuneration	Other Expense
Dauke, Wolfgang	89,692	0
David, Regeline	83,552	670
Davies, Mandy	83,876	292
Dawe, Laura	87,710	555
Defert, Ingrid	92,879	2,174
Della-Savia, Maurice	89,692	62
Delparte, Linda	89,692	0
Demeulemeester, John	89,692	534
Dennett, Margaret	112,741	6
Desbiens, Sarah	89,692	1,456
Dilek, Rita	92,879	3,012
Doak, Sherry	84,835	3,765
Dobko, Alan	89,692	260
Doherty, Anne	87,710	1,607
Donaldson, Sheetal	83,470	3,729
Dong, Tania	85,670	2,678
Duke, David	89,842	0
Eberl, Bonita	89,692	430
Enders, Tim	81,659	0
Espinoza, Lorena	92,879	700
Farley, Richard	89,692	555
Feist, Bob	89,692	0
Findlay, Susan	90,254	4,967
Finley, Alayna	92,040	0
Fisette, Jaclyn	89,692	835
Fournie, James	88,609	1,412
Franceschini, Gary	89,692	555
Frith, Brendan	84,022	432
Fukuyama, Emiko	85,937	3,005
Gaffney, Scarlet	88,647	892
Gallagher, Zoe	87,788	0
Galy, Glenn	89,692	1,417
Garofano, Jodi	89,026	4,815
Gates, Kathryn	89,692	436
Gibson, Sally	89,692	2,679
Gilbert, Julie	92,879	3,490
Gill, Collin	92,879	4,499
Gill, Kirandeep	84,197	2,451
Gin, Karen	84,022	0
Glatts, Linda	76,953	728
Gordon, Joyce	89,692	305
Gossen, Jennifer	100,345	25,315

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2018

Employee	Remuneration	Other Expense
Gregorowicz, Peter	99,318	132
Griffith, Lucy	81,188	5,605
Griffith, Toby	83,470	4,646
Griffiths, Brett	114,598	6,791
Guspie, Jerry	118,173	240
Hamend, Moreah	91,740	1,085
Hamill, Patrick	89,692	474
Hardy, Amanda	84,973	1,079
Harrison, Jacqueline	89,692	5,282
Heaps, Marilyn	96,650	3,694
Henderson, Gregory	89,692	746
Hills, Karen Jane	91,483	449
Hooley, Eleanor	86,878	410
Horn, Steven	80,410	0
Horvat, Lynn	87,909	643
Howrigan, Cheryl	89,942	690
Innes, Dennis	118,174	6,372
Ivits, Shantel	76,727	250
Jang, Elizabeth	89,692	4,986
Jordan, Donald	78,264	3,554
Jovanovic, Katarina	83,301	474
Kakushkin, Gabriela	89,692	5,105
Kaplan, Belinda	90,418	250
Karavas, Costa	92,879	5,505
Karlstrom, Kevin	82,006	544
Keddis, Andu	89,692	705
Kee, Ronald	92,879	801
Kelbert, Maureen	91,740	2,267
Keshvardoost, Maasoumeh	80,775	0
Khayambashi, Hassan	89,692	4,870
Kimoto, Carmen	89,692	2,178
Ko, Wayne	89,692	0
Kosa, Esther	89,692	66
Kotko, Michelle	77,562	149
Kowalski, Marlene	163,756	32,651
Kremer, Paula	89,692	0
Krentz, Keith	84,022	555
Kunka, Robert	92,879	755
Kuzmina, Elena	91,740	515
Laliberte, Shari	84,022	778
Lam, Ellen	89,692	920
Larson, Cathy	89,692	691

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2018

Employee	Remuneration	Other Expense
Latter, Janet	85,004	7,654
Lau, Paul	89,692	0
Law, Karen	89,692	4,852
Lawrence, Gary	89,692	555
Lee, Ryan	89,692	635
Lefaivre, Jillian	90,332	50
Leggatt, Carrie	92,879	1,052
Lenz, Erin	77,132	219
Lew, Shirley	118,173	1,127
Lewis, John	92,728	163
Lie, Phillip	89,692	277
Liew, Denis	78,264	196
Lin, Nana	75,950	690
Lin, Shiow	87,786	607
Lo Yan, Pik Ling	85,256	5,191
Lui, Louis	89,692	685
Luk, Cindy	89,692	4,973
Lunn, Barbara	89,692	1,124
MacKenzie, Edith	89,692	807
MacKenzie, Michele	89,692	5,111
Macdonald, Christie	104,119	1,996
Macdonald, Tobias	84,022	440
Maddern, Trevor	95,091	2,718
Major, Lorne	89,692	500
Makarewicz, Judith Petra	89,692	450
Makhmour, Asal	89,148	1,437
Malecot, Jacques	89,692	555
Mandryk, Natasha	84,022	363
Manning, Garth	96,650	3,847
Martin, Julie	90,548	0
Mathern, Mishele	89,692	334
Mauger, Douglas	92,879	479
McDonald, Pamela	85,900	1,244
McGarvie, Bruce	91,355	1,662
McIntosh, Malcolm	85,316	1,185
McIntyre, Gordon	89,692	555
McIvor, Gordon	116,794	79
McKay, Sandra	89,692	555
McKenna, Brian	84,022	0
McLeod, Michele	77,615	0
McLeod, Morna	79,134	173
McMorris, Kenneth	91,546	305

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2018

Employee	Remuneration	Other Expense
McMullen, David	111,304	1,317
McNaughton, Kathryn	164,109	7,771
McNeill, Kimberly	89,692	500
McPherson, Ross	100,024	3,157
McRae, Nancy	89,692	372
Menzies, Julia	79,935	560
Messenger, Sherry	89,692	691
Mew, Keith	76,079	307
Miletic, Susan	89,692	5,490
Morlin, Maria	89,692	693
Morrison, Ken	92,140	244
Mui, Gary	89,692	619
Munn, Lorrin	89,692	816
Murphy, Caroline	89,692	1,134
Nagai-Price, Chikage	89,057	2,825
Najarian, Bahman	75,281	1,070
Nesbitt, Nancy	101,479	0
Nikolai, Bill	89,692	22
Niksic, Kata	90,192	250
Novak, Signy	87,953	5,571
Nunoda, Peter	174,930	23,056
Odgers, Katharine	89,692	346
Oldenburg, Kristina	89,692	301
Olijnek, Darcie	96,654	262
Orimaco, Helen	84,022	250
Otto, Margaret	103,158	2,692
Overton, Catherine	89,692	4,354
Paassen, Monique	90,711	4,051
Parisotto, Heidi	92,879	5,516
Parker, Jane	87,112	555
Patterson, John	89,692	4,519
Pavlovic, Sicilija	91,250	250
Perras, Laurent	92,573	1,734
Petrone, Albert	76,918	0
Pfaff, Roland	89,692	0
Phillips, Brian	89,692	320
Pierce, Tami	95,189	2,618
Pitton, Carla	90,192	555
Popow, Robin	89,692	12,231
Potter, Chris	89,692	356
Propp, Trina	78,929	1,143
Radivojevic, Vesna	93,711	250

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2018

Employee	Remuneration	Other Expense
Rahmati, Nadia	99,781	336
Railton, Shannon	100,639	1,326
Randall, Daniela	84,022	845
Rastan, Mandana	88,801	507
Ravensbergen, Ian	89,692	555
Ready, Nora	90,267	264
Regan, Kendal	87,123	249
Regeczi, Agnes	91,284	1,384
Rehnby, Lorraine	81,952	0
Reimer, Bonnie	88,145	250
Richards, Skye	89,692	0
Riquelme, Robert	83,912	0
Ritchie, Alexander	89,692	305
Roberts, Helen	92,879	736
Rogers, Sean	89,692	942
Romashenko, Alex	89,692	265
Rosko, Michelle	91,740	4,191
Rossol, Pamela	92,248	326
Rowlatt, Todd	121,624	242
Rubner, Wayne	89,692	135
Rudat, Tanya	84,152	843
Ruppe, Herbert	88,392	87
Ryan, David	89,692	305
Salimian, Hamid	84,022	0
Sam, Andrea	92,422	0
Samnani, Karima	80,987	4,350
Samson, Rosalyn	89,692	1,378
Sandhu, Herraj	90,695	430
Sargent, Debbie	118,174	2,625
Sartori, Clodine	124,834	2,979
Sauve, Claire	77,196	1,943
Sawkins, Tanis	103,301	3,556
Schappert, Janita	89,692	736
Schubert, Allison	84,344	646
Scott, Nigel	83,092	214
Sellwood, Andy	96,650	2,978
Seremba, Bwanika	82,787	777
Shehadeh, Jacqueline	92,917	555
Shin, Jane	110,124	3,927
Shorter, Dennis	89,692	0
Shortt, Karen	96,650	436
Sigmund, Diana	87,833	555

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2018

Employee	Remuneration	Other Expense
Sigston, Janice	77,379	0
Simpson, Emily	81,487	188
Singh, Ron	79,929	927
Snyder Lowe, Catherine	82,027	1,540
Spitz, Ashlea	89,692	210
Sproston, Derek	89,692	0
Squires, Ellen	86,176	512
Sran, Gurpreet	89,692	5,854
Stafford, Stephen	89,692	1,005
Steele, Michael	89,692	555
Steele, Natalie	86,977	386
Sucloy, Lorraine	89,692	285
Sukic, Ysabel	91,740	4,160
Supeene, Lisa	89,692	1,437
Szeto, Ann	89,692	1,429
Tada, Rose	89,692	250
Talbot, Linda	90,670	1,135
Tanaka, Marcia	89,936	1,408
Tetrault, Jennifer	76,792	5,083
Theny, Janet	92,879	436
Thomson, Taryn	91,148	342
Ting, Elle	96,650	1,469
Tittel, Michael	92,879	9,095
To, Naomi	89,692	1,323
Touahria, Suzanne	92,879	4,598
Trettenero, Mario	89,716	0
Tsang, Barry	90,396	0
Tunnah, Michael	89,692	954
Van, Diem Ly	92,879	250
Vera, Maria De La Paz	91,740	2,168
Verschoor, Katrina	81,093	867
Wagner, Lisa	85,126	188
Wakabayashi, Pamela	81,501	4,052
Wallace, Judith	89,692	0
Wansink, Elmer	108,404	7,617
Wells, David	118,266	1,410
Westerman, Tate	88,476	0
Wheatley, Aimee	89,692	1,518
Wheatley, Matthew	89,692	250
Wiik, Maija-Liisa	84,022	548
Wilson, Karen	124,047	19,784
Wiwchar, Sheri	96,533	0

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2018

Employee	Remuneration	Other Expense
Wong, Doreen	84,022	160
Wong, Jennifer	84,784	0
Woods, Alison	89,413	431
Workman, Doug	89,942	3,907
Worrall, Blair	82,024	0
Wright, Julie	89,692	4,695
Xun, Jianhui	91,790	7,196
Yee, Susan	89,692	250
Yoneda, Sharon	79,740	3,705
Young, Barbara	89,692	721
Yue, Chung-Bun	86,213	3,538
Zakoor, Jo-Ellen	91,307	5,581
Zalezsak, Ella-Fay	91,740	121
Zemp, Luzia	89,692	5,485
Total paid to employees with remuneration more than $75,000	31,601,656	622,342
Total paid to employees with remuneration less than $75,000	30,159,847	205,379
Total paid to all employees	61,761,503	827,721
Other Salary costs *	14,908,186	-
Total Salaries and benefits & restructuring costs per Financial Statements	76,669,688	827,721

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

Schedule VII

Vancouver Community College
Schedule of Remuneration and Expenses
For the Board of Directors
For the year ended March 31, 2018

	Position	Remuneration	Other Expenses
Ahuja, Sumit*	Board Member	352.49	
Aynsley, Brenda	Board Member	950.21	
Crawford, Janet	Board Member	873.57	
Grant, Howard	Board Member	1,532.59	
Hashemi, Zahra	Board Member	789.28	
Klis, Erin	Board Member	-	1,138.63
Kong, Danica	Board Member	383.14	
Kukucha, Stephen*	Board Member	773.95	
Lau, Chloe	Board Member	1,915.74	
Manning, Garth	Board Member	-	
Nicolas, Rene-John	Board Member	459.78	
Puri, Tarun	Board Member	789.29	
Rowlatt, Todd	Board Member	-	
Ryan, Pam*	Board Member	2,490.53	1,138.63
Tourigny, Richard	Board Member	1,915.74	
		13,226.31	2,277.26

* Board Members have waived their board remuneration partially or fully

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

Schedule VIII

Vancouver Community College

Statement of Severance Agreements[1]

There were no severance agreements under which payments commenced between the College and its non-unionized staff during Fiscal 2017/2018.

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

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2018

Vendor	Amount
9957413 Canada Inc. (Bumper to Bumper auto parts)	29,003
AKZENTZ Professional Nail Products	33,803
Al Scott Lock And Safe	55,662
Alberta Sales Auto-Quip Sales & Service LTD	28,968
Albion Fisheries	54,534
Alsco Canada	200,407
Alvis Tsui (FSS) Inc.	26,493
Amazon - Pcard	27,327
Aoki Enterprises Ltd.	26,160
Apple Canada Inc. C3120	40,845
Arctic Snow Removal & Salting Service	55,212
Associated Health Systems	43,975
Bank of Canada (CSB)	86,364
BC Hydro & Power Authority	834,708
BCIT	185,944
BCNet	555,588
Bell Canada	44,285
Best Service Pros Ltd	1,135,733
Black & McDonald	3,114,240
Broadway Refrigeration	88,039
BSIbio Packaging Solutions	71,169
C3M Construction Group Inc	377,900
Cam Clark Ford (Richmond)	47,040
Camosun College	62,155
Canada Post Corporation	31,019
Canadian Edge International Corp.	47,874
Canadian Federation Of Students	164,740
CARE Pest & Wildlife Control Ltd	30,648
Chef's Hat Inc	133,245
Chernoff Thompson Architects	43,619
Children's Arts Umbrella Association	189,814
Chubb Edwards a UTC Fire & Security Co	74,863
Citrix Systems Inc	102,086
City Elevator Ltd	83,078
City Of Vancouver	142,205
Claudette Carracedo Photo	31,867
Columbia Dentoform Corp.	28,658
Commissioner Of College Superannuation	8,705,865
Commissioner Of Municipal Superannuation	2,588,331
Concept Finishes Ltd.	29,229

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2018

Vendor	Amount
Concord Security Corp	62,722
Consulab Educatech Inc	80,383
Cornerstone Planning Group	50,039
Corporate Express Canada Inc	105,772
Creative Energy Vancouver Platforms Inc.	123,298
CSI Leasing Canada Ltd.	449,914
CUPE Local 4627	315,087
Dannyco Professional	51,873
Dawn Sign Press	26,579
Deluxe Seafood Vancouver	103,853
Dentsply Canada Ltd	46,204
Dermalogica	27,393
EBSCO	27,281
E-CARD ID Products Ltd	34,267
Editions du Renouveau Pedagogiques	60,387
Elemental Architecture and Interiors Inc.	33,462
Ellucian Technologies Canada ULC	143,854
EM Bakery Equipment BC Ltd	35,327
Emco Corporation	50,583
Eminence Organic Skin Care	50,245
EMS Software, LLC.	110,697
ESC Automation	121,338
eSchool Solutions LLC	33,279
Ferry Market Ltd	25,281
Finning International Inc	167,846
Fisher Scientific Ltd	46,341
Flynn Canada Ltd	992,631
FortisBC Natural Gas	54,862
Fraser Health Authority	38,400
Free Daily News Group Inc	35,402
Freshpoint Foodservice	262,931
Fusion Security Inc.	110,516
GBS Construction Managers Inc.	546,762
Go Go Canada Enterprise Ltd	30,151
GOOGLE - Pcard	52,500
Gordon Food Service Canada Ltd.	243,320
Graphic Office Interiors	121,401
Gregg Distributors (B.C.) Ltd.	91,624
Henry Schein/ Zahn Canada	47,334
Heritage Food Service Group of Canada Ltd.	31,107
Heritage Office Furnishings	135,711

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2018

Vendor	Amount
HSK Travel Specialists - Pcard	37,742
Hu-Friedy Mfg Co LLC	27,571
ILSC Education Group	29,379
InfoSpec Systems	29,961
info-tech research group	25,358
J & K Poultry Ltd	78,921
JnD Education Ltd	32,356
John Wiley And Sons Canada Ltd	130,017
Jones And Bartlett Learning LLC (U.S.A.)	33,674
Kao Canada Inc.	87,844
Kilgore International Inc	35,936
Kim Okran ISC (Vancouver Head Office)	35,162
Kingdom Beauty Supplies Ltd	113,084
Lamar Companies	33,109
Leepfrog Technologies Inc.	54,389
Lisa Southern Barrister and Solicitor	35,011
Login Brothers Canada	133,533
Long View Systems Corporation	314,782
Lordco Parts Ltd	46,907
M Square Business Solutions Inc.	118,803
McGraw-Hill Ryerson Ltd	56,784
Meadow Valley Meats	98,159
Medical Services Plan	898,512
Millennium Computer Systems Ltd	56,504
Minister of Finance	422,625
Mitel Networks Corporation	92,364
MMM Group Limited	132,371
Monte Cristo Bakery	93,626
Morneau Shepell Ltd	53,959
Musqueam Indian Band	30,000
Native Education Centre	2,232,947
NEC-Native Education College	36,000
Nelson Education Ltd	197,508
Newton's High Quality Meats Ltd	53,551
Noel Asmar Uniforms Inc.	29,979
Norton Rose Fulbright Canada LLP	101,171
Oriac Trading Co Ltd	53,489
Outfront Media Canada LP	37,639
Pacific Blue Cross	3,294,706
Pacific Community Resources Society	27,300
Pacific Immigrant Resources Society	80,227

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2018

Vendor	Amount
Pacific Restaurant Supply, Inc.	107,198
Paladin Security Group Ltd	605,714
Paladin Technologies Inc.	25,322
Patterson Dental	149,449
Pattison Outdoor Advertising	60,501
Pearson Education Canada	153,850
PeopleAdmin Inc	32,647
Pepsi Bottling Group	80,555
PJS Systems	51,925
Postmedia Network Inc.	28,271
Prince	38,000
Prism Engineering Ltd	128,366
ProQuest LLC (CAD)	47,707
QM LP	64,291
R E D Real Estate Design	114,376
RCABC Roofing Contractors Association of British Columbia	34,784
Receiver General For Canada	16,380,753
Regroup (USA)	41,214
Revolution Resource Recovery Inc.	107,762
RF Bakery Equipment Systems	92,680
RFS Canada	186,639
Ricoh Canada Inc	171,658
Roper Greyell LLP	95,169
Russell Food Equipment Ltd.	123,893
Russell Hendrix Foodservice Equipment	81,071
Sable Industries Inc	35,802
Saputo Foods Limited	159,077
SFU - BC Electronic Library Network	117,862
SFU - Electronic Health Library of BC	35,145
Shell Energy North America (Canada) Inc.	77,935
Snap-on Tools of Canada Ltd	85,540
Snow Cap Enterprises Ltd	166,871
Spicers Canada ULC	59,882
Standard Life	628,667
Steeves and Associates	44,625
Stevens Company Ltd	61,198
Sto:Lo Aboriginal Skills & Employment	418,568
Students' Union of VCC	1,041,351
Sun Life Assurance Of Canada	1,187,492
Sundown Consulting Services	44,462
Sunlife Of Canada	37,981

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2018

Vendor	Amount
Sysco Vancouver	441,465
TELUS Mobility	60,684
The Chair Academy	26,878
Total Energy Systems Ltd	28,910
Transcontinental Printing	66,908
Translink - U-Pass	1,908,603
Unilogik Systems Inc.	74,995
UVANU Recruit Canada	28,788
VCC Faculty Association	779,210
VCC Foundation	454,147
Veritiv Canada Inc.	89,356
VFW Management Inc.	29,400
Victorinox-Switzerland	50,822
Western Compensation & Benefits Consultants	54,586
WHG Design Ltd	42,640
White & Peters Ltd	180,198
Worksafe BC	226,540
X10 Networks	28,534
Total paid to vendors greater than $25,000	**62,122,524**
Total paid to vendors $25,000 or less	**4,853,530**
Grand Total	**66,976,054**
Employee and Employer Deduction Payments	-33,954,246
Capital Asset Additions/Depreciation	1,956,088
Flow Through Payments	-7,220,262
Accruals and Other	2,139,337
Total Operating Expenses per Financial Statements	**29,896,971**

Schedule X

Vancouver Community College

Statement of Cash Flows for Capital Fund[1]

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

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

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 26, 2018

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Ministry of Advanced Education, Skills & Training – Five-Year Capital Plan for the period of 2019/20 to 2023/24

BACKGROUND:

Each year the Ministry of Advanced Education, Skills & Training (AEST) requests Five-Year Capital plan submissions from all public post-secondary institutions. The current submissions are for the period 2019/20 to 2023/24 and identify the institution's project priorities and capital requirements. This will enable AEST to develop capital priorities for future consideration should funding become available.

