Vancouver Community College Board of Governors
Public Meeting Agenda
September 30, 2020 at 6:00 p.m.

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

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

ATTENDANCE

Board Members
Joey Hartman (Chair, Board/ Human Resources)
Libby Davies (Vice Chair)
Mike Tourigny (Chair, Finance & Audit)
Garth Manning (Chair, Governance)
Erin Klis
Mahin Rashid
Nadia Belokopitov
Navreet Kaur Thind
Rene-John Nicolas
Seung Oh
Shobha Rajagopalan
Sue Hammell

Board Secretary
Deborah Lucas

Staff Resources	
Clodine Sartori	VP, People & Culture (Acting)
David Wells	VP, Academic & Applied Research
Ian Humphreys	VP, Administration & International Development
Jane Shin	VP, Students & Community Development (Interim)
Elmer Wansink	AVP, IT & CIO
Clayton Munro	AVP, Student & Enrolment Services (Interim)
Jamie Choi	ED, Finance & CFO
Karen Wilson	ED, Marketing & Communications
Surinder Aulakh	Director, Safety, Security & Risk

Ex-Officio	
Ajay Patel	President & CEO
Elle Ting	Chair, Education Council

Guests	
Taryn Thomson	President, VCC Faculty Association
Chris Joyce	President, CUPE Local 4627
Sydney Sullivan	Exec. Director, Student Union of VCC

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

Item	Topic	Action	Speaker	Time	Attach	Page
1.	**CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS**		J. Hartman/ A. Patel	5 min		
2.	**APPROVAL OF AGENDA/CONSENT AGENDA**					
	"THAT the VCC Board of Governors approve the agenda and approve/ acknowledge receipt of the following items on the consent agenda."	Decision	J. Hartman	1 min		
	2.1 Minutes: Jun 24, 2020 Public Meeting				✓	3
	2.2 Minutes: Sep 9, 2020 Special Public Meeting				✓	9
	2.3 Info Note: Tuition - Network Security Advanced Certificate International Program				✓	11
	2.4 Board Correspondence				✓	13
	2.5 News & Events				✓	14
	2.6 VCCFA Report				✓	16

3.	**ACTION TRACKER**					
	Status of items brought forward from Jun 24, 2020	Info	J. Hartman	1 min	✓	22
4.	**COVID-19 UPDATE**	Info	A. Patel	5 min		
5.	**CONSTITUENCY GROUP REPORTS**					
	5.1 CUPE Local 4627 **5.2** VCCFA **5.3** SUVCC	Info	Constituency Reps	5 min each	✓	16
6.	**EDUCATION COUNCIL REPORT**					
	6.1 EdCo Chair Report	Info	E. Ting	5 min	✓	23
7.	**FINANCE AND AUDIT COMMITTEE REPORT**					
	7.1 Chair's Report	Info	M. Tourigny	5 min		
	7.2 Financial Performance (Period End Jul 31, 2020)	Info	M. Tourigny	5 min	✓	24
	7.3 Revised B.1.10 Signing and Spending Authority Policy and Procedures	Decision	M. Tourigny	5 min	✓	30
8.	**GOVERNANCE COMMITTEE REPORT**					
	8.1 Chair's Report	Info	G. Manning	5 min		
9.	**HUMAN RESOURCES COMMITTEE REPORT**					
	9.1 Chair's Report	Info	J. Hartman	5 min		
10.	**NEW BUSINESS**	Info	J. Hartman	5 min		
11.	**NEXT MEETING & ADJOURNMENT**					
	Next regular Public Board meeting: Nov 25, 2020	Info	J. Hartman	1 min		

VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS
DRAFT PUBLIC MEETING MINUTES
June 24, 2020
5:30 p.m. Zoom Video Conference

ATTENDANCE

Board Members
Joey Hartman (Chair, Board/HR Committee)
Libby Davies (Vice Chair)
Garth Manning (Chair, Governance)
Mike Tourigny (Chair, Finance & Audit)
Armor Valor Corrales
Erin Klis **REGRETS**
Mahin Rashid
Nadia Belokopitov
Navreet Kaur Thind
Rene John Nicolas
Shobha Rajagopalan
Seung Oh
Sue Hammell

Staff Resources	
Jamie Choi	CFO (Interim)
Clodine Sartori	VP, People & Culture (Acting)
David Wells	VP, Academic & Applied Research
Ian Humphreys	VP, Administration
Elmer Wansink	AVP, IT & Chief Information Officer
Jane Shin	AVP, Student Success
Karen Wilson	ED, Marketing & Communications
Claire Sauvé	Dean, Continuing Studies (Interim)
S. Lew	Dean, Arts & Sciences