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

The request for the Five-Year Plan was issued on July 6, 2018 with a deadline for submissions of August 17, 2018. Due to this timeline VCC was not able to submit the Plan for Board approval prior to this deadline. Therefore, as per the AEST guidelines, VCC submitted a draft Five-Year Plan in order to meet the due date and now requires Board of Governors approval by way of a resolution.

The VCC Five-Year Plan has not changed from what was included in the 2018/2019 Integrated College Plan that was approved by the Board. However, the costing information for each project has been updated to reflect current construction costs.

DISCUSSION:

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

- #1 - Culinary Arts Training Space Renewal – total project cost $12.5M
- #2 - Automotive Trades Training Space Expansion – total project cost $19.5M
- #3 - Dental Program Space Renewal – total project cost $13.5M
- #4 - Laboratory and Training Space Renewal – total project cost $5.9M
- #5 - Building Envelope Renewal – BWY A – total project cost $18.0M

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

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve in principle the Five-Year Capital Plan for the period 2019/20 to 2023/24.

ATTACHMENT: APPENDIX A – Individual 5 Year Capital Plan Submissions

PREPARED BY: VP Administration, CFO & Business Development
Jerry Guspie, Director Facilities

DATE: September 19, 2018

APPENDIX A

Five-Year Capital Plan (2019/20 – 2023/24)

Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
Vancouver Community College	Downtown Campus/ Vancouver	Culinary Arts, Baking & Pastry Arts, Asian Culinary Arts and Hospitality Managment Training Space Renewal	2	1 of 5

1.0 Current Situation

The Culinary Arts, Asian Cuilinary Arts and Baking & Pastry programs at VCC are the largest in the province and support the hospitality and tourism industries. VCC culinary and baking programs are pathways to Professional Cook and Baker Red Seal certifications which meet industry standards and outcomes as set out by the Industry Training Authority (ITA) for skilled trades. The programs offered are in high demand and the professions are listed in the top 25 jobs requiring college or apprenticeship training in the British Columbia Market Outlook:2017 Edition. Currently, Baking and Pastry Arts is on the provincial critical seat list, with a 9 month waitlist at VCC. VCC recently commissioned a study by Hanover Research to review the market demand for hospitality programming in BC and Canada. It indicated that there would be a total of 9,800 openings in occupations related to food and beverage service and 11,000 job openings related to managers in food service and accommodation. The BC Restaurant and Food Services Association recently published a study called "Metro Vancovuer Restaurant Labour Shortage" which describes the drastic labour shortage, the impact on this sector and stragegies to hire and retain employees.

VCC's Culinary Arts program has undergone a major curriculum revision in the past 12 months in order to incorporate more modern cooking techniques with a focus on active student participation. VCC has also added a Catering Course to our Professional Cook 1 program to give our students the entrepreneurial skills needed to open their own businesses. VCC's Baking and Pastry Arts program is in the middle of a program renewal process to incorporate more modern baking techniques, focus more on active student participation, and develop our students entrepreneurial skills. While students have always received hands-on experiential learning, the combination of lecture, class discussion and independent study promotes the development of professional practice in the food industry. VCC's kitchens were not designed to properly facilitate this type of curriculum and student outcomes.

VCC's Hospitality Management Diploma program has culinary outcomes in their second year of study. The students are taught basic cooking and serving skills and demonstrate those skills in The Bistro – one of our downtown outlets.

VCC also offers introductory culinary arts training to students who are hearing imparied, students funded through Work BC and students in our Adult Special Edication courses.

These programs are currently housed in the Pender wing of VCC's Downtown campus which was originally constructed in 1948. The facility is owned by VCC and has an FCI of 0.65. The spaces associated with these programs largely have not been upgraded since 1980's and do not meet the scale or design of facilities for the specialized training required to meet contemporary industry needs.

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

Program	Student FTE 2017-18	Current Number of Cohorts
Baking & Pastry Arts	65.90	4
Baking – International 5 Month program	15.20	1
Baking & Pastry Arts - ESL	10.50	1
Baking Apprenticeship	43.00	3
Baking & Pastry - Artisan Int'l	34.70	2
Subtotal Baking Courses	**169.60**	
Asian Culinary Arts	27.20	2
Subtotal Asian Culinary Arts	**27.20**	
Culinary Arts – Professional Cook 1	122.20	12
Culinary Arts – Culinary Arts ESL	9.80	1
Culinary Arts – Professional Cook 2	44.40	12
Culinary Arts – Culinary Arts Satellite Prg	41.40	4
Culinary Arts – Culinary Arts Apprenticeship	150.00	12
Culinary Arts – Introduction to Culinary Skills Training (ICST)	16.8	
Culinary Arts – Diploma	104.20	3
Hospitality Management Diploma	276.40	4
Subtotal Culinary Cook Courses	**765.20**	
Total	**962.00**	

Although many pieces of equipment have been replaced under the Trades & Technology Equipment funding program, the kitchen and lab spaces and infrastructure associated with these programs have not been upgraded to match. Equipment layouts are based on traditional food service concepts

which no longer reflect new programming and curriculum outcomes. Floor finishes are functionally deficient; exhaust, ventilation, lighting and plumbing infrastructure must be adapted to suit current and emerging trends in the food service industries. This project would update program areas for Culinary department, including the student run server areas, and the Baking and Pastry Arts labs.

2.0 Project Description

The project includes the renewal of selected areas of the 1st, 2nd, 3rd and 4th levels of VCC's Downtown campus as a phased development, as follows:

Space Type	Area (nsm)	Scope of renewal
Culinary Kitchens	1080	• Revise layouts, plumbing, electrical, and ventilation infrastructure to reflect new curriculum • Refinish floors and ceilings • Some renovations to walls • Replacement of built in freezers/coolers
Student-Run Restaurants and Servery	467	• Alter layouts and infrastructure to optimize student learning opportunities and outcomes to reflect current food industry standards
Baking & Pastry Labs	570	• Revise layouts, plumbing, electrical, and ventilation infrastructure to reflect new curriculum • Refinish floors and ceilings • Some renovations to walls • Replacement of built in freezers/coolers
Butchery	153	• Revise layouts, plumbing, electrical, and ventilation infrastructure to reflect new curriculum • Refinish floors and ceilings • Some renovations to walls • Replacement of built in freezers/coolers
Total	**2270**	

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

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

3.0 Project Objectives

The project objectives include:

- Provide Culinary and Baking & Pastry Arts training facilities that align with the new curriculum developed to meet the needs of contemporary industry.
- Maintain and enhance VCC's market share of students in hospitality and food and beverage service training programs.
- Provide students and the public with improved food service environments to assist in cost recovery initiatives.
- Reduce crowding to ensure the health and safety of students and instructors using teaching kitchens and equipment.
- Support efficient cleaning and maintenance of teaching kitchens.

4.0 Options Considered

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

Option	Advantages	Disadvantages
Status Quo	• Least capital cost	• Teaching space is not aligned with new curriculum or industry needs • Facilities and equipment are not attractive to students taking programs • Decline in revenue from enrollment and program related food services
Build New Facilities on Same Site	• Ability to redesign and reconfigure space and food concepts for greater success	• Most costly alternative • Other programs are disrupted • Implementation is difficult due to need to locate alternate facilities through

Option	Advantages	Disadvantages
		the demolition and construction period
Lease Facilities in Nearby Buildings	• Ability to modify leased facilities without disrupting existing cohorts	• Greater cost to reconfigure and outfit space as teaching kitchens • Ongoing cost of leasing space for programs that are VCC core programs • Loss of department coherency • Inefficiencies moving cooking supplies to various locations • Loss of identity with VCC for both students and public • Reduction in revenue from program related food services
Renovate Existing Space in a Phased Development **Preferred Option**	• Makes use of the existing facility's core and support services • Supports focused approach to update key spaces within limited area • Maintains familiar location ensuring VCC program branding continues	• Requires an implementation plan to renovate while programs are operating • Does not showcase programs as much as may otherwise be possible in a whole asset replacement

5.0 Project Outcomes

The project will result in the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	Renewal of plumbing, electrical and ventilation and finishes that are beyond service life expectations.
Cost Effectiveness	• Increased offerings in Culinary and Baking & Pastry programs • Ability to increase Continuing Studies program offerings • Anticipated reduction in food production

Factor	Project Outcome
	costs • Anticipated reduction in maintenance and cleaning costs
Strategic Alignment	Ministry Priorities *1.1 Align post-secondary education training and programs with labour market demand to achieve a highly skilled workforce:* The project is aligned with labour market demands for beverage and food services workers as well as managers of food and beverage services. *1.3 Increase participation and successful completion of all students*: The project will be more attractive to students and support increased completion rates. *2.1 Develop a highly internationalized education system*: The project is expected to appeal to and attract additional cohorts of international students. *2.2 Build on our strengths to enhance the quality of our post-secondary education*: The project builds on the strengths of the current VCC program and facilities to deliver programs with greater quality.
Quality Education	Quality education is supported by providing training facilities aligned with new curriculum reflecting current job market demands.
Energy & Emission Reduction	Energy and emissions would be reduced by aligning infrastructure with new equipment provided by Trades & Technology Equipment funding program.

6.0 Project Cost/Funding

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

Cost Element	Amount	Comment/Assumption
Pre-design	$ 40,000	
Planning & Design	$ 1,260,000	Allows for phasing

Renovations	$ 10,500,000	Includes escalation
Contingency	$ 700,000	10% of construction cost
Total	**$12,500,000**	**Excludes Taxes**

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

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

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

7.0 Key Risks

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

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

8.0 Project Schedule

Project Phase	2019/20	2020/21	2021/22	2022/23	2023/24
Programming					
Design					
Construction					
Support / Temp Swing space					
Culinary Facilities					
Baking and Pastry Facilities					
Student run Restaurants / Servery					

Five-Year Capital Plan (2019/20-2023/24)

Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
Vancouver Community College	Broadway Campus/ Vancouver	VCC Automotives Trades Training Space Expansion	2	2 of 5

1.0 Current Situation

The Automotive Trades training programs at VCC are some of the largest and most diverse suites of programs offered in Western Canada. Over the past several years VCC was twice recognized by the Consumer Choice Awards as the best trades school in Vancouver. VCC offers the full suite of automotive training – from entry level trades training (Foundation) to Red Seal certified apprenticeships – and is the only institution in BC that provides Red Seal levels in all the automotive trades.

The automotive programs at VCC train automotive service technicians, auto collision and auto refinishing specialists all of which are considered in demand trades in BC and are among the top 25 jobs requiring college or apprenticeship training in British Columbia Market Outlook:2017 Edition. These trades have also been on the critical seat list that was created by the Ministry of Advanced Education and Skills Training (AEST) in response to industry demands.

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

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

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

Program	Student FTEs (2019-20) (Projected)	Number of Cohorts
Auto Service Technician (AST)	**68.23**	**5**
Auto Tech Apprenticeship	**182.00**	**13**
Apprenticeship – On Line	**16.00**	**2**
AST Diploma International	**100.66**	**6**

Program	Student FTEs (2019-20) (Projected)	Number of Cohorts
Auto Collision Repair	**46.06**	**4**
Auto Prep Apprenticeship	**14.00**	**1**
Auto Paint Apprenticeship	**14.00**	**1**
Auto Glass Apprenticeship	**14.00**	**1**
Auto Collision Apprenticeship	**56.00**	**4**
ACR Diploma International	**100.66**	**5**
Total	**611.61**	

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

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

2.0 Project Description

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

Planning and design of the entire Automotives Trades training space would occur in 2019/20 but construction could be completed in two phases:

Phase 1: Construction of temporary support space, plus

Renovation of Auto Service Tech labs

Phase 2: Renovation of the Auto Collision and Refinishing labs

3.0 Project Objectives

The project objectives include:

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

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

4.0 Options Considered

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

Option	Advantages	Disadvantages
Status Quo	• Maintains VCC's programs • Least capital cost	• Overcrowded and potentially unsafe facilities • Operational inefficiencies
Build New Auto Trades Facility at Broadway Campus	• Alleviates space constraints • Increase capacity of VCC programs • Easy to implement	• High cost • Long time frame for project delivery
Renovate Existing Space **Preferred Option**	• Relatively less expensive • Shorter time frame for project delivery • Makes best use of space support facilities on campus	• Not as functionally ideal as new facility • Yard still highly constrained

5.0 Project Outcomes

The proposed project will have the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	• Expand and modernize the Auto Trades training space to align with industry developments • Reduces health, safety and occupational risks at Broadway Campus by alleviating current crowded conditions

	• Provides opportunity for infrastructure improvements and efficiencies during renovation process
Cost Effectiveness	• Makes use of existing support facilities
Strategic Alignment	• Increased capacity to work with industry in upgrading training for their apprentices and red seal technicians • The project aligns with labour market demand for skilled auto service technicians and auto collision technicians
Quality Education	• The project will align training facility layout and operations with curriculum and with job market demands

6.0 Project Cost/Funding

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

Cost Element	Amount	Comment/Assumption
Pre-design	$ 55,000	
Planning & Design	$ 1,830,000	
Renovations:		Includes escalation
Phase 1	$ 9,117,000	Temp support and Auto Service lab
	$ 1,400,000	Hazardous material remediation
Phase 2	$ 6,078,000	Auto Collision and Refinishing labs
Contingency	$ 1,020,000	10% of construction cost
Total	**$19,500,000**	**Excludes Taxes**

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

7.0 Key Risks

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

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

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

8.0 Project Schedule

Project Phase	2019/20	2020/21	2021/22	2022/23	2023/24
Pre-design					
Planning -Design					
Renovations					
Phase 1: Temp support + Auto Service Tech labs					
Phase 2: Auto Collision + Auto Refinishing					

Five-Year Capital Plan (2019/20-2023/24)

Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
Vancouver Community College	Downtown Campus/ Vancouver	VCC Dental Program Space Renewal	2	3 of 5

1.0 Current Situation

Vancouver Community College Health Sciences Department currently provides Dental Care training and offers the following programs:

- Dental Technology Sciences
- Dental Hygiene
- Dental Assisting
- Dental Reception Co-ordinator
- Denturist (program under review)

Enrollment in these programs is strong and is anticipated to grow in the future.

VCC also runs a Dental Clinic. The clinic provides comprehensive oral health assessments and dental hygiene treatment, limited dental treatment, and referrals to additional community services to meet patients' needs. The clinic is in the downtown core, close to low-income areas/groups. The clinic gets fully used throughout the week. It is used on Saturdays and Sundays throughout the year to accommodate the CDA distance program students.

Currently VCC's dental programs are located in VCC's downtown campus, which was built in 1981. Its functionality, technology and infrastructure are nearly 40 years old. In particular, the following aspects of the spaces are in urgent needs of improvements:

- Functional layout
- Teaching and learning space limitations
- Shortage of patient space
- Aging infrastructure

To continue to meet VCC's educational needs, and to accommodate evolving technologies used in dental sciences, these facilities will need major redevelopment,

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

Program	Student FTEs (2019-20) (Projected)	Number of Cohorts
Dental Technology Sciences	**42**	**3**
Dental Hygiene	**44**	**2**
Certified Dental Assisting	**86**	**1**
Dental Reception Co-ordinator	**22**	**2**
Denturist	**48**	**3**
Total	**242**	**11**

In addition, VCC's dental department has a CDA distance program that offers continuous intake. Currently there are approximately 120 students in that program. Under the Distance Education umbrella, VCC offers a directed studies program that provides training and mentoring of individual skills to students who are working to meet the requirements of licensing for Certified Dental Assisting across Canada. Furthermore, the distance program also offers a radiography module for those already working in dental offices as a chair side assistant or dental receptionist and wanting to take X-rays as part of their duties.

VCC operates a Tooth Trolley program, funded/supported by corporate sponsor. This program provides oral hygiene instruction, polishing, fluoride, fissure sealants, minor extractions and restorative procedures to children from low income families.

2.0 Project Description

The Dental Program space renewal project includes the redevelopment of all program spaces at the Downtown campus.

The project's goal is to incorporate the latest developments in dental education, research and patient care into the existing facility, which was designed over three decades ago when technology and education practice were much different from they are today.

Functional programming, planning and design of the dental space would occur in 2019/2020. Construction will be phased, in order to minimize impact on the department's operation.

3.0 Project Objectives

The project objectives include:

- Accommodate projected growth in program enrollment
- Improve functionality of the space to suit today's dental education requirements
- Integrating new dental technologies into teaching curriculum
- Upgrading utilities - heating, air conditioning and ventilation of the spaces

4.0 Options Considered

The following table provides a summary of options considered to accommodate the evolving educational growth and needs of the dental programs:

Option	Advantages	Disadvantages
Status Quo	• Maintains VCC's programs • Least capital cost	• Poor functionality • Shortage of clinical spaces • Aged infrastructure
Build New Dental Facility at Downtown Campus	• Ability to re-design and reconfigure space to suit the very needs of the programs.	• Most costly option • Other programs in the campus are disrupted • Implementation is difficult as space at VCC downtown campus in high demand.
Build New Dental Facility at Broadway Campus	• Ability to re-design and reconfigure space to suit the very needs of the programs. • Adjacent to rest of VCC's healthcare programs	• Second most costly option • Loss of current presence. Dental health services will be moved away from its current location and existing clients.
Renovate Existing Space **Preferred Option**	• Maintain familiar locations ensuring continuity of VCC's core programs and local dental care patients • Makes best use of existing facility's core and support services	• Not as functionally ideal as new facility • Total area is constrained by floor area available to use

5.0 Project Outcomes

The proposed project will have the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	• Improve and modernize the Dental care education space to align with industry developments and current technologies • Provides opportunity for infrastructure improvements and efficiencies during renovation process
Cost Effectiveness	• Makes use of existing support facilities • Anticipated reduction in infrastructure maintenance cost after an overall renewal of all systems

Strategic Alignment	Ministry Priorities *1.1 Align post-secondary education training and programs with labour market demand to achieve a highly skilled workforce: According to British Columbia 2024 Labour Market Outlook, Dental Hygiene and Dental Assisting are both listed as high opportunity health occupations in BC.* *1.3 Increase participation and successful completion of all students*: The project will be more attractive to students and support increased completion rates. *2.2 Build on our strengths to enhance the quality of our post-secondary education*: The project builds on the strengths of the current VCC programs and facilities to deliver programs with greater quality.
Quality Education	Quality education is supported by providing training facilities aligned with new curriculum reflecting current job market demands.

6.0 Project Cost/Funding

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

Cost Element	Amount	Comment/Assumption
Pre-design	$ 40,000	
Planning & Design	$ 1,485,000	
Renovations	$ 12,005,000	Includes escalation
Contingency	$ 750,000	10% of construction cost
Total	**$ 13,530,000**	**Excludes Taxes**

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

7.0 Key Risks

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

Key Risk	Mitigation Strategy

Key Risk	Mitigation Strategy
Maintaining operation of existing programs during extensive renovations.	Schedule disruptive renovations to align with shifting program intakes.
Limitation on overall available space to use	Test multiple program organization scenarios to identify the most functionally efficient layout against the programs' space requirements.

8.0 Project Schedule

Project Phase	2019/20	2020/21	2021/22	2022/23	2023/24
Pre-design					
Planning -Design					
Renovations					
Phase 1					
Phase 2					

Five-Year Capital Plan (2019/20-2023/24)

Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
Vancouver Community College	Broadway Campus/ Vancouver	Laboratory and Training Space Renewal	2	4 of 5

1.0 Current Situation

Vancouver Community College has been experiencing increasing enrollment in University Transfer/College Foundation (UT/CF) Programming particularly in relation to Lab and Computer Sciences. Between 2013/14 and 2017/18 there was a 20% increase in the number of courses in this area. Within the UT programming in the STEM fields, (Science, Technology, Engineering and Math) the growth is even more pronounced, with enrollment increasing 65% over the same period of time. This is a program growth area for VCC. The college needs to upgrade and enlarge laboratories and related training spaces to meet current and increasing demand.

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

VCC's Science department is beginning to develop second year courses recently approved as part of Associate of Science program. Current facilities are not designed and not suitable for university level labs, which makes the development challenging.

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

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

Program	Current Area (sq m)
UT/CF Physics	**125**
UT/CF Biology	**230**

UT/CF Chemistry	**275**
UT/CF Computer Science	**1000**
Support Space (office)	**230**
Total	**1,860**

2.0 Project Description

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

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

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

3.0 Project Objectives

The project objectives include:

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

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

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

4.0 Options Considered

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

Option	Advantages	Disadvantages
Status Quo	• Least capital cost	• Overcrowded facilities • Operational inefficiencies • Loss in market share
Build New Science Lab Facility at Broadway Campus	• Alleviates space constraints • Ensures state of the art facilities and equipment • Easy to implement	• High cost • Long time frame for project delivery
Renovate and Expand Science	• Relatively less expensive • Shorter time frame for	• Not as functionally ideal as new facility

Option	Advantages	Disadvantages
Lab Space at Broadway Campus **Preferred Option**	project delivery • Makes best use of space support facilities on campus	

5.0 Project Outcomes

The proposed project will have the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	• Renewal of ventilation, electrical and plumbing services to meet needs of university level Science and Technology programs • Reduced health, safety and occupational risks by alleviating current crowded conditions
Cost Effectiveness	• Ability to deliver larger sections in the Lab Science and Computer Science classes, consistent with pedagogical class size targets • Makes use of support facilities that are already available
Strategic Alignment	The project aligns with labour market demand for engineering and computer software professions.
Quality Education	The project will align training facility quality, layout, and operations with curriculum demands.

6.0 Project Cost/Funding

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

Cost Element	Amount	Comment/Assumption
Pre-design	$ 16,500	
Planning & Design	$ 594,000	Phased
Renovations to Broadway	$4,940,100	Includes escalation
Contingency	$ 330,000	10% of construction cost
Total	**$5,880,600**	**Excludes Taxes**

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

7.0 Key Risks

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

Key Risk	Mitigation Strategy
Maintaining operation of existing programs during extensive renovations.	• Work on labs and training support spaces will be undertaken on a staggered schedule such that no more than 1-2 labs are unavailable within a given semester. • Schedule disruptive renovations to align with shifting program intakes.
Difficult to make space functionally suitable due to existing structural bay sizes.	Test multiple layout and organization scenarios to identify the most functional scenario balanced against the scope of renovations.

8.0 Project Schedule

Project Phase	2019/20	2020/21	2021/22	2022/23	2023/24
Programming					
Planning-Design					
Construction					
UT – Physics					
UT – Biology					
UT – Chemistry					
Multi Use Learning Labs					

Five-Year Capital Plan (2019/20-2023/24)

Attachment 2: Project Overview

Institution	Campus/City	Project Title	Project Category (1, 2 or 3)	Project Priority
Vancouver Community College	Broadway Campus/ Vancouver	Building Envelope Renewal (BWYA)	2	5 of 5

1.0 Current Situation

Vancouver Community College's Broadway A campus consists of multi-level reinforced concrete structure buildings with steel stud exterior wall assemblies. The exterior walls are face sealed stucco with single pane glazing in aluminum frames. The complex was constructed in1982 and has an FCI of 0.61.

2.0 Project Description

After 36 years, the building envelope is well beyond its expected service life and is showing signs of deterioration. Both RJC Envelope Consultants and VFA engineering reports recommend replacement of these building systems.

Exterior Wall and Window/Skylight Assemblies

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

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

3.0 Project Objectives

The project objectives include:

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

4.0 Options Considered

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

Option	Advantages	Disadvantages
Status Quo	• Least capital cost	• Potential failure of building envelope systems. Health and Safety risks related to indoor air quality • Operational energy inefficiencies and increased risk of future emergency repairs • Continued high GHG emissions • Reduced ability to attract and retain students and staff
Whole Asset Replacement	• Ability to incorporate current envelope and energy conservation assemblies	• Highest capital cost
Phased Building Envelope Renewal Project **Preferred Option**	• Maintain current and ongoing education programs • Makes best use of existing facilities core and support services • Reduce operating and energy costs	• Requires implementation plan to minimize disruption during construction • Extended time frame for project delivery

5.0 Project Outcomes

The proposed project will have the following outcomes:

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

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

6.0 Project Cost/Funding

Cost Element	Amount	Comment/Assumption
Exterior wall and window replacement	$16,200,000	Phased
Contingency	$ 1,800,000	
Total	**$18,000,000**	**Excludes Taxes**

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

7.0 Key Risks

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

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

8.0 Project Schedule

Project Phase	2019/20	2020/21	2021/22	2022/23	2023/24
Design & Tender documents					
Permits and Tender					
Construction					
Exterior walls and windows					

VANCOUVER COMMUNITY COLLEGE

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 26, 2018

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
New Computer Systems Technology Diploma Program

BACKGROUND:

The School of Trades, Technology, and Design has developed a Computer System Technology (CST) Diploma. It is a two-year program, and is designed for individuals who wish to obtain employment in the Information Technology Industry as mobile applications programmers, computer programmers, and network administrators. The program will incorporate computer literacy skills, technical and communication skills, and students will be able to specialize in areas that interest them the most, including programming, software design, mobile application programming, data communication and web design. The program is designed as a full time, face to face, cohort program, open to domestic and international students.

The 2025 BC Labour Market Outlook anticipates 34,249 job openings to 2025 in BC. The industry is expected to expand its workforce at a much faster pace than all industries as a whole up to 2025. The majority of those job openings (59%) are expected to be a result of industry growth rather than replacement demand.

Upon completion of the program, graduates will be able to:

1. Design, install and manage local area networks
2. Develop and design computer programs in various programming languages
3. Develop and design interactive web pages with multimedia components
4. Install, and configure computer hardware and software
5. Perform systems analysis and design
6. Program apps for mobile devices
7. Provide end-user technical support services
8. Troubleshoot and repair hardware problems

The program is planning to start in September 2019.

DISCUSSION:

Education Council and Curriculum Committee have reviewed the curriculum. Curriculum Committee made a number of recommendations at the April meeting and asked for the proposal to return at the May meeting. Some adjustments were made to course learning outcomes and evaluation plans to include an emphasis on teamwork and communication. Credits and course numbers were corrected for

some courses. There was discussion around program learning outcomes, but the developers choose to not make changes at this time until the program is taught once, so they have a better sense of the adjustments needed. Curriculum Committee accepted this approach.

There are significant initial costs to this program, including computer lab space, technology and office space. The College has provided approximately $750,000 in capital funding from 2018/19 for this program. The College has also received new base funding from the Ministry of Advanced Education and Skills Training (AEST) for this program.

Education Council has approved the curriculum, and recommends approval of this new program.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Computer Systems Technology Diploma program.

ATTACHMENTS: APPENDIX A - New Program Proposal for Computer Systems Technology Diploma

PREPARED BY: Todd Rowlatt, Chair, Education Council

DATE: September 19, 2018

VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM

APPENDIX A

Name of Program: **Computer System Technology (CST)**

School: **School of Trades, Technology and Design of Trades, Technology and Design**

Credential Level: **Diploma**

Anticipated Start Date: **May 2019**

PART 1: CONCEPT PAPER

Department Leader: TBA

Curriculum Developer / Faculty:

Dean: Brett Griffiths

Proposal Date: February 2018

If this is a joint educational offering, name of other institution (refer to Affiliation Agreement Policy C.3.10):

_____

A. Purpose and Context

1. Describe in detail the program's goals and objectives, including a list of the occupations or roles that graduates will be prepared for.

The program is designed for individuals who wish to obtain employment in the Information Technology Industry as Mobile Applications Programmer, Computer Programmer, and Network Administrator. Upon completion of this program, graduates will be able to:

I. Designing, installing and managing local area networks
II. Developing computer programs in various programming languages
III. Developing interactive web pages with multimedia components
IV. Developing proficiency in several common computer application packages
V. Installing and configuring computer hardware and software
VI. Performing systems analysis and design
VII. Programming apps for mobile devices
VIII. Providing end-user technical support services
IX. Troubleshooting and repairing hardware problems.

2. Explain how this program aligns to the principles and priorities as indicated in the College's integrated, departmental, or ministerial planning documents. Identify how the program supports VCC's mission and core values.

VCC INTEGRATED COLLEGE PLAN (2017-2018)

- ***Educational Quality*** *(Committed to learning centered programming that is relevant, flexible and career oriented)*
    - *The Computer System Technology Diploma Program is a two-year program that prepares students for jobs in IT. Graduates will be prepared to solve computer-related issues for businesses, government agencies, utilities, law enforcement agencies, health services*

providers, educational institutions and more. The program will incorporate computer literacy skills, technical and communication skills, Students can specialize in areas that interest them the most, including programming, software design, mobile application programming, data communication and web design.

- ***Financial Stability and Sustainability*** *(Achieve financial sustainability through integrated strategic and financial planning revenue diversification, careful cost management and sound administration while being socially and environmentally responsible)*
    - *The program will generate a new stream of revenue for the college. The Revenue from this program will enable the School of Trades department to create a financially sustainable area that will diversify revenue the domestic and international tuition.*

- ***Reputation Management*** *(Continue to build a strong brand identity that is carefully monitored and managed)*
    - *VCC Trades, Technology and Design programs are well known in the Lower Mainland and throughout BC. VCC plays a key role in meeting industries' demand for talents in different areas including information technology.*

- ***Business Development*** *(Develop new business opportunities by engaging with multiple stakeholders)*
    - This program builds on and enhances existing partnerships with different stakeholders. The *program will open opportunity for VCC to collaborate with key players in the information technology in BC, including SAP, Amazon, Microsoft, Electronic Arts, Fortinet, Hootsuite and Salesforce.*

3. How does this program relate to and/or support other programs at VCC?
VCC is committed to deliver a superior student educational experience by offering programs that meet community need. VCC is the home to the Samsung Tech Institute, and the new CST program will open more opportunities to encourage private stakeholder to collaborate with VCC to support the need of the community.

B. Needs Assessment

4. What educational need is this program intended to meet?
Students attending the Computer System and Technology programs acquire basic computer skills, programming languages and methodology, systems programming, operating systems and networking. The students will develop the advanced practical computing and problem-solving skills required in the modern industry.

5. What evidence is there of labor market, professional or community demand for graduates?

The 2025 BC Labour Market Outlook anticipates 34,249 job openings to 2025 in BC. The industry is expected to expand its workforce at a much faster pace than all industries as a whole over the next years up to 2025. The majority of those job openings (59%) are a result of industry growth rather than replacement demand. Full report can be downloaded from "https://www.workbc.ca/getmedia/903bebd2-eb8c-4e72-90a8-b940e096f4be/Profile-Computer-Systems-Design-and-Related-Services-compressed.pdf.aspx"

Potential Careers

Sample Job Title	NOC Classification[1]	Earning Potential	Sources

VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM

Mobile Application Programmer	Software Engineers and Designers (2173)	$40,106-$106,949	https://www.workbc.ca/careers/2173
Computer Programmer	Computer Programmers and Interactive Media Developers (2174)	$41,732-$110,286	https://www.workbc.ca/careers/2174
Network Administrator	Computer Network Technicians (2281)	$42,108 - $89,388	https://www.workbc.ca/careers/2281

6. What evidence is there of student demand for the program?

The British Columbia Tech Association says: B.C.'s growing tech industry faces a "talent crisis" that is limiting its growth and forcing companies to consider relocating out of the province. The Association has called the B.C government to invest $100-million in postsecondary institutions over the next three years to produce the required workers.

Additionally, the International Education department has indicated that there will be demand for this program.

Source: https://www.theglobeandmail.com/news/british-columbia/bc-tech-companies-complain-of-shortage-of-skilled-workers/article32360079/

C. Competitive Analysis

7. Which related programs are available in the Lower Mainland and/or online: how do they compare in terms of focus, intended outcomes, length, costs and size?

Institution	Program	Credential	Length	Tuition
BCIT	*Computer systems Technology.* Specializations: Client/Server, Web and mobile Applications, Data Communication and Internetworking, Databases, Digital Processing, Information Systems, and Technical Programing	Diploma	2 years	$12,482
Okanagan College	Computer Information Systems	Diploma	2 years	$9,796
Camosun College	Information and Computer Systems	Diploma	2 years	$12,900
VIU	Information and Technology and Applied Systems	Diploma	2 years	$9,850
KPU	Computer Science and Information Technology.	Diploma	2 years	$12,710

8. Is there an existing articulation committee for this program? Is this committee recognized by the British Columbia Council on Admissions & Transfer (BCCAT)?

An articulation committee currently exists for Computing Education. VCC will be joining the committee once the program is launched.

VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM

D. Student Profile

9. Who are your target students (age, gender, educational background, work experience)? Where do they come from (recent high school graduates, mature students, transfers from other institutions)? Are there other characteristics applicants should have that you identify as important?

The target demographic for this program is 18-30-year-old male or female international & domestic students. The educational background could vary from high school equivalence to university graduates.

10. How do you plan to recruit or attract these students?

The School of Trades will work with the marketing department and High School coordinator to promote the new program to high school students. We plan to run several info sessions at VCC and visit major high school in the Lower Mainland. We will be working with school counselors to promote the program and recruit domestic students.

The international department will fulfill recruitment through existing channels.

11. Is this type of program traditionally or historically underrepresented in specific cohort groups (e.g., gender and/or age imbalance, Indigenous)? How will the program address any equity issues or systemic barriers?

This type of program typically has quite a diverse student body. Since most of the new applicants for at least the first two cohorts will come to the program through international recruiting, there are some groups that are more highly represented including students from India and China. We will overcome this (slight) imbalance by recruiting more widely, with the help of the International Education Department.

E. Quality

12. List all accreditations, affiliations or articulations for this program. Are you exploring any block transfer agreements?

The Canada's Association of I.T. Professionals (CIPS) is the professional association for Information Technology (IT) practitioners in Canada. VCC will be working to joining the CIPS.

We will be exploring block transfer agreements with both public and private institutions across Canada and the US.

13. Is there an existing PAC/CEG for this program? What are your plans for engaging in discussion with industry, business or program-related professional groups?

There is currently no PAC for this program. We will be creating a new department that overseas this program and any future IT programs. Once the department is formulated, we will work with industries to form a new PAC and provide the new department with avenues to engage with industry.

14. Explain how current faculty are qualified to deliver the program. If they are not qualified, how will this issue be addressed?

We will be hiring a department head and faculty for this program. Our plan is to create a faculty recruitment guide to assist the selection committee in recruiting for the new program. We will identify the immediate and future needs for the department. The selection committee will establish objective and measurable criteria, such as education and experience, which will help determine candidates' chances for success. Our goal is to hire industry professional to teach deliver the learning objectives for this program.

15. Describe how the program incorporates work experience, practicum, clinical practice, etc. (if applicable).

The Computer Systems Technology Diploma will provide students with a comprehensive technical training and solid foundation of theory and hands-on lab practice. Students will learn business principles, project management and communication skills- attributes potential employers look for when hiring for IT personnel.

F. Admission, Delivery, and Design

16. What is the expected length of program (in months/years)? How many intakes are you expecting per year? How many students per intake?

VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM

The Computer Systems Technology is a two-year program available full time. We will start with one intake in 2019 and two intakes starting 2020. The goal is to recruit 20 students per intake.

17. Identify pathways for students to and from your program. This could include potential courses or programs that will prepare students for your program, or programs your student will be able to apply for after completion.
    a. *Math: a minimum of 60% in any of: pre-calculus grade 12 or principles of Math 12; or a minimum of 67% in any of:*
        i. *Pre-calculus grade 11*
        ii. *Foundations of Mathematics grade 12*
        iii. *Foundation of Mathematics grade 11*
        iv. *Principles of Mathematics 11*
        v. *Applications of Mathematics 11*
        vi. *Applications of Mathematics 12*
    b. *English 12 (60%) or IELTS 6.0 (with no band less than 6.0)*
    c. *High school graduation or equivalent.*

    Students will have access to additional EAL language support as needed throughout the program. The Learning Centre will provide additional tutorial support for English language skills.

18. Will the structure of the program allow for full-time, part-time, evening, weekend, on-line, mixed-mode delivery methods, or a combination of any of these? (Identify each as appropriate).
    The program will be delivered full time, face-to-face, and cohort based. Courses are delivered sequentially to a cohort of students. As the program grows, we will be offering mixed-mode delivery methods.

19. Will the structure of the program allow for multiple entry and exit points? If there are multiple entry points, please specify requirements for each.
    There will be no multiple entry or exit points for this program. Registration for the initial offering would be closed.

G. Operational Needs

20. Are there any large costs expected as part of the delivery or development of this program? Have you started discussing potential needs with the appropriate area?

***Financial Aid** - January 8, 2018- Email sent to Murray MacGregor. Feedback received on January 8th, 2018 "No issues as far as approving it for BC Student Loans. The length of the each year is not included? Assuming that it would be Jan to April and then are they back in Sept to Dec or will it run concurrently" We responded to Murray on January 8th, 2018 "The program is 2 year and runs 3 semesters per year".*

***Facilities** – January 8th, 2018- Email sent to Jerry Guspie. Several meetings with Jerry and Aruna. 3 rooms were identified as potential labs / faculty room (919, 923, 924)- cost of renovation $150 per sqft- Total cost required $150X5000 sqft = $750,000.*

***Information Technology** – January 8, 2018- Email sent to Elmer Wansink. Received feedback from Elmer on January 11th, 2018. Feras and Brett met with Elmer on January 19th.*

- *"Where are the hot topics of the day? AI, cloud and IOT? You also need to have some database development as part of any software development program.*
- *Upon completion of this program, graduates will be able to: way too much to learn in 2 years. I would suggest looking at either making the first year general and the second year more specific depending on the interest of the student. Look at separating hardware and software.*
- *Check licensing with Norman and Candice.*

- *Adding IT support grade 26 1 FT*
- *40 computers at $3000 each total cost $120,000.*

Library Services *- January 8, 2018- Email sent Todd Rowlatt. Todd responded on January 8th and request a meeting Brett Griffiths to get more information about the types of research projects and how the library can support students with current collection. Brett responded on January 8th, 2018 "There won't be any research projects for this program; the project work is the development of applications for different client needs. I can help by providing you with a list of required and elective textbooks of you would find this helpful". January 8, 2018- Brett provided course list to Todd.*

International Education Department *January 8, 2018- Email sent to Jennifer Gossen. The department has indicated that there is demand for this type of program. "We are very happy to be involved with this program, as we know that it will bring large number of international students to VCC – and IT is a very in-demand area of study and employment. Several emails back and forth with Jennifer to determine the admissions requirement:*
Recommended admission requirements:

- *Math: a minimum of 60% in any of: pre-calculus grade 12 or principles of Math 12; or a minimum of 67% in any of:*
  - *Pre-calculus grade 11*
  - *Foundations of Mathematics grade 12*
  - *Foundation of Mathematics grade 11*
  - *Principles of Mathematics 11*
  - *Applications of Mathematics 11*
  - *Applications of Mathematics 12*
- *English 12 (60%) or IELTS 6.0*
- *High school graduation.*

Marketing *- January 8, 2018- Email sent Karen Wilson. Received feedback from Karen and Matt on Jan 29, 2018*

- *Naming of the program is consistent with our competitors but, we will need to focus on ensuring we're incorporating the potential occupations into the content for search engine optimization (a user is more likely to search for computer programming programs, software development programs, app development programs, etc. than the actual name of the program).*
- *This is a competitive area when it comes to search advertising - the CPC for ads is coming in at an average of $5+*
- *We will be competing against quite few online options outside of our typical competitor group that we need to be conscious of. We also need to consider that we are potentially drifting into UBC and SFU markets – which could actually present an opportunity for laddering into degree programs with them.*
- *Given our typical approach of highlighting the trades, we're not really well known for this type of program which may mean a substantial investment for launch to position VCC as an option within the Vancouver market. Lorena's program has/had similar issues that we could potentially look to in order to see if there are tactics we could leverage.*

Indigenous Education and Engagement *– January 8th, 2018 – Email sent to Tami Pierce- No feedback provided.*

Institutional Research *- Emails sent January 8th, 2018. no feedback provided. Expect further discussion during development stage.*

Assessment Centre *– January 8th, 2018- Email sent. Feedback received January 17th, 2018. Is this strictly for international students? If not, there needs to be more about English admission reqs (or plans to further develop admission reqs) for non-international/non-esl candidates.*
I echo the comments on EAL support for international. Will they consider assessing upon program start, for international students, as is being done in Canadian Business Management? And then further EAL support, as is being piloted in hospitality management? Will this be a blended program of international (ESL and non-ESL) and domestic (ESL and non-ESL)? If there is to be a blending of ESL/non-ESL, how are the entrance requirements being addressed across the different demographics?

Would there ever be any potential for recruitment of a 30+ population? I think of retraining of mid-professionals, for example, rather than strictly high school level recruitment.

***Centre for Instructional Development** – January 8th, 2018- Email sent no feedback provided by January 22, 2018. Expect further discussion.*

***Disability Services** – January 8h,2018- Email sent to Ron Kee. Feedback provided on January 24th. Working with the Disability Services to make sure that information is accessible for those who may be sight or hearing impaired (adaptable to other formats – effectively and with no or little cost). Ongoing discussion.*

***Registrar's Office** – January 8th, 2018- Email sent no feedback provided by January 22nd, 2018. Ongoing discussion.*

***Learning Centre** – January 8th, 2018- Email sent no feedback provided by January 22nd , 2018. Ongoing discussion.*

***Finance** – January 8th, 2018- Email sent no feedback provided by January 22nd, 2018. Initial program costing completed on December 12th, 2017. Submitted Capital Request to Margaret on January 23rd, 2018. Ongoing discussion.*

***Safety and Security** – January 8th, 2018. - Email sent no feedback provided by January 22nd, 2018.*

Operational Needs

Area	Required
Facilities	Two Labs
IT	30-40 computers for two labs
Human resources	One Department Head One Program Assistant 5-10 Part time instructors.

21. What resources are needed to develop the program and its curriculum (curriculum development funds, release time, project manager, etc.)?

    VCC will modifying an existing program offered by Saskatchewan Polytechnic Institution. The funding for this purpose has been secured through the BC Ministry of Advanced Education and Skills Training. Dean and Operations manager will complete initial work, once department head is hired additional curriculum work will begin.

22. What would be the impact (program quality, ability to market program, development time) on program implementation or development if the money isn't available for these large-scale needs?