Guests	
Taryn Thomson	President, VCC Faculty Association
Sydney Sullivan	Exec. Director, Student Union of VCC

Ex-Officio	
Ajay Patel	President & CEO
Elle Ting	Chair, Education Council

Board Secretary
Deborah Lucas

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1. CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS

- J. Hartman called the meeting to order at 5:42 p.m., presented the land acknowledgement and opening remarks:
  - Congratulated the graduates of 2020, including student board rep, N. Thind, and students who received awards for their achievements at on online ceremony on Jun 2. She thanked and acknowledged the VCC Foundation Team, the Foundation Board and VCC's generous donors.
  - The Board bid farewell to student representative Armor Valor Corrales and thanked him for his service. Armor has been an outstanding representative since being elected in Oct 2019. Whenever possible, he attended VCC events in support of the Board and his peers.
  - Thanked the Marketing Dept., faculty and advisors for the successful "Experience VCC" event on Jun 17. Despite challenging times, there were over 25 info and program sessions throughout the day and nearly 600 attendees. Amazing efforts by everybody.
  - A Special Public Meeting has been scheduled for Sept 9, for approval of Institutional Accountability Report only.
- A. Patel congratulated graduates and expressed thanks to faculty, staff, students and the Board for their support and advice as the college continues to respond to the COVID-19 pandemic.

2. APPROVAL OF AGENDA AND CONSENT AGENDA

MOTION: THAT the VCC Board of Governors approve the Jun 24, 2020 agenda and approve/ acknowledge receipt of the following items on the consent agenda:

2.1 Minutes – May 27, 2020 Public Meeting
2.2 CMP New Objective: Strategic Partnerships
2.3 Info Note: Tuition: Network Technology Admin & Security Post-Degree Diploma
2.4 Board Correspondence
2.5 News & Events
2.6 VCCFA Report

Moved, Seconded & CARRIED (Unanimously)

3. ACTION TRACKER

	ACTION - Brought forward from June 24, 2020	**WHO**	**UPDATE**
1.	Distribute to the Board Education Council's Teaching Online Certificate Concept Paper	D. Lucas	**JUN 24:** COMPLETED – Sent by email Jun 10.

4. COVID-19 UPDATE

- S. Aulakh delivered a presentation of VCC's response to the COVID-19 pandemic starting with the World Health Organisation's response structure, announced in Jan 2020, to where we are today.
- In response to questions regarding preparation for a second wave of COVID-19, S. Aulakh commented that the provincial emergency group have developed a best practices book, which institutions have contributed to for reference moving forward.
- The Board acknowledged and thanked S. Aulakh, the leadership team and everyone who has worked hard to ensure the safety of staff and students at VCC during this challenging time.

5. CONSTITUENCY GROUP UPDATES

5.1 CUPE Local 4627

- No report.

5.2 Vancouver Community College Faculty Association (VCCFA)

- VCCFA President, T. Thomson addressed the Board and summarized the written report in the meeting materials.
- J. Hartman commented that discussions on the topic of LINC are ongoing and the request for informal discussions will be taken under advisement following clarification.

5.3 Student Union of Vancouver Community College (SUVCC)

- Executive Director, S. Sullivan addressed the Board. Highlights of the report included:
  - SUVCC representation at the meeting of the Select Standing Committee on Finance. Student unions collectively presented on: increase funding for post-secondary institutions, additional funding for open educational resources and more regulation on international student fees.
  - Circulated a statement to the Board highlighting concerns by students on the increase to tuition fees, including the predictability of fees for international students, as there's no 2% cap, as with domestic tuition. The statement is on behalf of SUVCC only. In response, J. Hartman, acknowledged that the statement had been delivered during the meeting and it would be distributed to the Board.

ACTION: D. Lucas to distribute SUVCC Jun 24, 2020 Call to Action statement to the Board.

6. EDUCATION COUNCIL (EdCo)

6.1 EdCo Chair Report

- E. Ting, provided highlights of the written report included in the meeting materials:
  - Summarized incoming and outgoing members to positions on EdCo and its standing committees.
  - Introduced the concept paper for the Jewellery Art & Design Diploma.
  - The EdCo Annual Report, which includes highlights from the year was included in the meeting materials. EdCo Assistant, Darija Rabadzija was thanked for their work supporting EdCo and its standing committees throughout the year.