    Funding has been secured for the initial implementation of this program.

H. Phase In/Phase Out Plan

23. For existing programs that are being substantially changed (and are therefore treated as 'new programs' in development), describe in detail the phase in/phase out of new/old versions of the program (teach outs).

    There will be no phase in/phase out as this is a new program.

VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM

PART 2: INITIAL BUSINESS CASE

Work with the Finance Department to develop a Business Case and financial projections. This must include: tuition/fees revenue or other sources of funding and costs; an estimate of capital required for classroom/lab renovations, IT and equipment if needed for the delivery of the new program; and a 4-year projection on tuition, fees, and other revenue, and expected operations (direct and indirect) and capital costs.

1. TUITION AND FEES

Note: These are estimated amounts, approved tuition will proceed through Finance and Audit Committee and VCC governance.

Item	Yr 1 (20/20 seats)	Yr 2 (40/40 seats)	Yr 3 (40/40 seats)	Yr 4 (40/40 seats)
Domestic Tuition	$238,760	$477,520	$477,520	$477,520
International Tuition	$338,760	$677,520	$677,520	$677,520

2. REVENUE

What is the source of funding for this program?
Domestic and international tuition fees

3. OPERATING COSTS (Direct and Indirect)

Item	Yr 1	Yr 2	Yr 3	Yr 4
Faculty	$340,306	$675,586	$675,586	$675,586
CUPE	$79,511	$79,511	$79,511	$79,511
Administrative Support				
Student Services				
Marketing				
IT Support	$79,511	$79,511	$79,511	$79,511
Library				
Lab operating costs - Salary				
Grand Totals	**$499,328**	**$834,608**	**$834,608**	**$834,608**

4. CAPITAL COSTS

Item	Yr 1	Yr 2	Yr 3	Yr 4
2 Lab Renovations	$750,000			
40 Computers	$120,000			
Grand Totals	$870,000			

VANCOUVER COMMUNITY COLLEGE
PROPOSAL FOR NEW PROGRAM

PART 3: SIGN OFF

Dean/Director: _____

VP Academic: _____

VP Finance: _____

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 26, 2018

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Tuition - New Computer System Technology Diploma

BACKGROUND:

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

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

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

DISCUSSION:

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

were highly satisfied with their education. Recent fast-facts reports have shown that 93% of students are satisfied with the quality of instruction.

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

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

INSTITUTION	Length	TOTAL
BCIT- Diploma	Two Years	$12,780
Okanagan College- Diploma	Two Years	$9,977
Camsoun College-Diploma	Two Years	$14,950
Vancouver Island University-Diploma	Two Years	$13,914
Kwantlen Polytechnic University-Diploma	Two Years	$9,604

OPTIONS:

Option 1: **0% net contribution to VCC overhead**
The tuition fee per student is $12,107

Implications: This option is slightly higher than similar programs offered by Okanagan College, and Kwantlen; however, it is lower than BCIT, our main competitor. The tuition level will fully recover all current direct and indirect costs and will result in a 0% net contribution.

Option 2: **5% net contribution to VCC overhead**
The tuition fee per student is $13,632

Implications: This option is slightly higher than comparable programs at other institutions. The tuition will fully recover all current direct and indirect costs, and result in a 5% net contribution.

Option 3: **8% net contribution to VCC overhead**
The tuition fee per student is $14,626

Implications: This option is higher than similar programs in BC. The tuition will fully recover all current direct and indirect costs, and result in an 8% net contribution. This results in better financial sustainability compared to option 1 and 2, however, may impact enrolment numbers due to the higher cost of tuition.

RECOMMENDATION: 3

The recommended tuition for VCC's Computer Systems Technology Diploma is Option 3 at $14,626 ($149 per credit) for the program. This option provides financial stability and an 8% net contribution to VCC overhead.

RECOMMENDED MOTION

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of $14,626 for the Computer Systems Technology Diploma, effective September 2019.

ATTACHMENTS: APPENDIX A – Financial Analysis – CST

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

DATE: September 19th, 2018

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

APPENDIX A

Scenarios	Tuition Fee with 0% Net contribution to VCC overhead	Tuition Fee with 5% Net contribution to VCC overhead	Tuition Fee with 8% Net contribution to VCC overhead
Block funding per student	$ 10,000	$ 10,000	$ 10,000
Tuition fee per domestic student	$ 12,107	$ 13,632	$ 14,626
Tuition fee per international student	$ 34,300	$ 34,300	$ 34,300
No. of Intakes	1	1	1
No. of students per intake - Domestic	20	20	20
No. of students per intake - International	4	4	4
Total students (with X FTE attrition)	24	24	24
Student FTE	24	24	24
Duration - instructor months	24.0	24.0	24.0
Duration - days	360	360	360
Other days	0	0	0
Department head release days	180	180	180
Duty days per year	180	180	180
Instructor FTE required per intake	3.00	3.00	3.00
Number of credit hours	98	98	98
Tution fee per credit - International	$ 350	$ 350	$ 350
New tuition fee per credit - Domestic	$ 124	$ 139	$ 149
Support staff (FTE)	1.0	1.0	1.0
Operational costs (per student)	$ 0	$ 0	$ 0
Revenue per **student**	$ 24,139	$ 25,410	$ 26,239
Cost (breakeven tuition fee) per **student**	$ 24,139	$ 24,139	$ 24,139
Tuition fee per student	$ 10,089	$ 11,360	$ 12,189
Block Funding (per student)	$ 10,000	$ 10,000	$ 10,000

Revenue			
Domestic Tuition	$ 242,148	$ 272,640	$ 292,526
Block Funding	$ 200,000	$ 200,000	$ 200,000
International Tuition	$ 137,200	$ 137,200	$ 137,200
Total revenue	**$ 579,348**	**$ 609,840**	**$ 629,726**
Instructor			
Salary (step 1) - Instruction	$ 274,995	$ 274,995	$ 274,995
Benefits (23.75%)	$ 65,311	$ 65,311	$ 65,311
Total instructor costs	**$ 340,306**	**$ 340,306**	**$ 340,306**
Support Staff			
Salary	$ 62,118	$ 62,118	$ 62,118
Benefits (28.0%)	$ 17,393	$ 17,393	$ 17,393
Total support staff costs	**$ 79,511**	**$ 79,511**	**$ 79,511**
Operational costs			
Operational Expenses	$ -	$ -	$ -
Total operational costs	**$ -**	**$ -**	**$ -**
Indirect student support			
Indirect student support 38%	$ 159,531	$ 159,531	$ 159,531
Total indirect student support	**$ 159,531**	**$ 159,531**	**$ 159,531**
Total expenditures	**$ 579,348**	**$ 579,348**	**$ 579,348**
Net contribution to VCC overhead / (Deficit)	**$ -**	**$ 30,492**	**$ 50,378**
Net contribution to VCC overhead / (Deficit)	**0.0 %**	**5.0 %**	**8.0 %**

Gross Margin Income Statement

Revenue from tuition and block funding	**$ 579,348**	**$ 609,840**	**$ 629,726**
Direct instructors cost	$ 340,306	$ 340,306	$ 340,306
Direct support staff cost	$ 79,511	$ 79,511	$ 79,511
Direct non-labour cost	$ -	$ -	$ -
Gross margin	**$ 159,531**	**$ 190,023**	**$ 209,909**
Indirect IRA cost	$ -	$ -	$ -
Indirect support staff cost	$ -	$ -	$ -
Total indirect expenditures	**$ -**	**$ -**	**$ -**
Surplus / (Deficit) (prior VCC overhead)	**$ 159,531**	**$ 190,023**	**$ 209,909**
VCC Institutional support (Overhead 38%)	$ 159,531	$ 159,531	$ 159,531
Net Surplus / (Deficit)	**$ -**	**$ 30,492**	**$ 50,378**

VANCOUVER COMMUNITY COLLEGE

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 26, 2018

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
New Business and Project Management Post-degree Diploma Program

BACKGROUND:

The School of Hospitality, Food Studies, and Applied Business has developed a Business and Project Management Post-Degree Diploma, designed for international students who already hold a bachelor's degree in any discipline and are interested in business studies in a Canadian context, with a specialization in project management. This would be the second post-degree diploma, following the launch of the Canadian Business Management Post-Degree Diploma in September 2017. The development of additional business programs is identified as a goal in the College's Integrated Plan.

The first year provides general business training to students, with a specialization in Project Management during the second year. The project does not specifically prepare students for a Project Management Professional (PMP) certification but gives students a solid grounding in project management concepts and activities. This diploma will be delivered in four terms of study over two academic years.

There has been significant demand for the first Post-Degree Diploma at VCC, and the department and the College's International Education department feel confident this project will attract students. Douglas College, Langara College, and BCIT offer programs related to Project Management, either as Post-Degree Diplomas or as Certificates, but no public colleges are offering it in the downtown core of Vancouver. The two year length will have appeal to international students, and the VCC program is designed to offer general business training during the first year, followed by a specialization in Project Management during the second.

The BC 2024 Labour Market Outlook report estimates 300,000 business, finance, administration and management jobs will be open in BC. The majority of these openings will be in the lower mainland region and nearly one-third of these jobs will be filled by new arrivals to the province.

Upon completion of the program, graduates will be able to:

1. Apply strategies and processes in initiating, planning, executing, monitoring and controlling, and closing projects.
2. Manage risks to reduce project uncertainties.
3. Demonstrate project management skills to optimize the project outcomes.
4. Adapt project management approaches to meet the specific needs of organizations.
5. Apply strategies for managing stakeholders' needs and expectations throughout the project lifecycle.
6. Construct comprehensive project plans that address the goals and objectives of organizations.

7. Apply critical thinking and problem-solving techniques to make sound business management decisions and recommendations.
8. Implement effective communication plans to ensure project success.
9. Utilize change management strategies to support project implementation.
10. Demonstrate ethical and professional behaviours as a project team member.
11. Communicate and contribute as a project team member to the overall success of projects.
12. Apply reflective practices to identify professional development opportunities and enhance lifelong learning.

The program is planning to start in September 2019.

DISCUSSION:

Education Council and Curriculum Committee have reviewed the curriculum. Curriculum Committee made a number of recommendations at the June and August meetings. Adjustments were made to course learning outcomes, evaluation plans, along with many other small changes.

The first year of the program is very similar to the first year of the Canadian Business Management post-degree diploma. The department wishes to wait until they have completed a full run-through of the CBM program (in April 2019) before making changes to the design of the first year. Curriculum Committee agreed to wait to discuss some issues in year 1 courses; those changes will happen next Spring prior to the launch of the program.

Education Council has approved the curriculum, and recommends approval of this new program.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Business and Project Management Post-Degree Diploma program.

ATTACHMENTS: APPENDIX A - Program Proposal for Business and Project Management Post-Degree Diploma

PREPARED BY: Todd Rowlatt, Chair, Education Council

DATE: September 19, 2018

APPENDIX A

"Business & Project Management"

Post-Degree Diploma

December 1, 2017

Proposed Start Date: January 2019

PART 1: CONCEPT PAPER

Department Leader: Al Petrone

Curriculum Developer / Faculty: DBM Team and CD team members (including SME in PM)

Dean: Dennis Innes

Proposal Date: December 1st, 2017

A. Purpose and Context

(1) ***Describe in detail the program's objectives and a description of the program outcomes, including a list of the roles that graduates will be prepared for.***

This program is being designed for international students who already hold a bachelor's degree in any discipline and are interested in business studies in a Canadian context, with a specialization in project management. The Post-Degree Diploma in "Business & Project Management" (BPM) provides students with a solid foundation in business management and prepares them for an eventual career in project management.

This program will provide students with the knowledge, skills and experience necessary to manage small and large projects in a wide variety of fields, and facilitate their understanding of the human, physical and financial resources and complex strategic and practical management issues that are present in today's business environment. This diploma will be delivered in four terms of study over two academic years.

Graduates of the Post-Degree Diploma in "Business & Project Management" will be able to:

- Communicate effectively and respectfully as business professionals
- Work with others to solve problems and manage projects
- Employ proven strategies and tactics in the planning, organizing, controlling, scheduling and budgeting of both small and large projects
- Apply core leadership competencies in the business sector
- Evaluate financial information and financial implications related to business decisions to support the goals of a business enterprise
- Improve business procedures by applying up to date principles of operations management
- Apply critical thinking and problem solving techniques to make sound management decisions and recommendations
- Manage cross culturally with adaptability, flexibility, openness and confidence
- Manage basic human relations issues in a business setting
- Evaluate the impact of various economic, legal, cultural, political and geopolitical systems on business and leadership
- Act in an ethical and socially responsible manner within the legal framework of the Canadian business sector

(2) ***Explain how this program adheres to principles and priorities as indicated in the College's strategic, educational or ministerial planning documents.***

This program supports the Ministry AND College's strategic vision in several areas, including:

- Increase enrollment of international students
- Expand capacity of post degree programs
- More partnership development with corporate organizations in business sector
- Increase in technology and experiential practices and programs
- Increase supply of immigrant and internationally-trained workers for senior level and specialized roles

(3) ***Identify how the program supports VCC's mission, core values, and strategic objectives?***

This program is being designed to support the continued success of the college by addressing VCC's 5 Key Success Drivers during the development of the program.

Educational Quality: This program will provide a learning experience that is built on programming relevant to today's business world and will assist students with a direct transition into the workplace.

Operational Excellence: This program will help to substantially increase the business programming available at VCC. This will help move the college into a position where more new programs can be developed and offered to the community.

Financial Stability and Sustainability: This program is being prepared with a carefully planned budget forecast. The projected returns from international tuition will help to contribute to the institution's financial stability.

Reputation Management: By working with International Education staff from the outset, this program development process has received input to ensure that the diploma offered will be a welcome addition to VCC's portfolio of international programs. The program will help boost VCC's reputation as an institution that delivers quality international programming. Initial feedback from the current CBM cohort has been very positive.

Business Development: This program is being developed with input from faculty and managers across the institution. They share a common desire to create relevant and sustainable business programming for VCC.

(4) ***How does this program relate to and/or support other programs at VCC?***

This new BPM (Business & Project Management) program follows on the heels of the successful launch of the CBM (Canadian Business Management) program in the fall of 2017 – both of which fall under DBM (Department of Business Management). As the only post- degree diplomas currently being offered at VCC, they are also the only business management programs in the school. The development of future specializations in the Post-Degree Diploma in Business Management will open up new opportunities for collaboration between all business instructors on campus and help to create a larger critical mass of business expertise and new job opportunities.

B. Program Need

(5) ***What educational gap, if any, is this program intended to fill***

There are no public colleges offering a "Business & Project Management" Post-Degree Diploma in the downtown core of Vancouver. Additionally, the post-degree diploma credential is a sought after credential by international students with bachelor degrees looking to study in Canada. VCC is establishing its place in the realm of post-degree diplomas, and the "Business & Project Management" Post-Degree Diploma will help us achieve this advanced status.

(6) ***What evidence is there of student demand for the program?***

The International Education Department at VCC has solid connections with international agents who can supply full cohorts of students for this program. With proven success recruiting for the "Canadian Business Management" Post-Degree Diploma, the International Education Department is confident that a new "Business & Project Management" Post-Degree Diploma will attract students from key international markets.

The International Education Department at VCC also has strong connections with international recruiters who can supply full cohorts of students for this program. Through the '*BC Jobs Plan*, and *BC's International Education Strategy'*, the province is committed to promoting BC as a high-quality education destination and increasing international student enrolment by 50%.

The Metro Vancouver regional district reports that 30,000 people arrive in Metro Vancouver from other countries every year. Statistics Canada reports that 65% of Metro's population was born outside the city and they predict that this number will grow with increased immigration. VCC is very well positioned to serve this growing number of newcomers to the city. (Vancouver Sun, April 30, 2016)

(7) ***What evidence is there of labour market, professional or community demand for graduates?***

During the 10-year period from 2014 to 2024, approximately 300,000 business, finance, administration and management jobs will be open in BC. The majority of these openings will be in the lower mainland region and nearly one-third of these jobs will be filled by new arrivals to the province. ***(BC 2024 Labour Market Outlook)*** These statistics support the need for additional business training in the region.

C. <u>Competitive Analysis</u>

(8) ***Which related programs are available in the lower Mainland and/or on-line: how do they compare in terms of focus, intended outcomes, length, costs and size?***

A limited number of post-degree and PM certification programs in "Business & Project Management" are being delivered in the lower mainland by public institutions including Douglas College and Langara College, however both of these programs are one year in length, and offered to both domestic and international students (as compared to VCC program that will be two years in length, and only offered to International students). Moreover, while BCIT does not offer a post-degree diploma, they do offer an Associate Certificate program in project management (see Table below).

The new VCC program is designed to provide general business training, with a specialization in Project Management during the second year. While the program does not focus on student preparation for Project Management Professional (PMP) certification given the requirements for several years of experience, successful graduates should be able to complete the Certified Associate in Project Management (CAPM) certification upon completion of this program.

A review of the 2015 BC Business Chairs' Articulation and Transfer minutes provides some interesting insights into how the individual schools are doing in the international market. These are notes from the meeting's roundtable discussion:

- Langara College – *Have successfully launched two post-degree diplomas. 72 international students. Running two cohorts in Business Management.*
- Capilano University – *International program increased to two intakes.*
- Selkirk College – *100% increase in international business students. First grads of new Post Degree in Business. Post-Degree Diploma in Accounting is picking up with international students.*
- BCIT – *Very large focus on international students*
- Ascenda School of Management – *Have seen growth in the last few years…..95% of students are international.*

SIMILAR POST-DEGREE "BUSINESS PROJECT MANAGEMENT" PROGRAMS IN THE LOWER MAINLAND

Institution	Credential	Program name	Credits	Length	Tuition
Douglas College	Post-Degree Diploma	Project Management	30	1 year	Domestic: $211/credit $6,350 / program International: $670 / credit $20.098 / program
Langara College	Advanced PM Certificate (if just PM), or Post-Degree Diploma (if combined with Business)	Business Admin (w/ PM Certificate)	42	1.5 years	Domestic: $5,500 / program International: $565 / credit $23,730 / program
BCIT	Associate Certificate	Project Management	24	1 year	$214 / credit $5,138 / program

(9) ***Is there an existing articulation committee for this program? Is this committee recognized by the British Columbia Council on Admissions & Transfer (BCCAT)?***

Curricular matters related to BC post-secondary business diplomas are shared and discussed at BCCAT's Business and Commerce Articulation Committee

(10) ***Is this concept supportable and sustainable with existing and/or available resources?***

The DBM (Department of Business Management) was successfully launched in September 2017 with an initial cohort of 20 students in the CBM program. This new BPM (Business & Project Management) program will leverage off of the many existing resources already here within DBM. Accordingly, VCC has the team, space and equipment required to 'scale up' and launch this program, however new curriculum resources must be developed to support the program. Once established, this program will be sustainable and make a positive budget contribution to VCC.

(11) ***Is this a cohort, selective entry, or open access program? How will the program be rolled out if you are not using a cohort model?***

The program will be delivered in a cohort model, and depending on enrollment and demand, be offered three times per year (September, January and May).

(12) ***What is the expected length of program (in months/years)? What is the maximum allowable time for completion?***

The program will normally be completed in two academic years. (Four terms)

(13) ***How many students would you expect to enroll in each year of the program?***

We expect a minimum of 20 students per cohort. We will run three cohorts per year, so the total number of expected students would be 60 per year at minimum.

Student Profile

(14) ***Who are your target students (age, gender, educational background, work experience)? Where do they come from (recent high school graduates, mature students, transfers from other institutions)? How do you plan to recruit or attract these students? Are there other characteristics applicants should have that you identify as important?***

This program is being designed to attract international students who are recent graduates of recognized undergraduate degree programs. The VCC International Education Department will recruit these students

with the assistance of overseas recruitment agents. We expect students to be in their early twenties, a mix of genders and with limited work experience. We are recommending that students have a strong foundation in mathematics to help them cope with the demands of the program.

(15) ***How will the program address the needs of under-prepared students? How will you get these students into appropriate upgrading courses or programs? What options are available?***

Similar to what we have done in the existing CBM program, we will assess and evaluate all incoming BPM students in Math and English during orientation week. Based on these results, we will 'match' those students needing extra attention to the many resources available to them in the Learning Center, Library, and within the DBM team. 'One on one' monitoring of each BPM student will also be facilitated by our continued involvement in the EAL pilot program.

(16) ***How will the program address equity by decreasing systemic barriers? Is this type of program traditionally or historically underrepresented in specific cohort groups (e.g., gender and/or age imbalance, First Nations)? How will the program address these issues?***

This program is intended specifically for international students. Should it become available to domestic students, the program will hold two seats for Indigenous applicants. Those with disabilities and/or other underrepresented groups would also be welcome in this program and would be referred to the appropriate VCC support service area to identify the needed services to support student success. Faculty and administration will respond to perceived inequalities if they arise.

Quality

(17) ***How will the program ensure educational effectiveness (e.g., retention, progression, completion)?***

Consistent with our successful monitoring practices in the existing CBM program, all DBM instructors will continue to meet on a regular basis and discuss each students' performance and progress in the DBM program. Along with reps from the International Department, the DBM team will meet regularly with all students who may be struggling to monitor student progress and resolve issue that may affect student progress, retention or completion. The program and faculty will be evaluated on an ongoing basis to ensure that program competencies are being delivered and that quality is being maintained in the program.