6.2 Credentials - Network Technology Administration & Security Post-Degree Diploma

- The credentials are stackable and came out of the renewal of Continuing Studies Network Technology Certificate program and a developing partnership opportunity with the Centre for Arts and Technology (CAT). They are designed for new learners and those already employed in the information technology field who wish to refresh their skills and/or prepare for industry certification exams.
- The Information Technology Operations Program (ITOP) has a short certificate exit option.
- The Network Technology Admin and Security Post-Degree Diploma will be of interest to international students, as demand has been expressed. An undergraduate degree from a credited university is a pre-requisite and term average GPA of 2.0 must be maintained.
- The Network Security Advanced Certificate will prepare learners for roles such as Computer forensic investigator and security operator. A diploma or degree in an IT-related field or a combination of appropriate education and industry experience/certification is a pre-requisite.
- EdCo approved the credentials on Jun 9, 2020.
- To a question around students self-selecting for programs and concerns that language and motor skills requirements are met, C. Sauvé commented that academic requirements can be made clearer with the goal to set students up for success without creating barriers and discussions with Disability Services have taken place. The previous Network Technology Program, which these credentials replace, did not experience these problems with applicants. J. Shin added that capturing characteristics expected for student success is a broader ongoing discussion amongst institutions provincially.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve the implementation of the following credentials:

- Information Technology Operations Short Certificate and Certificate (ITOP) credentials.
- Network Technology Administration and Security Post-Degree Diploma credential.
- Network Security Advanced Certificate credential.

Moved, Seconded & CARRIED (Unanimously)

6.3 Credential - Teaching Online Certificate

- The Teaching Online Certificate is the renewed Online eLearning Instruction (ONEL) Certificate program. It's delivered fully online and is designed for working professionals who wish to enhance their skills designing, developing, evaluating, and facilitating effective online and digitally-enabled instruction. It is more accessible than before as the Provincial Instructor Diploma is not a prerequisite.
- Due to COVID-19 and the move to online delivery, there's strong interest in its launch. EdCo approved the credential on Jun 9, 2020.
- E. Ting explained that programs are often redesigned at the time of a renewal, as there's typically a seven year period between renewals and often technology has changed, impacting curriculum.
- E. Ting could not confirm if the certificate would be recognised as a teaching credential for step placement purposes.
- In response to the general question around practicum delivery, E. Ting explained that the current strategy is to delay practicum until it's practical to bring students back. D. Wells added that for trades

and health programs, modified practicums are being considered in consultation with relevant regulatory bodies.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Teaching Online Certificate credential.
Moved, Seconded & CARRIED (Unanimously)

6.4 Credential - Teaching English to Speakers of Other Languages (TESOL) Short Certificate

- The TESOL Short Certificate is the result of an extensive program renewal and is designed for online delivery. TESOL programs were suspended in 2018. The renewal of the diploma program will follow.
- This program meets accreditation requirements and can be obtained in less time than our competitors. It is equivalent to other institutions certificate programs, but to comply with the VCC policy C.1.3 Granting of Credentials, it is a short certificate. EdCo will be discussing adding language to C.1.3 that would build in more flexibility when it comes to third-party certification.
- EdCo approved the credential on Apr 14, 2020.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Teaching English to Speakers of Other Languages [TESOL] Short Certificate credential.
Moved, Seconded & CARRIED (Unanimously)

7. FINANCE AND AUDIT COMMITTEE REPORT

7.1 Chair's Report

- Finance and Audit Committee met on June 10. The committee reviewed and approved:
  - 3 tuition proposals by Deans, Claire Sauvé & Shirley Lew. (Agenda items 7.2, 7.3 & 7.4).
  - Revisions to Policy B.1.8 Selection of Auditors (Agenda item 7.5)
  - Award of contract for Facilities Cleaning Services, which was subsequently approved by the Board. The successful proponents are to be advised.
- Presented for information was the international tuition for Network Technology Admin & Security Post-Degree Diploma. (Consent Agenda item 2.3)
- The next Finance and Audit Committee meeting is Sept 16, 2020.

7.2 Tuition - IT & Network Security (multiple certificates)

- The credentials were described and approved under item 6.2.
- The proposed tuition was presented alongside comparable programs at other institutions. The programming will support the growth of Continuing Studies. FAC approved the tuition on Jun 10, 2020.

MOTION: THAT, on the recommendation of the Finance & Audit Committee, the Board of Governors approve of tuition for the following programs, effective April 2021:

- Information Technology Operations Professional Short Certificate - $1,515
- Information Technology Operations Professional Certificate - $4,549
- Advanced Certificate in Network Security - $6,781

Moved, Seconded & CARRIED (Unanimously)

7.3 Tuition - Teaching Online Certificate

- The credential was described and approved under item 6.3. With the system of rolling enrolment (where a student can register and start the next day), VCC is anticipating healthy enrolment. FAC was advised that it's unique in this sector.
- The proposed tuition provides financial stability and FAC approved the tuition on Jun 10, 2020.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, as part of the renewed Teaching Online Certificate, the Board of Governors approve tuition of $915 ($305 per credit) for each course, effective July 1, 2020:

- EDUC 4250: Foundations of Online Learning (3 credits)
- EDUC 4251: Developing & Designing Online Learning (3 credits)
- EDUC 4252: Facilitating Online Learning (3 credits)

Moved, Seconded & CARRIED (Unanimously)

7.4 Tuition - TESOL Short Certificate

- The credential was described and approved under item 6.4. VCC has a strong reputation in this area and healthy enrolment is expected.
- The proposed tuition is competitive and FAC approved the tuition on Jun 10, 2020.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of $2,500 for the TESOL Short Certificate, effective July 1, 2020.
Moved, Seconded & CARRIED (Unanimously)

7.5 Policy – Revised B.1.8 Selection and Appointent of Auditors

- B.1.8 Policy and Procedures was last reviewed in 2011. It governs the appointment of auditors for the College's financial records. Revisions had been reviewed and approved by Admin Policy Committee and Operations Council and were presented to FAC on Jun 10 for recommendation to the Board.
- FAC made a further revision to the section Policy Principles to ensure that any non-audit services (consulting work) performed by the auditors does not conflict with their audit engagement obligations. Also, that regular updates concerning non-audit services are provided by management to FAC.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve revisions to the B.1.8 Selection and Appointment of Auditors policy and procedures.
Moved, Seconded & CARRIED (Unanimously)

8. GOVERNANCE COMMITTEE REPORT

8.1 Chair's Report

- No report.

9. HUMAN RESOURCES COMMITTEE (HRC) REPORT

9.1 Chair's Report

- The Human Resources Committee (HRC) are working with the President to establish a framework for performance evaluation and appropriate objectives.

10. OTHER BUSINESS

10.1 Temporary Executive Committee of the Board

- In the event that VCC are required to submit a Five-Year Capital Plan to the Ministry in July or August, and a special board meeting cannot be accommodated, it is proposed that a temporary Executive Committee of the Board be established to review and approve the submission. The committee would be composed of the Board Chair, Vice Chair and FAC.

MOTION: THAT the Board of Governors establish an Executive Committee of the Board, for the purpose of submitting a Five-Year Capital Plan to the Ministry of Advanced Education, Skills & Training during the period July-August 2020.
Moved, Seconded and CARRIED (Unanimously)

11. NEXT MEETING & ADJOURNMENT

- There is a Special Public Board Meeting on Sep 9, 2020 and the next regular Public Board meeting is on Sep 30, 2020. With no further business, the meeting adjourned at 7.34 p.m.

APPROVED AT THE SEPT 30, 2020 PUBLIC BOARD MEETING

Joey Hartman
Board Chair
VCC Board of Governors

VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS
DRAFT SPECIAL PUBLIC MEETING MINUTES
September 9, 2020
5:30 p.m. Zoom Video Conference

ATTENDANCE

Board Members

Joey Hartman (Chair/Board/ Human Resources)
Libby Davies (Vice Chair) **REGRETS**
Mike Tourigny (Chair, Finance & Audit)
Garth Manning (Chair, Governance)
Erin Klis
Mahin Rashid
Nadia Belokopitov
Navreet Kaur Thind
Rene-John Nicolas
Seung Oh **REGRETS**
Shobha Rajagopalan
Sue Hammell

Ex-Officio

Ajay Patel President & CEO
Elle Ting Chair, Education Council

Board Secretary

Deborah Lucas

Staff Resources

Clodine Sartori	VP, People & Culture (Acting)
David Wells	VP, Academic & Applied Research
Ian Humphreys	VP, Administration & International Development
Jane Shin	VP, Students & Community Development (Interim)
Elmer Wansink	AVP, IT & CIO
Clayton Munro	AVP, Student & Enrolment Services (Interim)
Jamie Choi	ED, Finance & CFO
Karen Wilson	ED, Marketing & Communications
Patris Aghakian	Associate Director, Institutional Research
Janet Latter	Manager, Institutional Research

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1. CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS

- J. Hartman called the meeting to order at 4:32 p.m., presented the land acknowledgement and opening remarks:
  - Introduced Reba Noel, Interim Dean, Indigenous Initiatives

2. APPROVAL OF AGENDA AND CONSENT AGENDA

MOTION: THAT the VCC Board of Governors approve the Sept 9, 2020 Special Public Meeting agenda
Moved, Seconded & CARRIED (Unanimously)

3. 2019-20 INSTITUTIONAL ACCOUNTABILITY PLAN AND REPORT

- E. Wansink introduced this item and thanked the Institutional Research (IR) team and everyone who contributed to developing this report. IR Director, P. Aghakian presented a high level overview of the draft 2019-20 Institutional Accountability Plan and Report, which was distributed to the Board on Aug 27, 2020.
- The Accountability Plan and Report has been prepared in accordance with the Accountability Framework Standard Manual and Guidelines, published in March 2020 and provides outlines of goals, objectives and outcomes for 2019-20. It indicates achievements and accomplishments which align with the government's priorities as stated in the 2019/20 Mandate Letter. In addition, it includes a plan of action to be implemented, as per priorities stated in the 2020/21 Mandate Letter.

- R. Noel responded to questions regarding the Indigenous Engagement Department and commented that recruitment is in progress for the Interim Director and Advisor positions. A full complement of staff is expected by mid-October.
- In the wake of COVID-19, the board were informed that indigenous students, new and returning, received a personal email offering support. It included info on access to technology, advisors and the four Elders, who continue to address students via email and phone meetings. The new Indigenous Facebook page also contains a lot of useful info.
- It was confirmed that the Ministry set the performance measurement targets, which is also what funding was based on. It was highlighted that a number of VCC's specialized programs are not captured in this data.

MOTION: THAT the VCC Board of Governors approve the VCC Accountability Plan and Report 2019/20 Reporting Cycle, as presented at the September 9, 2020 meeting.
Moved, Seconded & CARRIED (Unanimously)

4. FIVE YEAR CAPITAL PLAN

- I. Humphrey's provided a high level overview of the capital plan submission which was distributed to the Board on Aug 27, 2020.
- VCC submitted the draft on Jul 17, 2020. The plan was guided principally by the Campus Master Plan (CMP), and was further informed by strategic plans including the Academic Plan, 10-Year Strategic Innovation Plan, Indigenous Education and Community Engagement Plan, Environmental Sustainability Plan, and the Institutional Accountability Plan and Report.
- Initial response from the Ministry is positive and encouraging, as the plan aligned with the Ministry's environmental priority for zero emissions. Further information on Priority 1, the Centre for Clean Energy and Automotive Innovation, has been requested for inclusion in the BC government's Federal capital submission.
- A presentation of the CMP to the Deputy Minister is scheduled for Sept 14, 2020.

MOTION: THAT, the Board of Governors approve the Five-Year Capital Plan for the period 2021/22 to 2025/26 for submission to the Ministry of Advanced Education, Skills and Training.
Moved, Seconded & CARRIED (Unanimously)

5. NEXT MEETING & ADJOURNMENT

- A. Patel provided a summary of the leadership structure changes announced on Jul 27, 2020 and thanked the Human Resources Committee for their advice and support.
- A short pulse check survey will be distributed on board meetings. The results will used by Governance Committee as they progress with the review of board bylaw G.2.0 Board Governance.
- The next Board of Governors Public Board meeting is on Sept 30, 2020. With no further business, the meeting adjourned at 6:23 p.m.

APPROVED AT THE SEPTEMBER 30, 2020 PUBLIC BOARD MEETING

Joey Hartman
Board Chair
VCC Board of Governors

INFORMATION NOTE

DATE: September 30, 2020

PREPARED FOR: Board of Governors

ISSUE: International Tuition for Advanced Certificate in Network Security

BACKGROUND:
The Advanced Certificate in Network Security was approved at the VCC Board of Governors meeting on June 24th with domestic tuition $6,781. This program is part of a suite of programs including the IT Operations Processional Short Certificate and Certificate, and the Post-Degree Diploma in Network Technology Administration & Security, which are the culmination of two projects: the renewal and redesign of the existing Networking Technology Certificate and a partnership between VCC and the Centre for Arts and Technology.

This proposal is to assign international tuition to the Advanced Certificate in Network Security is based on the standard cost per credit per international education:

Program Name	Credential	Credits	Tuition	Cost/Credit
Advanced Certificate in Network Security	Advanced Certificate	19	$11,400	$600

DISCUSSION:
VCC's International Education has identified an opportunity to offer the Advanced Certificate in Network Security to international students through the partnership with Centre for Arts and Technology. The proposed international delivery will support growth of Continuing Studies, leveraging existing courses in the recently developed Information Technology Operations Professional as part of robust IT program offerings within Continuing Studies. The licensing agreement with the Centre for Arts and Technology will ensure relevance and currency of the program, and capture emerging trends in the IT industry.

This program, as part of the IT suite of programs, is designed to meets the demands of BC's tech industry, and will also provide a unique option for international students with an existing training in networking, and looking to study, work and live in Vancouver. Network security is a growing field in Canada and internationally, and this program will enhance students' employment opportunities both in Canada and beyond. This program is unique within the Lower Mainland.