(18) ***Describe how the program incorporates work experience, practicum, clinical practice, etc. (if applicable).***

While this program does not offer a practicum, it does include capstone course in Project Management in the final term, and provide each BPM student with a solid foundation in the principles of Business and Project Management, and help prepare them for completing the CAPM certificate upon graduation.

(19) ***List all accreditations, affiliations or articulations for this program.***

Students who successfully complete this program will receive a Post Degree Diploma in "Business & Project Management". Moreover, they should be prepared to take and pass the CAPM certificate post graduation.

(20) ***Is there an existing PAC/CEG for this program? What are your plans for engaging in discussion with industry?***

A Business Program Advisory Committee will be formed to advise the program. As is noted in Appendix A (Consultations), we have already reached out and spoken to numerous professionals and SME's (subject matter experts) in Project Management – several of whom have volunteered to serve on a future PAC and provide input on the design and structure of the program.

(21) ***Explain how current faculty are qualified to deliver the program. If they are not qualified, how will this issue be addressed?***

There are existing faculty members in the DBM program who have the education and experience required to teach in the program. An appropriate Master's degree and/or relevant industry experience and industry accreditation (PMP, CSM, etc.) will be the hiring requirements for new faculty who are engaged to teach in the program.

Admission and Delivery

(22) ***Provide admission requirements, including language proficiency levels and assessment scores.***

The admission requirement is an undergraduate degree from an accredited university. If the degree was not granted by a university in an English speaking country, applicants will be required to have one of the following tests written within the last 24 months:

1. IELTS – A minimum 6.5 score overall and no score less than 6.0 on the Academic version
2. TOEFL – An 84 score overall and a minimum score of 21 in reading, listening, writing and speaking

The admission requirement is an undergraduate degree from an accredited university. If the degree was not granted by a university in an English speaking country, applicants will be required to have an IELTS score of 6.5 (6.0 band), or TOEFL 80 (20 minimum)

(23) ***Identify pathways that assist in meeting these requirements.***

VCC has two language school partners that students will be referred to if they do not meet the admission requirements. There are existing articulation agreements with these language school partners, and students can access pathways to assist them in meeting the admission requirements.

(24) ***Identify potential courses, if any, which could be developed to assist in meeting these requirements.***

(See VCC International Education Department for details and options)

(25) ***Will the structure of the program allow for full-time, part-time, evening, weekend, on-line, mixed-mode delivery methods, or a combination of any of these? (Identify each as appropriate).***

For now, this program will be delivered full-time during the day. Some courses may be designed as a mixed-mode of delivery to allow some flexibility for students but since this is an overseas cohort, the full-time day model will allow students the opportunity to bond together as a unit, allow for maximum transportation options during the day, and facilitate their stated desire to work 20 hours per week. In a number of the courses students will we required to work together in teams on class assignments and the full-time model will facilitate this.

(26) ***Will the structure of the program allow for multiple entry and exit points? If there are multiple entry points, please specify requirements for each.***

The program will be based on demand, and is currently being designed to follow a traditional academic year with three possible start dates: September, January and May.

(27) ***Does this program include Prior Learning Assessment and Recognition (PLAR) as per policy D.3.5 Prior Learning Assessment & Recognition or Flexible Admissions as per policy?***

Due to the difficulty involved with assessing overseas coursework, PLAR will not be available to students enrolled in this program. As this is a cohort-based program, flexible admissions will not be available.

(28) ***Provide an outline of course sequence, demonstrating any leveling from lower to advanced courses. This is particularly important for diploma and degree programs.***

The proposed curriculum will include business courses from the CBM program in Year 1, followed by a second year of courses specific to Project Management. Second year courses in project management will focus on 'experiential' learning as outlined in VCC's strategic vision, and students will be exposed to both the

PMI and Agile models of project management. Upon graduation from this program, students should be prepared earn CAPM certification. Below is a draft proposed schedule that will be finalized by a curriculum development group currently being assembled for this purpose.

Year 1

Fall Semester

MGMT 1001 – Business Mathematics (45 hours; 3 credits)
MGMT 1002 – Principles of Economics (45 hours; 3 credits)
MGMT 1003 - Principles of Management (45 hours; 3 credits)
MGMT 1004 – Intro to Workplace Communications (45 hours; 3 credits)
MGMT 1005 – Organizational Behaviour (45 hours; 3 credits)

Winter Semester

MGMT 1006 – Fundamentals of Marketing (45 hours; 3 credits)
MGMT 1007 – Financial Accounting (45 hours; 3 credits)
MGMT 1008 – E-Commerce (45 hours; 3 credits)
MGMT 1009 – Business Systems Analysis and Design (45 hours; 3 credits)
MGMT 1010 – Business Sustainability & Ethics (45 hours; 3 credits)

Year 2

Fall Semester

PRMG 2011 – Introduction to Project Management (45 hours; 3 credits)
PRMG 2012 – Project Planning and Scheduling (45 hours; 3 credits)
PRMG 2013 – Project Budgeting and Cost Control (45 hours; 3 credits)
PRMG 2014 – Project Management Quality Control (45 hours; 3 credits)
PRMG 2015 – Project Management – Tools & Applications (45 hours; 3 credits)

Winter Semester

PRMG 2016 – Project Management Leadership (45 hours; 3 credits)
PRMG 2017 – Project Management – Risk Management (45 hours; 3 credits)
PRMG 2018 – Project Management - Communication and Team Mgt (45 hours; 3 credits)
PRMG 2019 – Project Management in Agile (45 hours, 3 credits)
PRMG 2020 – Project Management – Capstone Project (45 hours; 3 credits)

Consultation (refer to Appendix A, Consultations)

(29) ***With whom have you consulted internally regarding this proposal? What were the results of these consultations? Provide names, dates, and summary of feedback*** (see Appendix A)

(30) ***With whom have you consulted externally?*** (see Appendix A)

Phase In/Phase Out Plan

(31) ***For existing programs that are being substantially changed (and are therefore treated as 'new programs' in development), describe in detail the phase in/phase out of new/old versions of the program (teach outs):***

As BPM is a brand new post-degree program that falls under the recently created DBM, there is no 'phase-out' of any existing program at VCC.

PART 2: IMPLEMENTATION PLAN

This document outlines associated resources required to adequately implement the proposed curriculum.
It is submitted to Education Council to provide advice to the Board of Governors on the implementation of the program, and to the Finance and Audit Committee to provide advice to the Board of Governors on a fee structure.

NON-RECURRING COSTS (provide accurate estimates)

Academic non-recurring start-up costs

Item	Yr 1	Yr 2	Yr 3	Yr 4	Total
Program development	$40,000				
Faculty development	N/A				
Staff development	N/A				
SME Engagement	$5,000				
Sub-total	$45,000				

Capital Costs (Equipment, Renovations, Facilities, Library, Technology)

Item	Yr 1	Yr 2	Yr 3	Yr 4	Total
Hardware/ Software purchase	$5,000				
Library	$3,000				
Facilities/Office Space	N/A				
Furniture, phones, supplies	$1,000				
Sub-total	**$9,000**				

Totals

Item	Yr 1	Yr 2	Yr 3	Yr 4	Total
Academic Non-Recurring	$9,000	$9,000	$9,000	$9,000	**$36,000**
Capital Costs					
Sub-total	**$9,000**	**$9,000**	**$9,000**	**$9,000**	**$36,000**

ONGOING OPERATING COSTS (provide accurate estimates)

Costs are per cohort

Item	Yr 1	Yr 2	Yr 3	Yr 4	Total
Faculty	$136,848	$136,848			$273,696
Required service courses					
Administrative Support	$26,260	$26,260			$52,520
Student Services					
Marketing					
IT Support					
Library					
Lab operating costs - Salary					
Other (Marketing, Facilities)	$9,000	$9,000			$18,000
Sub-total					
Grand Totals	**$172,108**	**$172,108**			**$344,216**

PART 3: BUSINESS CASE

This document outlines the sources of revenue for the program.
It is submitted to the Fees Advisory Committee and the Board Finance and Audit Committee to provide advice to the Board of Governors on a fee structure. This document is then submitted to the Board of Governors, to be reviewed alongside the Implementation Plan and approved curriculum, to make a final decision on the fees and implementation of the program.

REVENUE

What is the source of funding for this program?
International tuition.

TUITION AND FEES

Item	Number of Courses	Yr 1	Yr 2	Yr 3	Yr 4	Total
Tuition						
$550/Credit	20	$16,500 per student	$16,500 per student			$33,000 per student

SIGN OFF

Dean/Director: __Dennis Innes (approved by e-mail)_____
VP Academic: __Kathryn McNaughton (approved by e-mail)_____
VP Finance: ___Marlene Kowalski (approved by e-mail)_____

I. Appendix A. Consultation

All parties below were consulted with during the 3-month period of September 7, 2017 to the present. Date, time and details of each discussion can be furnished upon request.

External

- **Greg Mulroney** (PMI – Toronto, October 13, 2017)
  Greg provided overview of the project management context as viewed by PMI (Project Management Institute), which is the original governing body in the project management arena. Greg mentioned that REP status (Registered Educational Provider) was not necessary given VCC's reputation and standing in the educational community.
- **Qiad Jivan** (PMI – BC, October 16, 2017
  Qaid was the first PMI representative to explain the pros and cons of the dual project management 'worlds' of PMI (Waterfall) and Agile. Given the limited project management experience our students have, he recommended our program be structured to prepare them for the CAPM certification instead of the PMP.
- **Mike Dewing** (PMP, Senior Project Manager – MLD Holdings, October 20, 2017)
  As one of the few individuals who is both a PMP and CSM (Certified Scrum Master – Agile), he was best able to show how the parallel worlds of PMI and Agile intersect and differ. He advised us against offering a practicum and suggested we offer a capstone project in project management.
- **Iain Palmer** (PMP, President, October 29, 2016)
  Ian felt strongly that we should co-brand this new program with the current CBM program given their common foundation in business. He also felt it was not absolutely necessary for instructors in this program to have PMP certification.
- **Denise Holleran** (Founder, Collaborators in Knowledge, Nov 2, 2017)
  Referred to us by Stacey Cerniak, Denise's consulting company prepares professionals for both PMP and CSM certification and integrates both in a program they call "AgiFall".
- **Stacey Cerniuk** (President & CEO – Annex Consulting, Nov 2, 2017)
  Referred to us by Ian Palmer, Stacey offered a wealth of knowledge related to project management. Having held very senior positions within the project management field, Stacey corroborated and validated many of the recommendations made above.
- **Fred McDonald** (Former Dean at VCC / Consultant on CBM Program)
  As the original author and creator of the current CBM post degree program, we met and spoke with Fred on several occasions. The biggest take-away from these sessions was Fred's strong conviction to located this program in the same department with the current CBM program given the fact this was VCC's only post-degree business program.
- **Ulrich Paschen** (SFU Instructor, October 31, 2017)
  As a project management instructor and consultant, Ulrich confirmed the demand for such project management programs within academia.
- **Noy Kongtakane** (Pearson Publishing, October 17, 2017)
  Noy is researching what project management resources and textbooks are available through her organization.
- **Shirley Tompkins** (Douglas College Instructor)
  As a full time instructor at Douglas College, Shirley provided some insight into the 30-credit program in project management offered at Douglas College.

Internal

- **Dave McMullen** (Registrar – VCC – November 30th)
  Dave was consulted about the code for the project management courses.
- **Todd Rowlatt** (EDCO Chair – VCC, Nov 6, 2017)
  As current chair of EDCO, Todd felt strongly that NOT including the word 'Business" in the name of this program would set up student expectations that they were being groomed for PMP certification – which they are not eligible given their lack of experience in PM.
- **Andre Duinkirk** (Manager Financial Planning – VCC - November)
  Andre completed the work on the finances on November 27th.
- **Elmer Wansink** (Director of IT – VCC – November 30th)
  Consulted about possible IT and software needs.
- **Jennifer Gossen** (Director of International Education, October & November, 2017)
  As Director of International, we spoke and met with Jennifer numerous times to collectively arrive at the name of the program, and to help determine the demand and scope of this new post degree diploma.
- **Garth Manning** (CID – VCC, October & November, 2017)
  Met with Garth on several occasions to discuss the curriculum development phase of this program, particularly as it relates to 'experiential learning'.
- **Steve Joyce** (DBM Instructor – VCC, October & November 2017)
  Steve was an integral member of this initial research phase and joined me in most of the initial meetings held with the project management SME's (subject matter experts) mentioned in this appendix. He also conducted initial research in similar project management programs being offered outside of BC.
- **Joel Rivera** (DBM Instructor – VCC, October 2017)
  Joel was instrumental in determining that this program did not need a practicum component. His exhaustive and detailed research in this matter helped guide the development the program content and structure of this new post degree diploma.
- **Rey Chang** (DBM Instructor – VCC, October 2017)
  Rey conducted initial research in similar project management programs being offered in BC.

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: September 26, 2018

ISSUE: **FOR INFORMATION:**
International Tuition - New Post-Degree Diploma (Business & Project Management)

BACKGROUND:

In 2016, VCC began looking into offering post-degree diplomas for the international student market. A decision was made to launch several programs with a common first year and a specialization in the second year. These diplomas were planned as two-year full time programs holding 60 credits.

In September 2017, VCC launched its first post-degree diploma – Canadian Business Management (CBM). The students in this program have a one-term practicum in their second year. Faculty supervise this practicum in order to support our students' transition to the Canadian workplace. As of May 2018, VCC is offering two cohorts of CBM per term (September, January and May). Each cohort has 25 students.

According to the International Education Department, these diplomas need to all have the same tuition. Tuition for Canadian Business Management was $561/credit for the term starting September 2018 and will increase by 2% to $572 for the term starting September 2019.

DISCUSSION:

In September 2019, VCC will launch its second post-degree diploma – Business and Project Management (B&PM). The focus of the second year is project management. VCC engaged two subject matter experts to work with faculty from the Business Management Department and the Centre for Teaching, Learning and Research to develop the second year of this diploma.

VCC is planning to offer two cohorts of Business & Project Management in September 2019.

The PCG and course outlines were approve by Ed Co on September 12, 2018.

Domestic students can enrol in these programs but as there is no base funding, domestic students would have to pay the same tuition as international students.

As per the Tuition Policy, international fees are set by Administration and do not require Board approval. They are presented to FAC and the Board for information only.

ATTACHMENTS: APPENDIX A - Course Listing
APPENDIX B – Financial Analysis

PREPARED BY: Dennis Innes, Dean for the School of Hospitality, Food Studies and Applied Business.

DATE: September 10, 2018

APPENDIX A

	Business & Project Management Diploma for International Students			
Term	**Course #**	**Course Name**	**Credits**	**Hours**
Term 1	MGMT 1001	Business Mathematics	3.0	45.0
Term 1	MGMT 1002	The Canadian Economy	3.0	45.0
Term 1	MGMT 1003	Principles of Management	3.0	45.0
Term 1	MGMT 1004	Communications in the Canadian Workplace	3.0	45.0
Term 1	MGMT 1007	Financial Accounting	3.0	45.0
	Sub total	***5***	***15.0***	***225.0***
Term 2	MGMT 1005	Organizational Behaviour	3.0	45.0
Term 2	MGMT 1006	Fundamentals of Marketing	3.0	45.0
Term 2	MGMT 1009	Business Statistics	3.0	45.0
Term 2	MGMT 1108	Information Technology Management	3.0	45.0
Term 2	MGMT 2014	Financial Management	3.0	45.0
	Sub total	***5***	***15.0***	***225.0***
Term 3	MGMT 2021	Project Management Fundamentals	1.5	22.5
Term 3	MGMT 2022	Project Leadership	3.0	45.0
Term 3	MGMT 2023	Scope Management	1.5	22.5
Term 3	MGMT 2024	Risk and Procurement Management	3.0	45.0
Term 3	MGMT 2025	Project Scheduling and Cost Management	3.0	45.0
Term 3	MGMT 2027	Integration Management	3.0	45.0
	Sub total	***5***	***15.0***	***225.0***
Term 4	MGMT 2006	Business Analysis and Systems Design	3.0	45.0
Term 4	MGMT 2028	Quality and Resource Management	3.0	45.0
Term 4	MGMT 2029	Communication and Stakeholder Management	3.0	45.0
Term 4	MGMT 2030	Capstone	6.0	90.0
	Sub total	***4***	***15.0***	***225.0***
	Total	***19***	***60.0***	***900.0***

Business Management Department
Business & Project Management Post-Degree Diploma

APPENDIX B

Tuition per credit	$ 572
Tuition per student	$ 34,320
No. of Intakes	1
No. of students per intake - Domestic	0
No. of students per intake - International	25
Total students (with X FTE attrition) - Domestic	0
Total students (with X FTE attrition) - International	22
Student FTE	22
Duration - instructor months	12
Duration - days	250
Other days	0
Department head release days	180
Duty days per year	180
Instructor FTE required per intake	2.4
Number of credits	60
Tuition Fee per Credit - International	$ 572
Support Staff FTE	0.80
Operational costs	$ 26,000
Revenue per **credit per student**	$ 572
Cost per **credit per student**	$ 498
Revenue per **student**	$ 34,320
Cost (breakeven tuition fee) per **student**	$ 29,851
Breakeven tuition fee per **credit per student**	$ 498
Tuition fees per student - International	$ 34,320
Block fund per student	$ 0

Revenue		
Tuition revenue - International	$	755,040
Block fund allocation	$	-
Total revenue	**$**	**755,040**
Instructor		
Salary (step 1)	$	221,168
Benefits (23.75%)	$	52,527
Total instructor costs	**$**	**273,696**
Support Staff		
Salary	$	49,171
Benefits (28.0%)	$	13,768
Total support staff costs	**$**	**62,939**
Total labour cost	**$**	**336,635**
Operational costs		
Agency Fees		113,256
Operational Expenses	$	26,000
Total operational costs	**$**	**139,256**
Indirect student support		
Indirect student support 38%	$	180,838
Total indirect student support	**$**	**180,838**
Total expenditures	**$**	**656,729**
Net contribution to VCC overhead / (Deficit)	**$**	**98,311**
Net contribution to VCC overhead / (Deficit)		**13.0 %**

Gross Margin Income Statement

Revenue from tuition and block fund allocation	**$**	**755,040**
Direct instructors cost	$	273,696
Direct non-labour cost	$	26,000
Direct support staff cost	$	62,939
Gross margin	**$**	**392,405**
Indirect IRA cost	$	-
Indirect support staff cost	$	-
Total indirect expenditures	**$**	**-**
Surplus / (Deficit) (prior VCC overhead)	**$**	**392,405**
VCC Institutional support (Overhead 38%)	$	137,801
Net Surplus / (Deficit)	**$**	**254,604**

156,293

Gross margin breakeven tuition per student	*$ 16,484*
Minimum number of students to cover gross margin	*11*
Minimum number of students to cover direct + indirect	*11*
Minimum number of students to cover all costs	*15*

VANCOUVER COMMUNITY COLLEGE

DECISION NOTE

DATE: September 26, 2018

PREPARED FOR: Board of Governors

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Revised - B.1.3 Expenses and Travel - Policy & Procedures
Rescind - B.2.16 Travel – Policy & Procedures

BACKGROUND:

The purpose of this revised B.1.3 policy and procedures is to ensure the systematic management of expenses and travel reimbursement consistent with best practice, legislative, financial, and legal obligations of the College. There has been extensive review by the Administrative Policy Committee as well as the opportunity for community feedback in late July and August. As part of this note, we are also recommending that we rescind B.2.16 Travel policy and procedures as they have been combined within a revised B.1.3. The revised policy and procedures were presented to Operations Council on August 27th, 2018.

DISCUSSION:

There has continued to be additional refinement and clarification of terms and process related to expenses and travel matters. Specifically, there has been clarification concerning items eligible for reimbursement, the process under which members of the College community can seek reimbursement and clarification around language related to off campus activities. There was a working group formed to review this policy that had broad representation from across the College. The clarification of terms and practices was discussed at length in order to introduce an improved and streamlined process around expense reimbursement as well as travel. The policy and procedure went out for community feedback in July and early August which allowed for other members of the College community to raise any questions or concerns that they may have had.

There were no further questions or concerns presented by members of Operations Council upon final review.

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the revised B.1.3 Expenses and Travel policy and procedures and rescind B.2.16 Travel policy and procedures.

ATTACHMENT: APPENDIX A - Revised Draft - B.1.3 Expenses and Travel - Policy & Procedures
APPENDIX B - Rescind B.2.16 Travel – Policy & Procedures

PREPARED BY: Dave McMullen, Acting Chair, Administrative Policy Committee

VANCOUVER COMMUNITY COLLEGE

APPENDIX A

POLICY

Policy No.	**B.1.3**
Title:	**Expenses and Travel** (formerly Reimbursement of Expenses)
Approval Body	Board of Governors
Policy Sponsor	Vice President Administration and Chief Financial Officer
Last Revised/Replaces	June 13, 2000; combines B.2.16 Travel
Effective Date	

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CONTEXT AND PURPOSE

Vancouver Community College (VCC; the College) is committed to the prudent and responsible management of its financial resources and assets, to maintaining control over all financial activities, and to mitigating risk to the College.