DECISION:
On Sep 8, 2020, the Senior Executive Team approved international tuition of $11,400 ($600 per credit) and the tuition was presented to FAC for information on Sep 16, 2020.

ATTACHMENT: APPENDIX A – Costing (Approved Sep 8, 2020)

PREPARED BY: Claire Sauvé, Interim Dean, Continuing Studies

Vancouver Community College
School of Continuing Studies

APPENDIX A

Advanced Certificate in Networking Security
6046

Scenario	Breakeven tuition fee	International Base Rate
Tuition per credit	$367	$600
Tuition per student	$6,976	$11,400
Maximum number of students	20	20
Expected number of students	10	10
Revenue breakeven number of students	10	8
Credits	19	19
Instructors paid hours (IPH)	306	306
Direct Instructor rate per hour (excl. benefits)	85	85
Instructors' cost as % of Revenue	41 %	25 %
Department non-labour cost as % of Revenue	4 %	2 %
Instructors' cost as % of total cost	41 %	33 %
Department non-labour cost as % of total cost	4 %	3 %
Program Gross margin	$ 26,792	$ 64,346
Program Gross margin as % of Revenue	38 %	56 %
Net contribution to VCC overhead / (Deficit)	$ -	$ 28,377
Net contribution to VCC overhead / (Deficit) % from Revenue	0 %	25 %
Cost per student	$ 6,976	$ 8,562
Revenue		
Tuition fees	$ 69,759	$ 114,000
Total Revenue	**$ 69,759**	**$ 114,000**
Direct Program Expenditures		
Labour		
Instructors (incl. benefits)	$ 28,611	$ 28,611
Program Coordinator (incl. benefits)	$ 7,143	$ 7,143
Total Labour Costs	**$ 35,754**	**$ 35,754**
Non-Labour		
Department supplies and general expenses	$ 2,500	$ 2,500
Program/Course Licensing Fee	$ 4,713	$ 11,400
Total Non-Labour Costs	**$ 7,213**	**$ 13,900**
Total Direct Program Expenditures	**$ 42,968**	**$ 49,654**
Indirect Program Expenditures		
Indirect Support 38%	$ 16,328	$ 18,869
Agency Fees 15%	$ 10,464	$ 17,100
Total Indirect Expenditures	**$ 26,792**	**$ 35,969**
Total Direct and Indirect Cost	**$ 69,759**	**$ 85,623**
Net contribution to VCC overhead / (Deficit)	**$ -**	**$ 28,377**
Net contribution to VCC overhead / (Deficit)	**0 %**	**25 %**

Gross Margin Income Statement		
Revenue from tuition	**$ 69,759**	**$ 114,000**
CS direct expenditures	$ 42,968	$ 49,654
Gross margin	**$ 26,792**	**$ 64,346**
Indirect Support 38%	$ 26,792	$ 35,969
Total CS expenditures	**$ 69,759**	**$ 85,623**
Net Surplus / (Deficit)	**$ -**	**$ 28,377**

BOARD OF GOVERNORS CORRESPONDENCE

DATE	FROM	DETAIL
Jun 24, 2020	SUVCC Chairperson, Mandy Wan	Call to Action: Suspension of tuition increases
Jul 3, 2020	VCC Board Chair, Joey Hartman to SUVCC Chairperson, Mandy Wan	Response to Call to Action: Suspension of tuition increases
Aug 31, 2020	Minister & Deputy Premier, Carole James	Directive to freeze executive compensation for one year.
Sep 2, 2020	Arvay Finlay LLP	VCC international tuition fees
Sep 4, 2020	VCC Board Chair, Joey Hartman to Arvay Finlay LLP	Confirming receipt of Sept 2 correspondence Re: VCC international tuition fees
Sept 10, 2020	Deputy Minister, Shannon Baskerville	Invitation to N. Belokopitov: Indigenous Board Member Gathering event on Sept 28 RESPONSE: Sep 15 – Received & declined due to prior commitments
Sept 22, 2020	Assistant Deputy Minister, Nicola Lemmer	Postponed: Indigenous Board Member Gathering event on Sept 28, 2020

VANCOUVER COMMUNITY COLLEGE

VCC NEWS AND EVENTS

- VCC partners with Microsoft as the first public college in B.C. to join the newly launched Canada Skills program. By offering affordable, instructor-led training, VCC is supporting the need for skills upgrading in this evolving digital economy. The program offers five components of Microsoft Azure training to start – Fundamentals, Administrator, Architect Design, Architect Technologies, and Data Scientist. Courses will begin online throughout October and November 2020.