The purpose of this policy is to set guidelines outlining the limits and expectations associated with incurring expenses while traveling or supporting business operations for the College.

SCOPE AND LIMITS

This policy applies to all employees of the College, members of the Board of Governors, and individuals associated with and/or working on behalf of the College.

This applies to all guidelines or processes that govern the reimbursement of expenses including professional and career development.

The Director, Financial Services is responsible for the administration of this policy and its related procedures, and may question any payment or claim for reimbursement, request clarification or challenge non-compliance.

Conditions for reimbursement of expenses incurred by independent contractors are specifically addressed within each contract. Where the contract does not specify expenses, this policy will apply.

STATEMENT OF POLICY PRINCIPLES

1. The College recognizes the need for employees to travel on College business or incur business expenses in the performance of their responsibilities and will reimburse expenses incurred for authorized College business.
2. The College will only reimburse employees for authorized and approved expenses incurred by the employee in the pursuit of College business. Expenses incurred by an employee that are not in accordance with College policies may not be reimbursed.
3. The authorization to incur work related expenses presumes that the individual will use approved funds as cost-effectively as possible, with due regard for the College's accountability to the public.
4. Care and sound judgment must be exercised by the approving Supervisor/Budget Officer with respect to the circumstances that may give rise to expenses.
5. Any employee who willingly and knowingly tries to defraud the College through expense reimbursement may be subject to disciplinary action, up to and including dismissal.

6. The College recognizes that when other disbursement methods cannot be used, petty cash funds can be used to cover minor expenses not exceeding $50.

DEFINITIONS

Accommodation: A room or building in which someone may live or stay temporarily, including but not limited to hotels, motels, hostels, and owner-direct home shares or vacation rentals.

Budget Officer: An individual responsible for managing the budget within their area of responsibility.

Employee: An individual who is currently employed by VCC on a full-time, part-time, permanent, term, contract, or temporary basis.

Expenses: Expenses include but are not limited to:

- Direct reimbursements to individuals
- Charges on College Purchasing Cards
- Direct payments of invoices

Itemized Receipt: A receipt provided by the vendor or supplier which itemizes the goods or services purchased, and indicates the date, the name of a facility, a description of all items, amount of taxes charged and a total. A credit card receipt is not considered an itemized receipt.

Purchasing Card (PCard): A corporate credit card that allows authorized cardholders to pay for expenses and to utilize an online program management and reporting tool.

Regular Work Location: The location where an employee performs their duties of employment. This includes all three VCC campus locations, or other off campus location where an employee will perform their duties for a significant length of time.

Senior College Official: Members of the VCC Board of Governors, the President and CEO, Vice Presidents and Executive Directors.

Signing Authority: An individual who has been duly appointed with the authority to commit the College to any binding agreement. These include but are not limited to contracts, memorandums of understanding, licenses, letters of agreement, letters of intents and affiliation agreements.

RELATED LEGISLATION & POLICIES

Policies

B.2.1 International Travel Risk and Security
B.1.10 Signing and Spending Authorities

RELATED PROCEDURES

Refer to B.1.3 Expenses and Travel Procedures.

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VANCOUVER COMMUNITY COLLEGE

PROCEDURES

Policy No.	**B.1.3**
Title:	**Expenses and Travel** (formerly Reimbursement of Expenses)
Approval Body	Board of Governors
Policy Sponsor	Vice President Administration and Chief Financial Officer
Last Revised/Replaces	June 13, 2000; combines B.2.16 Travel
Effective Date	

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Approval of Expenditures

1. All expenses must be pre-authorized by an appropriate signing authority before committing to or incurring any costs. Local travel (i.e. within the Lower Mainland or between campuses) may not require pre-approval. Prior to any expenditure approval, the Budget Officer should ensure availability of funds.
2. Employees cannot approve their own expenses. Approval of expenses must be authorized by an individual that is at least one level higher than the person claiming the expense.
3. In the event that an employee receives reimbursement from a third party, such as the Ministry of Advanced Education, Skills & Training, for expenses already charged to the College, the employee must return the money to the College.
4. The College does not provide funds in advance of the actual travel.
5. Not all expenses are eligible for reimbursement. Refer to Appendix A for examples of non-reimbursable expenses.
6. Employees are not expected to use points from loyalty programs for College travel. Should they choose to do so, they shall not claim reimbursements for the equivalent cost of their airline ticket or accommodations.

Types of Expenses

7. Air Travel
    a. Airfare should always be the lowest economy fare available, except where an individual flight segment is over 8 hours or when economy fares are not available. The purchase of a higher fare must be pre-approved by the appropriate Senior College Official responsible for the area incurring the cost.
    b. Where possible, airfare should be booked at a minimum, 14 days prior to travel date.
    c. Flights changes are reimbursed if the change is in the best interest of the College.
    d. The cost of one checked bag per trip, or two checked bags for stays exceeding 5 days, is reimbursed. Additional baggage fees will be reimbursed if they are essential for College business.

e. For details regarding flight cancellation insurance, refer to section 12 of this document.

8. International Travel

    a. For specific country risk rating and risk management issues, refer to policy B.2.1 International Travel Risk and Security policy.

    b. Currency exchange:

        i. Include the exchange slip provided by the bank or an exchange bureau at the time the currency was purchased.

        ii. For credit card transactions include a copy of your credit card statement showing the exchange rate.

        iii. If an exchange slip is not provided, the exchange rate will be set using the Bank of Canada cash rate on the date the claim is processed.

9. Accommodations

    a. Reimbursement for accommodation will normally not exceed the standard single occupancy rate, and is limited to reasonable amounts in the particular circumstances.

    b. Only those days in which an accommodation is booked for College purposes may be expensed. This includes one additional night either before or after a conference. Bookings for accommodations lasting longer than needed for College purposes are not reimbursed.

    c. Accommodations are not reimbursed for local conferences or other events, unless pre-approved by the appropriate signing authority.

    d. If a relative or friend provides lodging for an employee while on business, an employee may claim an allowance of $40 per night. No receipts are required.

10. Car Rental

    a. Reimbursement for car rentals will be based on the rate for a standard compact vehicle.

    b. Refill fuel in accordance with rental car agreement. Do not opt for fuel prepayment.

    c. Mileage is not applicable if a car is rented.

    d. Registration fee for shared car services is not reimbursable.

    e. For details regarding car rental insurance, refer to section 12 of this document.

11. Mileage and Parking

    a. Mileage for business travel, including commuting between campuses, is paid at a rate set by the College.

    b. Parking for business travel, excluding parking fee for regular work location, is reimbursable.

    c. Commuting between campuses is reimbursable.

    d. Commuting mileage, between your home and regular work location, is not reimbursable.

    e. Use of private automobile should be limited to trips where no suitable public transportation is available or where private automobile is more time and/or cost

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effective. When an individual traveling on the College business wishes to use his or her own vehicle for personal convenience, the College will only reimburse costs (kilometers driven, meals, accommodation etc) for normal traveling time not exceeding the cost of full economy airfare.

f. Only one employee can claim mileage per trip.

g. For mileage reimbursement, use the expense report form. Mileage will not be reimbursed through petty cash, with the exception of public transit expenses.

h. Parking violations are not reimbursable.

12. Travel Insurance

a. The information in this section is meant to serve as a general guideline only as there are exceptions which may apply to each employee. Descriptions of insurance policies are for information only and are subject to the terms of the policies themselves. Any specific questions regarding insurance should be directed to the Safety, Security and Risk Management Department. Questions regarding medical or accident benefits should be directed to the College's HR Department.

b. It is the employees responsibility to verify relevant insurance coverage prior to travel.

c. Flight Cancellation Insurance

It is necessary to purchase flight cancellation insurance. Flight cancellation insurance enables travelers to be reimbursed for the cost of cancelled airline flights when the cancellation was due to events that are not under the control of the traveler (for example – medical reasons). Travelers may claim the cost of purchasing this insurance.

d. Car Rental Insurance

Employees are expected to secure car rental insurance and will be reimbursed for coverage.

13. Meals while on approved College business and travel

a. Submit receipts for meal expenses incurred during the first and last day of travel, i.e. while on route to and from your destination. For full days of travel, claim the per diem meal allowance.

b. The total amount of a claim with receipts cannot be greater than the daily per diem amount.

c. Meals expenses are not reimbursed when travelling within the employee's city or town of employment unless pre-approved.

d. Travel Meals: Receipts

i. When traveling with a spouse, domestic partner or any family member, request separate checks or indicate on the receipt the portion attributable to the employee.

ii. Tips should not exceed 18%.

iii. Alcoholic beverages will not be reimbursed.

e. Travel Meals: Per Diem

i. When meals are included in registration fees for seminars and conferences, or

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are included in air travel, do not claim the per diem allowance for those meals.

ii. The per diem rates apply to each calendar day an employee is travelling on College business.

iii. Per diem rates:

Breakfast	$10.00
Lunch	$15.00
Dinner	$25.00

Total $50.00 per calendar day in Canadian $, or in USD if travelling to the United States.

14. Hosting business meetings

    a. Business meeting expenses may include food, beverage, and social or recreational activities such as
        i. hosting a guest, visitor or benefactor
        ii. a business meeting that continues over a meal period
        iii. special activities that include College personnel, e.g. receptions or parties
    b. The maximum meals allowance for business is $50 per guest per event.
    c. Alcohol is not a reimbursable expense unless hosting an approved College function.
    d. When hosting an approved function, submit all claims, direct reimbursements or purchasing card statements, for alcohol purchases directly to the appropriate member of Senior College Officials.
    e. Expenses involving College employees who can meet regularly during working hours will not be reimbursed without pre-approval.

15. Other Expenses

    In certain circumstances, incidental expenses may be submitted for reimbursement. These include, but are not limited to:

    a. Voice and data communications charges to stay in touch with the College responsibilities, such as internet service
    b. Laundry for travel in excess of 5 days
    c. Lost luggage (Lost luggage claim ticket required)
    d. Foreign Currency Exchange Fees
    e. Event and Conference registration fees
    f. Training, Professional Development or Course fees
    g. Expenses for obtaining visas and travel papers
    h. Membership dues that are determined to be of primary benefit to the College
    i. Road tolls, ferries, taxis, public transit, bike share and airport buses are reimbursable when supported by original receipts.

Submitting an Expense Claim

16. Expense claims are submitted using the approved Travel and Expense Claim form along with original receipts.

17. Original receipts detailing the goods or services purchased are required for all individual

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expenditures. Credit card statements are not acceptable documentation. If an expense receipt is missing and a duplicate cannot be obtained, the claimer must include a Certificate of Missing/Lost Receipt with their expense form. The Certificate must be signed by the claimer and one administrative level higher.

18. Expense claims for travel must:
    a. be submitted within 60 days of travel completion,
    b. include an itemized list of expenses and supporting receipts, and
    c. be signed by the appropriate signing authority.

Petty Cash

19. Petty cash is used for circumstances when payment is required immediately and payment by means of Accounts Payable or PCard is impractical.
20. Petty cash reimbursements will not exceed $50.
21. Petty cash forms must be signed by the appropriate budget manager and include an invoice, receipt, or other supporting documentation.
22. Petty cash is held and administered by the Student Accounts offices at the Broadway and Downtown campuses.
23. The Finance Department will:
    a. maintain a list of acceptable and unacceptable petty cash items.
    b. establish and maintain departmental guidelines for managing and administering petty cash.
24. Intentionally splitting purchases to circumvent the $50 transaction limit is prohibited.

Purchasing Cards

25. Whenever possible, use the College Purchasing Card for travel, including airfare, accommodations, and meals. Refer to the Purchasing Card Guide on myVCC for complete details.
26. Professional development activities must be paid by individual credit card and not charged to the College purchasing card.

Disputes

27. The claimant and signing authority will be informed by the Director, Financial Services when items are being disputed for reasons other than clerical or unsupported amounts.
28. Claimants may appeal a rejection of expenses to the Vice President Administration and CFO.

RELATED POLICY

Refer to B.1.3 Expenses and Travel Policy.

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Appendix A

Examples of Non-Reimbursable Expenses (not a full listing):

- Alcoholic Beverages (subject to be approved for business purposes)
- ATM fees
- Expenses for failing to cancel transportation or accommodations
- Expenses of a travelling companion, except in the case of an approved accommodation
- Personal credit card fees
- Coffee, water, or beverages (not part of a meal)
- Snacks
- Magazine/newspapers
- Passport costs
- Child/dependent care
- Home or pet care
- Airline club memberships
- Extra baggage claim
- Traffic fines & parking tickets
- Loss or damages to personal property while traveling
- Toiletries & other personal items
- Any expense which is not essential to College business
- Pre-boarding fees, upgrade and seat-change fees, as well as expenses incurred while in flight for such things as alcohol, earphones, and in-flight movies
- Fitness room fees, spa services, in-room movies, mini bar charges, and any other related expenses
- Commuting mileage, between your home and work location
- Registration fee for shared car services is not reimbursable

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APPENDIX B

Title: **Travel Policy**
Effective Date: **June 13, 2000**
Policy Category: **Administration**
Number:**B.2.16**

Travel Policy

Purpose

To provide guidelines for employee travel while on College business.

Policy

All College travel will be conducted in the most cost effective manner. The College will reimburse employees for approved expenses incurred while travelling on College business.

Applies to

All College employees.

Definitions

Travel is defined as being outside the Lower Mainland and more than one duty day.

Procedures

Other than for meal reimbursements within Canada and the United States where a per diem has been allocated, reimbursement procedures are as follows:

1. Obtain pre-approval from supervisor.
2. Retain receipts
3. Complete cheque requisition within 90 days of travel completion, itemizing expenses and attaching receipts.
4. Submit with supervisor's signature to Accounts Payable.

The College will reimburse employees for travel expenses as per set guidelines (See Appendix 1).

Appendix 1

1. General Travel Guidelines

The College does not provide funds in advance of the actual travel, unless otherwise approved at the Vice President level.

2. Air Travel

Air travel will normally be at the standard economy passenger rate. However, the Vice President may pre-approve upgrades for flights longer than eight hours.

3. Land Travel

- Employees using personal vehicles for travel will be reimbursed at the standard per kilometer rate. Maximum reimbursement may not exceed the cost of a standard economy air flight.
- Reimbursement for car rentals will be based on the rate for a standard compact vehicle. Rental will be approved when it is the most effective means of transportation.

4. Overseas Travel

All expenses for overseas travel require approval of the Vice President.

5. Accommodations

- Reimbursement for accommodation will be limited to reasonable amounts in the particular circumstances and normally will not exceed the standard single occupancy rate.
- If a relative or friend provides lodging for an employee while on business, the College will allow reimbursement for a gift or gratuity of $30 per day to a maximum of $150.

6. Meals

- Alcoholic beverages will not be reimbursed.
- If meals are included in a convention or seminar fee, they will be subtracted from the allowance below.

- Within Canada and the U.S., meals will be reimbursed at the following per diem rates:

Breakfast	$10.00
Lunch	$15.00
Dinner	$25.00

Total $50.00 per calendar day in either Canadian or US funds.

The above rates apply to each calendar day an employee is travelling on College business.

Reference

Reimbursement of Expenses Policy B.1.3

1. Policy Sponsor: Manager, Purchasing

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

DATE: September 26, 2018

PREPARED FOR: Board of Governors

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
B.1.10 Signing and Spending - Policy & Procedures

BACKGROUND:

The purpose of this revised policy and procedures is to ensure that VCC is consistent with best practice, legislative, financial, and legal obligations of the College. There has been extensive review by the Administrative Policy Committee. Recommendations from a study completed approximately three years ago were implemented as part of the changes to reflect appropriate value thresholds. There were efforts to clarify definitions and establish greater consistency associated with transaction types and dollar levels which have been included in Appendix A. The proposed changes went through the process including going out for community feedback in June and early July. The finalized policy and procedures were taken before Operations Council where it was approved on July 30, 2018.

DISCUSSION:

The Administrative Policy Committee spent a significant amount of time clarifying definitions in order to bring greater clarity to the process and who exactly has the appropriate authority to sign for specific expenditures as part of the College's business. Additional discussion took place around demarcation within the process, the number of signatures required to authorize a contract on behalf of the College, etc. During community feedback, there were some questions around some of the specific staffing levels identified within Appendix A. Additional revision was made to clarify these terms.

The current version of the policy and procedures was presented at Operations Council on July 30, 2018. There were no further questions and the policy and procedure raised at the meeting.

RECOMMENDATION:

THAT, on the recommendation of the Finance & Audit Committee, the Board of Governors approve the revised B.1.10 Signing and Spending policy and procedures.

ATTACHMENTS: APPENDIX A - Signing and Spending Authority Matrix
APPENDIX B - B.1.10 Signing and Spending - Policy & Procedures
APPENDIX C - Grant Thornton Report - Spending Authority Review (March 2014)

PREPARED BY: Dave McMullen, Acting Chair, Administrative Policy Committee

VANCOUVER COMMUNITY COLLEGE

APPENDIX A

SIGNING AND SPENDING AUTHORIZATION MATRIX

1. Approvals require the following:
   a. Approver has budgetary authority for the item being approved.
   b. Approver has appropriate dollar level authority for the approval.

TRANSACTION TYPE AND DOLLAR LEVEL

	Contracts for the Procurement of Goods and Services	Contracts for the Procurement of Construction	All Other Contracts	Leases	Purchase Acquisition of Land and/or Building	Operating and Capital - per transaction
Board of Governors	Over $1 million	Over $1 million	Over $1 million		Over $1 million	Over $1 million
Finance and Audit Committee	Up to $1 million	Up to $1 million	Up to $1 million		Up to $1 million	Up to $1 million
President - College Wide	Up to $500,000	Up to $500,000	Up to $500,000		Up to $500,000	Up to $500,000
Vice President Administration & CFO	Up to $500,000	Up to $500,000	Up to $500,000	required on all	Up to $500,000	Up to $500,000
Vice Presidents, Executive Directors	Up to $200,000	Up to $200,000	Up to $200,000			Up to $200,000
Director of Financial Services	Up to $100,000	Up to $100,000	Up to $100,000			Up to $100,000
Dean, Director	Up to $75,000	Up to $75,000	Up to $75,000			Up to $75,000
Associate Director, Facilities/Operations/ Business Manager						Up to $5,000
Department Head, All Managers other than Facilities/ Operations/Business						Up to $1,000

VANCOUVER COMMUNITY COLLEGE

APPENDIX B

POLICY

Policy No.	**B.1.10**
Title	**Signing and Spending Authority**
Approval Body	Board of Governors
Policy Sponsor	Vice President Administration and Chief Financial Officer
Last Revised/Replaces	New
Effective Date	

CONTEXT AND PURPOSE

Vancouver Community College (VCC; the College) is a publicly funded institution and is accountable to the Province and members of the Public for the stewardship of these funds.

This policy and its related procedures outline the comprehensive assignment of signing and spending authority to specific positions within the College.

SCOPE AND LIMITS

This policy and its related procedures applies to all legal and financial documents of the College that require authorizing signature(s), including but not limited to contracts, agreements, applications for funding and donations.

This policy does not apply to Revenue Contracts.

STATEMENT OF POLICY PRINCIPLES

1. The College is committed to the responsible stewardship of its funds by conducting all business affairs in a consistent and cost effective manner.
2. The College is responsible for maintaining a comprehensive system of controls over all legal and financial commitments to ensure ongoing operational health of the institution.
3. Employees of the College are not authorized to sign agreements unless they have been granted that authority pursuant to this policy, or a resolution of the Board or such authority has been delegated.
4. The College will maintain a Signing and Spending Authority Matrix (Appendix A) which will establish signing authority to appropriate positions within the College for various types of documents and transactions, reflecting the value of the transactions as well as the expertise of the signing authorities.
5. The College will document the responsibilities of the signing authorities with respect to such issues as legal and risk management review, insurance, and execution of documents, records management, delegation and spending authority and provide training to ensure that signing authorities understand their responsibilities.
6. The College will establish and document the circumstances under which signing officers

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may delegate their authority to other positions.

7. Spending Authority is granted in relation to a position's organizational responsibility or duties, and can be restricted as to financial limit and/or the nature of goods and service purchased.
8. A Spending Authority may only approve expenditures over which they have been delegated authority.
9. An employee with Spending Authority is responsible for understanding the Purchasing Policy and ensuring goods and services are procured in accordance with this policy.

DEFINITIONS

Memorandum of Understanding (MOU): An agreement that expresses a convergence of will between two or more parties, indicating an intended common line of action.

Memorandum of Agreement (MOA): A legal document that establishes the *ground rules* of a positive cooperative effort for the parties wishing to work together on a project.

Letter of Agreement (LOA): A written list of goods, services, or space to be provided at the agreed-to prices, terms, and time. It becomes a binding contract when signed by the associated parties.

Procurement Authority: As established by the Purchasing Policy, the Director of Procurement is responsible to ensure that goods and services are purchased in compliance with the Purchasing Policy as established and approved by the Board of Governors.

Revenue Contract: A binding agreement between the College and another party that defines the terms under which revenue will be received.