- VCC is pleased to recognize this year's International Week of the Deaf (IWD) from Sept. 21 to 25, 2020. Mari Klassen, department head of ASL and Deaf Studies at VCC said, "It's about gathering together, becoming united, showing that unity to the rest of the world, and promoting the human rights of Deaf people." This year's theme for IWD is 'Reaffirming Deaf People's Human Rights,' and participants are encouraged to learn more about Deaf culture and human rights through daily themes.

- VCC Library now operates an on-campus pickup service, which will allow VCC students, faculty, and staff to access items in the physical library collection that are not available in electronic formats.

- New Indigenized VCC program launches careers in dental reception. This fully-funded, nine-month Indigenous program starts with the ACCESS-delivered Essential Skills program that strengthens proficiencies in reading, oral communication, and working with others. The program, limited to 12 students, includes Indigenous elements, and prepares students to immediately tackle course materials with the confidence and creates an atmosphere where students feel like family.

- VCC Continuing Studies' launched new course, *Writing to Heal Your Life*, which began on Sept. 16, where students are invited to discover the power of creative writing to navigate the challenges of loss, trauma, or illness.

- In VCC Foundation news:
    - Graphic designers connect to raise COVID-19 funds. VCC's first-ever Connected by Design event turned out to be a big hit. Despite not being able to network in person, the graphic design industry got behind the July 22 event resulting in 109 tickets sold and raising more than $1,000 for VCC's COVID-19 emergency bursary fund.
    - McGregor daycare needed new toys to welcome back kids into a COVID-proof environment. London Drugs Foundation donated $1,000 in new toys (educational leapfrog, vetch-type) items for individual play. The toys were delivered Sept. 18.
    - Dean Brett Griffiths arranged for the donation of a 2018 Mazda for the Auto Service Tech program.

Recent Government Announcements

Mental-health supports for post-secondary students, September 10

On Thursday, July 23, VCC welcomed Minister Melanie Mark to our Broadway campus for an exciting announcement about new funding for health sciences education. During a physically distanced visit to VCC, Minister Mark announced $750,000 to expand a bridging program for licensed practical nurses who choose to continue their education by completing a Bachelor of Science in Nursing (BScN).

VCC in the News, highlights

Straight and Marrow – Scout Magazine (Sept. 18) A fourth-generation chef and restaurateur, Chef Chris Lam has worked in the industry for more than 12 years. After graduating from the Culinary Program at Vancouver Community College, he went on to hone his gastronomic talents at the original Provence Mediterranean Grill in Point Grey.

VCC Alumnus Brandon Pham on Finding Inspiration and Taking Big Steps as a Chef – Scout Magazine (Sept. 3) Late last year, Vancouver Community College (VCC) Culinary Arts alumnus Brandon Pham had a big decision to make. With just over a decade of professional cooking under his belt, he was ready to take his next big step as a chef. But what would it be?

Upcoming Events:

- Experience VCC, October 6 & 7
- VCC Day, Oct. 27
- Convocation, Dec. 1,

PREPARED BY: Karen Wilson, Executive Director, Marketing & Communications
DATE: September 22, 2020

VANCOUVER COMMUNITY COLLEGE FACULTY ASSOCIATION

VCCFA President's Report to the VCC Board of Governors: September 2020

Smoke, moths, and Covid 19

The fall term is off to a surreal start, with moths and smoke adding to the stress of persisting Covid 19 worries and restrictions. As we all battle this new and unknown challenge that seems to show no sign of abating, attention to mental health becomes even more important. We are fielding many calls from faculty who are literally becoming ill from worry and stress. We call on the college to keep this aspect of things top of mind, and take concrete steps to ensure that all employees are not only physically safe, but also mentally well.

New Contract

The VCCFA held our ratification vote on September 3rd; the membership voted overwhelmingly in favor of the deal. My thanks to the Bargaining Team for their work in getting a deal in such a difficult climate.

Anti-Racism work and Orange Shirt Day

The VCCFA is pleased to be participating in a faculty led steering group that is planning how we will begin to approach racism within this institution and ourselves. As a first step, we are engaging with a local clinical counsellor, Sacha Medine. Sacha explains the work he does this way: "I work to create work environments that are more socially just and inclusive for people from all social locations. This work gets called a number of things including Social Justice, Anti-Oppressive Practice, Diversity Training, Multicultural Practice, etc. My goal is to help teams find ways of working actively and collectively to resist structures of harm. This means holding onto generosity and the knowledge that no individual is to blame for systems of oppression, while also holding everyone accountable to not replicating their degrading practices."

I will keep you updated on this work.

Finally, it is Orange Shirt Day on September 30th. Orange Shirt Day is intended to call attention to 165 years of residential school experience, to raise awareness, and to acknowledge harms of the past. I invite your participation.