Signing Authority: An individual who has been duly appointed with the authority to commit the College to any binding agreement. These include but are not limited to contracts, memorandums of understanding, licenses, letters of agreement, letters of intent and affiliation agreements.

Signing Officer: A Board approved employee designated to sign, make, draw, accept and deliver cheques, promissory notes, bills of exchange, orders for payment of money, agreements and instructions necessary for the operation of the College's bank accounts.

Spending Authority: An individual who has been duly appointed to authorize expenditures by virtue of the approved operating budget.

RELATED LEGISLATION & POLICIES

Legislation

B.C. College and Institute Act

Policies

B.1.5 Banking
B.1.6 Short Term Borrowing
B.1.7 Financial Responsibility and Accountability
B.4.1 Purchasing

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VANCOUVER COMMUNITY COLLEGE

PROCEDURES

Policy No.	**B.1.10**
Title	**Signing and Spending Authority**
Approval Body	Board of Governors
Policy Sponsor	Vice President Administration and Chief Financial Officer
Last Revised/Replaces	New
Effective Date	

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Signing Authority

1. The VP, Administration and Chief Financial Officer (CFO) is responsible for a comprehensive Signing and Spending Authority Matrix (Appendix A) which includes all documents requiring signature, the dollar values associated with those documents and the organizational level that has signing authority. The Matrix can be updated by the VP as required as to dollar limits as well as changes in the organizational structure.

Agreements, Contracts and Commitments

2. Prior to signing agreements, signing authorities must undertake appropriate due diligence assessment which may include the following:
    a. Procurement is to be consulted prior to signing a document.
        i. Documents with sizeable dollar values or complexity, or have significant ramifications, or are unusual in any way may require external legal advice and may be referred to designated legal advisors.
        ii. All MOU's, MOA's and LOA's.
    b. Any document, contract or agreement which contains an indemnification to other parties must be reviewed by Procurement and approved by the Province, prior to such a document being finalized and executed.
    c. No person may sign any document or enter into a verbal or non-verbal agreement that creates an obligation on behalf of the College unless the individual has been granted authority through this Policy and Procedure.
    d. Persons that have been granted authority shall ensure:
        i. That the College has the ability to meet the obligations being made.
        ii. That any agreement is compliant with the laws of Canada and British Columbia.
        iii. That the appropriate level of review and approval has been obtained from stakeholders, and that required levels of legal, risk management, procurement, financial and other required due diligence has been performed and risks disclosed.
        iv. That any intellectual property matters have been properly considered, in accordance with the College's policies and procedures.

v. That any agreement is consistent with the College's mission and mandate, budget, Collective Agreements, Academic Planning and Priorities, policies and procedures of the College.

Spending Authority

3. In order to efficiently and effectively manage the College, the President delegates the responsibility and accountability for financial management to Administrators as detailed in the Signing and Spending Authority Matrix.

   a. Spending authority is limited to expenditures and projects authorized by the annual operating or capital budgets.

   b. Spending granted to individuals is based on their position and is limited to specific departments, programs or accounts as necessary.

   c. Approval for purchases can be evidenced through manual signature or through electronic methods.

   d. Employees with spending authority are responsible to ensure proper procurement procedures are followed in accordance with the Purchasing policy.

Delegation of Signing and Spending Authority

4. Signing and spending authority may be delegated on a temporary basis due to vacation or other leaves of absence. Signing and spending authority may be delegated to an individual with similar position within the hierarchy structure of the College. Notification of the delegation of signing and spending authority must be provided to the Director Financial Services identifying the individual who will be temporarily authorized to approve purchases under their budgets.

RELATED POLICY

Refer to B.1.10 Signing and Spending Authority Policy.

C.3.10 Affiliation Agreements (Education)

RELATED PROCEDURES

Refer to B.1.10 Signing and Spending Authority Procedures.

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APPENDIX C

Vancouver Community College

Spending Authority Review
March 2014

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1 Background

1.1. Project Description

Vancouver Community College ("VCC") has provided Grant Thornton LLP ("Grant Thornton" or "us") with VCC's spending authority matrix and those of similar post-secondary institutions. VCC has engaged Grant Thornton to assist them in evaluating appropriateness of the current procurement threshold and to provide an independent assessment of the spending authority limits through benchmarking to the similar institutions. Through strengthening the controls, VCC has lowered the risk in procurement, and therefore it may be appropriate to increase the spending limits to enhance efficiency. The focus on this review is to evaluate VCC's current spending authority limit and to recommend a spending authority matrix that is considered reasonable for the size and operational complexity of VCC.

1.2. Project Objectives and Scope

The scope of our work is limited to a review of the information provided from VCC pertaining to the spending authority limits of other post-secondary institutions including Douglas College, Langara College, Okanagan College, Camosun College, Kwantlen Polytechnic University, British Columbia Institute of Technology ("BCIT"), Selkrik College, College of the Rockies, College of Caledonia, and University of Fraser Valley. This review is not an audit and therefore we do not provide an audit opinion. Grant Thornton shall be entitled to rely on the accuracy, completeness and reliability of all information provided by VCC.

1.3. Methodology

Grant Thornton performed a comparative analysis of those post-secondary institutions included in the information provided by VCC and determined which institutions are the most similar to VCC and the suitable for benchmarking purposes by using the following criteria:

- Number of students;
- Annual revenue;
- Number of campus locations; and
- Number of programs.

We then, compared the spending authority limits of those institutions that are similar to VCC and prepared a suggested spending authority matrix that is reasonable for VCC considering its size and operations.

2 Assessment and Recommendations

2.1. Approach

We conducted our assessment during March 2014, and undertook the following procedures:

a. Obtained the information of the other institutions from their websites (e.g. # of students, # of campus locations, annual revenue and # of programs) and evaluated them against VCC for similarity. *Refer to Appendix A for the Institutions Comparative Chart.*

b. Mapped the spending authority limits of VCC to the institutions that are assessed as "very similar" in the step a). *Refer to Appendix B for Comparison with Similar Institutions.*

c. Mapped the spending authority limits of VCC to the institutions that are assessed as "somewhat similar" in the step a). *Refer to Appendix C for Comparison with Somewhat Similar Institutions.*

d. Analysed the benchmarking charts in Appendices B and C

e. Developed a new spending authority matrix that is considered reasonable based on the benchmarking exercise

2.2. Observations and Recommendations

Based on the benchmarking result, Grant Thornton developed the following new spending authority matrix:

	Up to $75,000	Up to $100,000	Up to $200,000	Up to $500,000	Up to $750,000	Up to $1 million	> $1 million or significant variations from the Budget
Directors/Deans	X						
Director of Finance		X					
Vice Presidents			X				
VP Finance				X			
President					X		
Finance Committee						X	
Board							X

The following observations were noted and considered in the development of the new spending authority matrix:

- ✓ Considering that the approval limits given to the Deans/Directors level or lower at similar institutions (i.e. University of Fraser Valley, Douglas College and Camosun College), we considered the approval threshold of $75,000 to be appropriate for that level.

- ✓ Granting the Director of Finance spending authority limit up to $100,000 is considered appropriate as it complies with the needs and functions of the institution and increases the efficiency of the approving process. It is noted that all of the three similar institutions grant some level of spending authority to personnel with positions below the Directors/Deans/Associate VPs level.

- ✓ Compared to the approval limits given to the VPs and President at University of Fraser Valley, the approval limits for the VPs and President at VCC are considered relatively lower (i.e. $500,000 at UFV and $200,000 at VCC). At Douglas College and Camosun College, the Purchasing Director/Manager and Associate Deans/Registrar are granted with approval authority up to $250,000 or higher depending on the total department budget. Thus, we concluded that it is appropriate to increase the approval limits for the VPs and President at VCC between $200,000 and $750,000.

- ✓ Spending between $200,000 and $500,000 currently requires an approval from the Finance Committee at VCC; however the most institutions included in the comparison do not require the Finance Committee approval for the similar spending. We considered it appropriate to increase the Finance Committee's approval limit from $200,000-$500,000 to up to $1million.

- ✓ Spending over $500,000 currently requires Board approval at VCC. At Langara College, Board approval is only required for capital construction projects. None of the similar-sized institutions requires Board approval for non-capital spending so we considered it appropriate to increase the approval limits of the lower authorities and to require Board approval for spending over $1million in addition to approving any significant variations from budget.

Appendix A - Institutions Comparative Chart

Institution	Student headcount		# Programs		# Locations		Annual Revenue		Assessment 3 = similar 2 = somewhat similar 1=not similar	Comments
Vancouver Community College	22,000	100%	197	100%	2	100%	$105,961,898.00	100%		
Douglas College	23,545	107%	281	143%	3	150%	$126,488,999.00	119%	3	
Langara College	20,765	94%	66	34%	1	50%	$102,781,263.00	97%	2	
Okanagan College	19,470	88%	180	91%	4	200%	$94,921,039.00	90%	1	# of students updated in 2011
Camosun College	18,440	84%	134	68%	2	100%	$107,966,460.00	102%	3	
Kwantlen Polytechnic University	19,535	89%	144	73%	4	200%	$145,623,000.00	137%	2	
BCIT	43,470	198%	467	237%	6	300%	$277,917,000.00	262%	1	
Selkirk College	10,015	46%	76	39%	5	250%	$43,172,187.00	41%	1	
College of the Rockies	10,415	47%	72	37%	2	100%	$35,716,809.00	34%	1	# of students only includes FTE and international students
College of New Caledonia	8,770	40%	108	55%	9	450%	$63,332,000.00	60%	1	
Capilano University	14,470	66%	165	84%	3	150%	$91,685,418.00	87%	2	
University of Fraser Valley	15,625	70%	124	63%	6	300%	$114,880,614.00	108%	3	# of students updated in 2012

Source: institutions websites

Appendix B - Comparison with Similar Institutions

UFV = University of Fraser Valley, Douglas = Douglas College, Camosun = Camosun College

	Up to $30,000 upon delegation by Dean or Assoc. VP	Up to $75,000	Up to $100,000	Contracts > $100,000	Up to $200,000	Up to $250,000 capital budget	Up to total department budget; and >$250,000 capital budget	Up to total department budget	Significant variations from budgets	$200,000 to $500,000	Up to $500,000	> $500,000	Up to $2 million
Budget Manager, Directors, Assoc. Directors,	**UFV**												
Associate Deans/Registrar							**Douglas**	**Camosun**					
Purchasing Director/ Manager						**Douglas**							
Directors/Deans		**VCC**	**UFV**										
Vice Presidents				**Douglas**	**VCC**						**UFV**		
VP Finance					**VCC**								**UFV**
President					**VCC**						**UFV**		
Finance Committee									**Camosun**	**VCC**			
Board												**VCC**	

Appendix C - Comparison with Somewhat Similar Institutions

KPU = Kwantlen Polytechnic University, Langara = Langara College, Capilano = Capilano University

	Less than $5,000	> $10,000	Up to $25,000	> $25,000	Up to $75,000	Up to $100,000	Up to $200,000	Up to total department budget	$200,000 - $500,000	> $500,000	Approve Capital Construction
Budget Manager, Directors, Assoc. Directors,	**KPU**	**Langara**	**Capilano**								
Associate Deans/Registrar		**KPU**									
Purchasing Director/ Manager											
Directors/Deans			**KPU**	**Capilano**	**VCC**			**Langara**			
Vice Presidents				**Capilano**		**KPU**	**VCC**				
VP Finance							**VCC**			**Langara**	
President							**KPU / VCC**				
Finance Committee									**VCC**		
Board										**VCC**	**Langara**

VANCOUVER COMMUNITY COLLEGE

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 26, 2018

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Revised B.5.1 Sharing & Stewardship of Information - Policy & Procedures

BACKGROUND:
The purpose of this revised policy and procedures is to ensure that policy and procedures have been updated to reflect best practice and articulate an overall scope of how information will be secured and accessed at the College. There has been extensive review by a variety of College stakeholders with a decision to employ "least privilege" access practices. This policy was also taken to Educational Policy Committee for information. Some revisions were brought about as a result of that conversation, specifically around how this policy links to Freedom of Information and Privacy Protection legislation. In addition, Terms of Reference were requested by Operations Council for the Data Standards Working Group which has been completed and reviewed by Operations Council. The revised policy and procedures were presented to Operations Council on August 27, 2018.

DISCUSSION:
The Administrative Policy Committee discussed the importance of updating this policy given that it is over 20 years old. The revisions to this policy are significant in nature and would bring the College in line with industry best practice. These changes will inform a security review of access to data within College systems. The establishment of Data Standards Working Group will allow the College to improve the quality of data contained within systems which will ultimately improve our ability to make data driven decision making. Given the significant changes that are proposed as a result of this policy, it is essential that we move this forward for approval as quickly as possible so as to begin these transformative changes.

There were changes made associated with rewording some definitions to provide greater clarity. Reference to A.3.9 Records Retention and A.3.3 Freedom of Information and Protection of Privacy were inserted in the Context and Purpose. Greater clarity around the differences between this policy and procedure verses A.3.3 Freedom of Information and Protection of Privacy were articulated. This is an existing element of FOIPPA legislation that the College is compliant with. Some changes to Scope and Limits were added in order to clarify some ambiguity. The Data Standards, Data Integrity and Security Guidelines definition was improved with clarification around who would have access to this information and that there was a review process with an annual report coming to Operations Council or delegate. The revised policy and procedures were recommended for approval by Operations Council after minor revisions.

RECOMMENDATION:
THAT, on the recommendation of Operations Council, the Board of Governors approve the revised B.5.1 Sharing and Stewardship of Information policy and procedures.

PREPARED BY: Dave McMullen, Acting Chair, Administrative Policy Committee

ATTACHMENTS: APPENDIX A - B.5.1 Sharing & Stewardship of Information - Policy & Procedures
APPENDIX B – Data Standards Working Group Terms of Reference

APPENDIX A

POLICY

Policy No.	**B.5.1**
Title	**Sharing & Stewardship of Information**
Approval Body	Board of Governors
Policy Sponsor	Vice President Administration & Chief Financial Officer
Last Revised/Replaces	January 30, 1997
Effective Date	

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CONTEXT AND PURPOSE

Vancouver Community College (VCC, the College) is accountable for the collection, integrity, consistency, confidentiality, accuracy and security of information.

This policy establishes how information is managed and maintained as a shared resource.

For information on records retention or protection of privacy, refer to VCC policies A.3.9 Records Retention and A.3.3 Freedom of Information and Protection of Privacy.

SCOPE AND LIMITS

This policy applies to all data collected at VCC or generated through the course of ongoing operations, including personally identifiable data and proprietary information.

This policy applies to all VCC employees and contractors and is complaint with collective agreements.

College data may be stored either electronically or on paper and may take many forms (including but not limited to: text, graphics, images, sound or video). Research data, scholarly work of faculty or students and intellectual property are not covered by this policy.

STATEMENT OF POLICY PRINCIPLES

1. This policy works to establish best institutional practice regarding access, security of data and standards. Policy A.3.3 Freedom of Information and Protection of Privacy (FOIPPA) addresses regulations around what information can be collected and public disclosure of information.
2. VCC is committed to ensuring the integrity of College information and will develop and maintain clear and consistent procedures for access to all College data.
3. VCC is the owner of all data collected, stored and/or managed by College employees or using institutional resources.
4. VCC will apply the “least privilege” data management approach. Employees will only have access to the information they need in order to perform the job duties assigned to them.

5. VCC will ensure that industry standard management and oversight of College data is in place. This information will be maintained and updated through the VCC Data Standards, Data Integrity and Security Guidelines.
6. Data security is a shared concern and responsibility throughout the College. Users share responsibility and are accountable for their use and access of data and shall be aware of the restrictions, regulations and other usage provisions that apply to the data they handle and shall participate in education as necessary to appropriate use and care of data.
7. IT will document the security of all digital data assets.
8. Security access audit and assessment will be carried out on a scheduled basis to ensure compliance.
9. VCC will perform audit on a regular basis to ensure compliance and risk assessment.
10. The College will comply with BC Privacy Legislation.

DEFINITIONS

College Data: Information that is collected, maintained and utilized by the College for the purpose of carrying out institutional business.

College data will fall into one of three classifications:

a. Public data – All data intended for public use and poses no risk to the College. An example would be a listing of courses offered by the College and the rooms in which they are taught.
b. Protected data – All data which, if released, altered or destructed in an uncontrolled fashion, could cause moderate risk to the College or its affiliates. By default, the data that is not classified as public or restricted is considered as protected data.
c. Confidential data – All data which, if released, altered or destructed could cause significant risk to the College or its affiliates. Examples include personal data containing elements such as Social Insurance Numbers, health/disability related records, student grades and personnel records.

College Data Resource: The mechanism by which all data owned and/or managed on behalf of the College is accessed.

Data Custodian: The College designate responsible for providing secure access to protected and confidential data including, but not limited to: providing physical security; backup and recovery processes; providing access to users as authorized by the Data Stewards; and implementing and administering appropriate levels of control over the information. This can also include individuals in physical possession of data for the College. This role owns the technical accountability of data assets.

Data Standards, Data Integrity and Security Guidelines: An institutional set of data standards and security guidelines by which data integrity and security is maintained. This document is reviewed on a regular basis, is accessible by the College community and the oversight group will provide an annual report to Operations Council, or delegate.

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Data Steward: College official or designate having direct operational-level responsibility for information management. Data Stewards are responsible for data access model and policy implementation. This role owns the business accountability of data assets.

Data User: Individuals who need and use College data as part of their assigned duties or in fulfillment of assigned roles or functions within the College community. Individuals who are given access to sensitive data have a position of special trust and as such are responsible for protecting the security and integrity of that data. Any College employee with access to College data can be considered a Data User.

Least Privilege Protocol: The extent of access privileges for Data Users is defined and implemented according to the role and job function of the Data User's position/job description rather than on an individual basis. If a Data User changes positions or job function, e.g. through promotion, transfer, separation, etc., that individual's privileges will be eliminated or changed according to the new position.

Shared Resource: A shared resource is generally something like address information. The information itself is not owned by a specific department of the College as a staff member could also be a student or a donor. As such, those specific data elements are shared between the different functional areas.

RELATED LEGISLATION & POLICIES

Legislation:

Freedom of Information and Protection of Privacy Act
General Data Protection Regulation

Policies:

A.3.3 Freedom of Information and Protection of Privacy (FOIPPA)
A.3.6 Standards of Employee Conduct & Conflict of Interest
A.3.9 Records Management
A.3.11 Emergency Management
B.5.2 Appropriate and Responsible Use of Education and Information Technology
B.5.4 Electronic Mail (Employees)

RELATED PROCEDURES

Refer to Policy B.5.1 Sharing & Stewardship of Information Procedures.

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PROCEDURES

Policy No.	**B.5.1**
Title	**Sharing & Stewardship of Information**
Approval Body	Board of Governors
Policy Sponsor	Vice President Administration & Chief Financial Officer
Last Revised/Replaces	January 30, 1997
Effective Date	

1. Access to College Data is granted to Data Users for a specific purpose and is provided according to the individual's role and job function within the College. Least privilege protocol will be applied to all VCC employees and contractors.
2. Access to the College Data Resource is requested using the Technology Access Request Form (TARF) (available on myVCC or from IT).
3. Budget holders or designates will approve data access requests for their employees in advance of the request being reviewed by the appropriate Data Steward(s).
4. Supervisors will assure that staff are properly trained and aware of their responsibilities in handling College data.
5. Responsibility for data administration activities is shared among the data stewards, data custodians and Information Technology (IT). For each new system, the specific responsibilities for system ownership and data/system management and administration shall be identified and documented.
6. Data security is the responsibility of all VCC employees and contractors. All data access violation or inappropriate data usage will be addressed immediately.
7. College functional areas must develop and maintain clear and consistent procedures for access to College administrative data.
8. Additional procedural details related to this policy and procedures will be maintained in the VCC Data Standards, Data Integrity and Security Guidelines document. This document outlines the standards for data as well as the collection and maintenance of shared data including security provisions.

RELATED POLICY

Refer to B.5.1 Sharing & Stewardship of Information Policy.

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APPENDIX B

Committee name: Data Standards Working Group

Type: Standing Committee of Operations Council

Chairperson: An Operations Council member is elected by Operations Council for a two (2) year term as Chair of the Data Standards Working Group.

Responsible To: Operations Council

Purpose: The Data Standards Working Group is a standing committee of Operations Council charged with ensuring that the College develops a standard for shared data. The focus is to ensure standards are determined and maintained to maximize the effectiveness of overall institutional data to ultimately inform decision making.

Duties: The Committee will:

1. Develop standards for data shared across the various operational units of the College as well as Enterprise systems.
2. Administer standards for the collection and maintenance of shared data.
3. Define data maintenance and conventions standards.
4. Maintain and prevent the proliferation of values in specific tables to enhance quality of data.
5. Develop data standards with an idea of improving and facilitating reporting.
6. Request College community feedback and input on all new or revised data standards documentation.
7. Conduct an annual review of the status of data standards and supporting documentation and submit an annual status report to Operations Council.
8. Strike ad hoc committees as required.

Authority: The Committee acts in an advisory capacity to the Operations Council as directed by the President and/or Board of Governors.

Timeframes and Reporting: The Committee meets monthly (normally), and reports monthly to Operations Council. Smaller, working groups may review and recommend changes to the Committee of the Whole for approval.

Membership: Members do not have to be Operations Council members to serve on Operations Council committees.

The Administrative Policy Committee is composed of the following members:

1. One (1) Operations Council member elected by the members of Operations Council as Chair.
2. One (1) faculty member selected by the Faculty Association.
3. One (1) support staff representative selected by the CUPE Executive.
4. One (1) student selected by the Students Union of VCC.

5. One (1) delegate from each of the following areas, appointed by the Dean/Director of each area:
    a. Safety, Security & Risk
    b. Student Records
    c. Advising
    d. Facilities
    e. Library
    f. Payroll
    g. Human Resources
    h. Budget & Financial Planning
    i. Disability Services
    j. Programmer Analysis
    k. Indigenous Education
    l. Institutional Research
    m. Foundation
    n. Associate Director, People and Culture
    o. Admissions
    p. Financial Aid
    q. Associate Registrar
    r. Associate Director, IT
6. One (1) Dean/Director appointed by the Vice President of Administration & CFO.
7. Project Leader Analyst.
8. Student Conduct and Judicial Affairs Officer.
9. Two (2) School Operations Manager.
10. Operations Council Chair, ex-officio.
11. Arbiter of Student Issues, ex-officio.

Length of Term: All terms will be two (2) years in renewable alternating terms.

Quorum: The quorum shall be fifteen (15) members.

Other Resources: A Recording Secretary will provide support as needed. This person is responsible for collecting submissions, preparing and distributing documents, agendas and minutes, and providing organizational support for meetings. This individual will be provided by the Registrar's Office.

Minutes: Minutes are taken at all committee meetings. Approved minutes are forwarded to the Chair of Operations Council.

Communication with Council: Business arising from the Data Standards Working Group meeting may be forwarded as agenda items to the Operations Council. The Committee Chair presents any significant procedural changes in the form of a motion to Operations Council. The Committee Chair assists the subject matter expert in presenting these changes to the appropriate Approval Body (if required).

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 26, 2018

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Revisions to C.1.3 Granting of Credentials Policy and Procedures

BACKGROUND:
This policy governs the issuance of credentials by the institution. It is designed to inform students and employees of the requirements for credentials, and to ensure that the credentials issued by the College are in line with accepted standards in British Columbia. It was last updated in 2016.

DISCUSSION:
There are two significant changes proposed to this policy:

1) Reduce the number of minimum credits for a Certificate credential from 20 credits to 18 credits. This change is consistent with many other post-secondary institutions, and increases the College's flexibility in offering shorter programs that appeal to students, without losing the robustness of the "certificate" credential. There is generally a lack of consistency in the definition of the "certificate" credential across the post-secondary system.

2) Change the name of the "Citation" credential to "Short Certificate." The "citation" name is not used at many post-secondary institutions and is not a particularly appealing designation to students. "Short certificate" was the best option and is used elsewhere.

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

RECOMMENDATION:
THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, C.1.3 Granting of Credentials Policy and Procedures.

ATTACHMENTS: APPENDIX A - C.1.3 Granting of Credentials Policy & Procedures

PREPARED BY: Todd Rowlatt, Chair, Education Council

DATE: September 26, 2018

VANCOUVER COMMUNITY COLLEGE

APPENDIX A

POLICY

Policy No.	**C.1.3**
Title	**Granting of Credentials**
Approval Body	Board of Governors
Policy Sponsor	Vice President Academic, Students & Research
Last Revised/Replaces	April 29, 2004/March 27, 2008/May 28, 2014/November 17, 2016
Effective Date	

CONTEXT AND PURPOSE

The purpose of this policy is to inform current and prospective students, as well as the College community, of the requirements for the awarding of official credentials.

The term "credential" refers to the confirmation by Vancouver Community College (VCC; the College) of the completion by a student of a defined program of required and elective courses that has been approved by the Education Council.

This Policy and related Procedures identifies the types of credentials issued by VCC and outlines the responsibilities of various bodies within the College for the issuance of credentials.

SCOPE AND LIMITS

This Policy and related Procedures applies to the issuance of all credentials by the College.

This Policy does not apply to Statements of Completion, VCC Awards of Achievement and non-credit courses/programs.

STATEMENT OF POLICY PRINCIPLES

1. The development and approval of all credentials is guided by needs as expressed by the communities served by VCC.
2. In order to maximize student mobility and success, credentials are also guided by Provincial Ministry guidelines, professional and industry association requirements, accreditation bodies and credentialing policies at other postsecondary institutions with which the College may wish to articulate.
3. All credentials are documented and issued through the Registrar's Office or as delegated.
4. The College identifies the minimum credit requirements for a student to be eligible for each type of VCC credential.
5. The College identifies the minimum requirement (courses to be taken through the College) in order for a student to be eligible for a VCC credential.
6. The College identifies the minimum grades required for graduation.
7. The College will identify a maximum duration a student may work on a credential. Any duration limit will be specified in the Program Content Guide. Normally, duration limits will be: three years for a certificate; five years for a diploma; and seven years for a degree.

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Extenuating circumstances may warrant an extension. Students must apply to the Registrar's Office or delegate for an extension. The granting of the extension must be approved by the Dean responsible for the program.

8. The Registrar or delegate has the authority, on a case by case basis and in consultation with the responsible Dean/Department Leader or the Director of Student Services, to make exceptions to the minimum requirements.
9. Programs with approved credentials that do not meet the requirements laid out in this policy will transition to the new policy requirements when the program goes through a formal program renewal process, or at the initiative of the department.

DEFINITIONS

Course Exemption: refers to the waiving of a pre-requisite or required course. Although direct transfer credit for the course has not been assigned, an exemption granted with unassigned transfer credit will allow students to take courses for which the exempted course is a prerequisite. Because credit for the exempted courses is not earned directly, students may be required to replace the exempted course with an alternate in order to meet program requirements.

Credential: A defined program of required and elective courses that has been approved by the Education Council as leading to a particular credential.

Credential Type: The following credentials are recognized by the College and are approved by the Education Council and Board of Governors, unless otherwise dictated by external approval agencies:

Short Certificate: A defined program of study usually involving less than one year of study and consisting of 6-17 credits.

Certificate: A defined program of study usually involving one year of study and consisting of 18-59 credits.

Diploma: A defined program of study usually involving two years of study and consisting of 60-119 credits.

Associate Degree: A defined program of study involving two years of university-level study with an Arts or Science focus and consisting of 60 credits. It is equivalent to the first two years of a four-year baccalaureate degree. Please see the *BC Transfer Guide* for specific requirements.

Degree: A defined program of study in a specific program area usually involving four years of study and consisting of a Diploma equivalent plus an additional 60 credits, or a minimum of 120 credits.

Advanced Certificate: A defined program of study designed to provide students with specialized knowledge that builds on a previous credential, usually involving less than one year of study and consisting of 15-39 credits. A certificate, diploma or Bachelor's degree is required as a pre-requisite.

Advanced Diploma: A defined program of study designed to provide students with specialized knowledge that builds on a previous credential, usually involving one year or

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more of study and consisting of 40-119 credits. A diploma or Bachelor's degree is required as a pre-requisite.

Post-Degree Diploma: A defined program of study designed to provide students with specialized knowledge that builds on a previous credential, usually requiring two years of study and consisting of 30-60 credits. A Bachelor's degree is required as a pre-requisite.

Cumulative, Program Grade Point Average: A weighted average of grades earned in courses designated as eligible for inclusion in the requirements for a credential.

Insert Student: A student who has previously completed a portion of a VCC program and is returning to complete remaining courses in a program.

Parchment**:** The physical and legal document awarded to the recipient of a credential.

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

Statement of Completion: A document awarded for the successful completion of a course or group of courses that do not lead to a credential.

VCC Award of Achievement: A document awarded for the successful completion of a course or group of courses that do not lead to a credential. The course or group of courses will include a minimum of 15 hours of instruction, and successful completion will be based on assessment criteria provided in the course outline(s), including but not limited to, participation or other subject-specific criteria as determined by the program area.

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

RELATED LEGISLATION & POLICIES

Legislation

College and Institute Act, (RSBC 1996) Chapter 52

Policies

C.1.1 Grading, Progression and Withdrawal
C.1.4 Assignment of Credits to Courses
C.3.9 Degree Standards
D.3.5 Prior Learning Assessment & Recognition
D.4.1 Students with Disabilities
C.3.14 Curriculum Development and Approval

RELATED PROCEDURES

Refer to C.1.3 Granting of Credentials Procedures

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PROCEDURES

Policy No.	**C.1.3**
Title	**Granting of Credentials**
Approval Body	Board of Governors
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Last Revised/Replaces	April 29, 2004/March 27, 2008/May 28, 2014/November 17, 2016
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DETERMINATION OF FORM AND CONTENT OF CREDENTIAL

1. The Registrar's Office or delegate determines the parchment to be awarded including the following: Type of paper and presentation format; Content; Signatures; Seal.
2. All credentials have an official title that is descriptive of the discipline or general area of study.
3. The Registrar maintains a record of the official names of each credential. This information is available on the College website.

DETERMINATION AND APPROVAL OF CREDENTIALS

4. The process of developing programs and courses leading to credentials is documented in the policy C.3.14 Curriculum Development and Approval. Consistent with the College and Institute Act, credentials are approved by the Board, on the advice of Education Council.
5. The Registrar's Office maintains the master list of credentials offered by the College, including the requirements for successfully completing a credential.

DETERMINATION OF CREDENTIAL REQUIREMENTS

6. All College programs have the following criteria for determining eligibility for the credential:
    a. Twenty-five per cent (25%) of the prescribed program credits must be completed at VCC. All of these credits must be obtained within the last half of a program. Credits obtained through PLAR or Transfer Credit will not be counted towards the twenty-five percent.
    b. A minimum cumulative, program grade point average of 2.0.
    c. Successful completion of all program requirements as stated in the Program Content Guide at the point of the student's entry to the program.
    d. All program requirements must be completed within a time period as specified in the Program Content Guide.
7. Exceptions to these minimum requirements, and/or additional criteria above the minimum established by the College, are permitted provided these exceptions are specified in the Program Content Guide and approved by Education Council.

PROCESS TO DETERMINE ELIGIBILITY FOR CREDENTIAL

8. The Registrar's Office determines a student's eligibility for a College credential automatically, except for degree programs, insert students and Continuing Studies. The Department Leader of the program will be consulted as required.
    a. Degree students and insert students must apply for their credential by submitting a Credential Request Form to the Registrar's Office.
    b. Continuing Studies students must apply for their credential by submitting an Application for Graduation Certificate or Diploma to the Continuing Studies office. Upon receipt of this application, the student's eligibility for a credential will be determined by the department.
9. The Department Leader may recommend the waiver of selected graduation requirements. The Registrar has final approval over such waivers.

MULTIPLE CREDENTIALS

10. Credits earned for one credential may be used to meet some of the requirements of a second credential of the same type (e.g. two certificates), provided students complete 50% new course work.
11. In the case of an awarded credential being used to enter a more advanced credential (such as a diploma being used as the first two years towards a degree), credits from that credential cannot be applied as credit in the last half of the credential. Credits can only be applied once within a credential.

AWARDING OF CREDENTIAL

12. All credentials are conferred at one of the College's convocation ceremonies.

RELATED POLICY

Refer to C.1.3 Granting of Credentials Policy.

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VANCOUVER COMMUNITY COLLEGE

DECISION NOTE

DATE: September 26, 2018

PREPARED FOR: Board of Governors

ISSUE: **RECOMMENDATION FOR BOARD APPROVAL:**
Rescind - D.3.9 Fee Waiver for Seniors Policy & Procedures

BACKGROUND:

The purpose of rescinding this policy and procedures is to ensure that we update our business practices to reflect changes in the demographics of the region in which we live. In addition to an aging population, all but one other institution in British Columbia have moved to rescind similar policies. This policy places the College at a competitive disadvantage and it precludes us from considering new programming options that may appeal to seniors. By not having seniors pay tuition fees for programming, the College is diverting funds that would otherwise be able to better support student success.

DISCUSSION:

The Administrative Policy Committee reviewed the information and rationale around this policy as well as the feedback received when it went out for community feedback. There was a comment that, as a community college, we should be doing more to provide learning opportunities to seniors. CUPE members also oppose this policy being rescinded. Given that AEST funding is not increasing, the majority of Operations Council recognize that we need to consider principles of sound financial stewardship to maximize the impact that grant funding on College operations to best serve our student population as a whole. In addition, it was accepted by the majority of the committee that we should not preclude ourselves from potentially developing new programming for a growing demographic that would positively impact institutional revenue. The College is finalizing a plan to offset the impact of this change on low income seniors. Operations Council approved this recommendation on July 30, 2018, with the exception of CUPE members.

RECOMMENDATION:

THAT, on the recommendation of the Finance & Audit Committee, the Board of Governors rescind D.3.9 Fee Waiver for Seniors policy and procedures.

ATTACHMENT: APPENDIX A - D.3.9 Fee Waiver for Seniors Policy & Procedures

PREPARED BY: Dave McMullen, Acting Chair, Administrative Policy Committee

APPENDIX A

Title: **Tuition Fee Waiver for Seniors Policy**
Effective Date: **April 27, 2006**
Policy Category: **Education Support**
Number: **D.3.9**

Tuition Waiver for Seniors Policy

Purpose

To inform VCC's community about tuition waivers for seniors.

Policy

Canadian citizens and permanent residents of B.C. who have reached the age of 65 before the first day of class and who register in a VCC course (Note 1) may have their tuition (Note 2) waived if

- they are not displacing a fee paying student, and
- they present proof of meeting the age requirement and
- they meet course prerequisites, and
- they pay all other fees, and
- there is sufficient enrollment to warrant running the course.

Tuition waivers for seniors are subject to the following conditions:

- Seniors cannot receive a tuition waiver more than once for the same course.
- Seniors cannot apply for a waiver for more than one course running at the same time.
- Seniors cannot receive tuition waivers for more than three courses per calendar year.

The College reserves the right to limit the maximum number of tuition fee waivers available for seniors.

Applies to

Canadian citizens and permanent residents of B.C. who have reached the age of 65 before the first day of class.

Procedures

All Tuition Waiver Requests should be submitted to the Registrar, with the exception of Centre for Continuing Studies (CCS) courses, which should be submitted to the Director of CCS.

1. After tuition-paying students have had an opportunity to register, the Registrar or Director of CCS decides on all requests.
2. Applicants submit a request 24 hours (one business day) prior to class start. If a tuition waiver seat is available, the registration will be confirmed.

3. Seniors who wish to audit a course, must obtain permission from the department head prior to applying for the tuition waiver. Permission to audit does not guarantee approval of a tuition waiver request.
4. Anyone who registers as a tuition payer to ensure a seat in a course, will *not* receive a refund of tuition fees.

Appeals

Appeals related to Policy execution will be considered if submitted in writing to the Registrar with the exception of (CCS) courses, which should be submitted to the Director of CCS.
The Registrar, or Director of CCS will refer the appeal to an Appeals Committee who will render a decision within one month of receipt of the written appeal. Decisions of the Appeals Committee are final.

Related Policy

D.3.3 Tuition Fee Waiver Policy

Notes:
(1)Does not apply to the following:

- *Courses offered by VCC in conjunction with other institutions or industry partners.*
- *Challenge exams, prior learning assessments and recognition (PLAR) credits, labs, practicum and co-op placement.*
- *Other courses as may be determined from time to time.*

(2) Tuition waivers apply to Course Tuition only.
Tuition waivers do not include Course Fees such as, but not limited to, the following:

- *Fees for material, supplies and laundry*
- *College Initiative Fee*
- *Application Fee*
- *Prior Learning Assessments and Recognition (PLAR) Fee*
- *Students' Union fees where applicable.*

1. Policy Sponsor Registrar

2. Approvals:

President _____ Date: _____

Education Council Chair N/A 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

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: September 26, 2018

ISSUE: Education Council Chair Report to Board of Governors

NEW PROGRAM CONCEPT: ACCESS TO COMPUTER SYSTEM TECHNOLOGY & ACCESS TO SALON AND SPA

The School of Trade, Technology and Design is proposing two new short credentials: Access to Computer System Technology Citation and Access to Salon and Spa Citation. The first cohorts will be Deaf and Hard of Hearing (DHH) students, but the programs are being developed to support other audiences such as high school students. The design and initial delivery of these programs is funded by a grant secured by the VCC Foundation.

The general goal of these programs will be to provide the skills necessary for entry-level work opportunities, to prepare students with the foundational skills needed to be successful in the full-time Computer System Technology Diploma program or the Skin and Body Therapy Certificate program, and to provide space for peer learning among cohorts of Deaf and Hard of Hearing students hopefully entering the full-time programs together after finishing these access pathways.

These two areas were selected based on the recommendation of the Western Institute for the Deaf and Hard of Hearing and the faculty in VCC's DHH department based on the demand they are seeing. There is a job readiness program available as well to support students with finding employment. Students will be recruited from the existing DHH program at VCC. The program will likely be eight weeks in length, with a cohort of 8 students.

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

NEW PROGRAM CONCEPT: TRANSPORTATION TRADES SAMPLER

The School of Trade, Technology and Design is proposing a 300 hour program that provides students with the opportunity to experience a variety of transportation trades: Automotive Service Technician, Motor Vehicle Body Repaired, Heavy Duty Equipment Technician, Automotive Painter and Automotive Refinishing Prep Technician. Students will also learn the safe operation of heavy equipment and obtain IVES counterbalance forklift operation certification.

The program is primarily geared to high school aged youth, allowing students to explore and determine which trade best fits their interests. A non-credentialed pilot of this program was run in the summer of 2017 with student demand exceeding the cohort size. School districts have indicated there is significant student interest.

There are other trade sampler program offered in the Lower Mainland but none offer the same combination of transportation trades in a single program. The program is approved and partially funded by the BC Industry Training Authority.

The goal is to launch this program by July 2018, with a cohort of 16 students in Year 1, two cohorts in Year 2, and additional cohorts based on demand.

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

NEW PROGRAM CONCEPT: MECHANICAL TECHNICIAN

The School of Trade, Technology and Design is proposing to add a fourth specialization within the Computer Aided Drafting (CAD) and Building Information Modeling (BIM) suite of programs. We currently offer a certificate in Architectural Technician, Civil/Structural Technician, and Steel Detailing, and an overarching CAD and BIM Diploma. VCC has taught drafting for over fifty years, and has an active and engaged Program Advisory Committee that support the development of this new certificate.

Students in this program would focus on turning mechanical engineering designs into sets of drawn plans and 3D models for the development of process piping in mining, oil & gas and other industrial plants, and mechanical building systems like HVAC, plumbing and fire control.

There are related programs taught by Kwantlen Polytechnic, BCIT and private Brighton College, but only Kwantlen offers a Mechanical Technician certificate. The July 2018 Employment and Social Development Canada (COPS) projection expects a labour shortage in drafting positions over the period of 2017-26.

There are no major renovations required for the launch of the program, but computer lab space and updated computers to run the sophisticated software will need to be identified.

The Senior Executive has approved the ongoing development of this program, with an anticipated start date of September 2021.

PROGRAM RENEWAL SCHEDULE 2018-2022

Kathryn McNaughton, Vice President Academic, Students and Research submitted an updated Program Renewal Schedule for 2018-2022. The list includes programs undergoing accreditation by an external body. The schedule is adjusted as needed based

2018-2019	2019-2020	2020-2021	2021-2022
Program Renewal • Baking & Pastry Arts • Business, Leadership and Event Planning • Deaf & Hard of Hearing • Health Unit Coordinator	**Program Renewal** • Administrative, Executive and Legal Assistant • Business & Technical Writing • Cosmetology • Dental Reception Coordinator • Interior Design	**Program Renewal** • Building Manager • CACE (Career and Community Engagement) – Retail & Hospitality • Hospitality Management • Medical Lab Assistant	**Program Renewal** • Dental Technology Sciences • EAL Pathways • Fashion Design & Production • Makeup Artistry • Medical Device Reprocessing

• Jewellery Art & Design • Music Degree • Network Technology • TESOL (Teaching English to Speakers of Other Languages) **Accreditation** • Automotive Service Technician • CAD & BIM • Denturist • Occupational & Physical Therapist • Practical Nursing	**Accreditation** • Bachelor of Science in Nursing • Health Care Assistant • Pharmacy Technician	• Medical Office & Medical Transcriptionist **Accreditation** • Automotive Collision & Refinishing • Certified Dental Assisting • Dental Hygiene	

INDIGENOUS EDUCATION REPRESENTATIVE ON CURRICULUM COMMITTEE AND EDUCATION POLICY COMMITTEE

A member from the Indigenous Education & Community Engagement department has been added as a member in the Terms of Reference for two Education Council Standing Committees: Curriculum and Education Policy. It is a small step towards ensuring Indigenous perspectives during the curriculum and policy development processes at the College. Tami Pierce, Director of Indigenous Education & Community Engagement, and Natalie Wood-Wiens, Manager of Indigenous Education, have been alternating between the two committees.

PREPARED BY: Todd Rowlatt, Chair, Education Council

DATE: September 19, 2018