Governance Elections – Nominations now open

Elections for Education Council and the Board of Governors are this month. Nominations are open now and close on September 25th. Faculty participation in governance is high, and we thank all those who currently serve or are considering running this time.

vccfa.ca
#401 - 402 West Pender Street,
Vancouver, BC V6B 1T6
Phone: 604-688-6210
Fax: 604-688.6219
Email: info@vccfa.ca

A special thank you to Garth Manning whose term as faculty rep on the Board of Governors is ending. We thank you for your voice and your service on the behalf of faculty.

Cuts in ABE and LINC

Cuts in ABE proceeded this summer and cuts in LINC occurred at the start of this month. The VCCFA continues to reject the necessity for these cuts. We have launched a grievance regarding the ABE cuts, and we continue to challenge the college about the LINC cuts at every forum we can. I attach a letter regarding the LINC cuts in which we call for the Board of Governors to review the LINC contract with a view to increasing the annual amounts of instruction offered in each year of the contract.

LOU (letter of understanding regarding Covid 19 related collective agreement variances)

As you will recall, we negotiated an LOU with the college in the spring. This LOU addressed variances to the collective agreement such as suspension of appraisals and evaluations during the life of the LOU (April 1- August 31, 2020). We are currently negotiating with the college for our fall LOU.

Administration

We have learned that there will be yet another Associate Vice President position added to the admin team. We understand this position will be posted, and we are pleased about that. We were concerned at the number of administrators who were promoted without process in the last restructuring. We are equally concerned at the number of "interim" administrators who have been interim for, in some cases, years.

Campus Master Plan

We had a positive meeting with Ian Humphreys (VP Administration and International Development) the other day. Ian got us up to speed on the latest plans, and he assured us that the VCCFA will be an integral part of decision-making as the plan gets set in motion.

New VCCFA Logo and Website

It has been our pleasure this spring and summer to work with VCC students from the Digital Graphic Design Program who have redesigned our VCCFA logo and website! We are thrilled with the work the students have done! They are just putting finishing touches on the website now, but we should be able to share it with you soon! Stay tuned! Our thanks to the students and to Anne Emberline, the DGD Department Head. You have all been lovely to work with.

VANCOUVER COMMUNITY COLLEGE
FACULTY ASSOCIATION

September 2020

VCCFA on LINC 2020-25

The latest contract (2020-25) with the federal Ministry for Immigration, Refugees and Citizenship, for settlement language training through the Language Instruction for Newcomers to Canada (LINC) program is roughly the same size on an annual basis ($4m/yr) as it was in the three-year deal 2017-20 immediately preceding. However, the number of classes offered in this contract has been reduced, and a number of term faculty (approximately 5 FTE) have not been offered expected work. This causes a hardship that forces some into unemployment.

The contract has been portrayed as "costing the college." This has been used as a justification for significantly reducing the amount of training offered. The VCCFAs analysis reaches a different conclusion and we hope that this decision can be reviewed and changed.

Request:

The VCCFA requests that the VCC Board have the 2020-25 LINC contract reviewed with a view to increasing the annual amounts of instruction being offered so that they each maintain at least the amount that was offered in 2019-2020.

Rationale:

1) The need is there. These classes are not being offered elsewhere. VCC is well-known for the excellent level of education and opportunity it offers.

2) This COVID period intensifies the need for more training opportunities, not fewer.

3) Despite VCC's tight financial situation, it can afford to run this programming.

4) LINC is not a "contract" in the sense a training contract for any other entity or agency would be perceived.

5) Reducing this program unnecessarily runs counter to the College's stated commitments

vccfa.ca
#401 - 402 West Pender Street,
Vancouver, BC V6B 1T6
Phone: 604-688-6210
Fax: 604-688.6219
Email: info@vccfa.ca

1)
We understand that there are student waiting lists for LINC. It is a vital program for new immigrants. Adults want to go to an adult-oriented class in an adult institution. LINC at VCC has often become the first non-immigration-centric Canadian institution thousands of newcomers become engaged with.

The College has not given this program the consideration it deserves. Thousands of students are sent to VCC without any marketing expense or effort. After LINC, many return to VCC for further study and training. Powerful connections are made both to Canadian society and to VCC. There is a high demand for LINC programming, and class offerings should not be reduced.

2)
As a public body interested in the good and welfare of its community, VCC has a responsibility to continue to provide as much service to the community and support for its workers as it can. When looked at from the point of view of the $100m plus annual budget, the cut to LINC is relatively minor. When looked at from the point of view of students needing to improve their lives or skills, cutting them off from this opportunity should be the last thing a community-centric institution should be doing. Of course, that responsibility is only heightened by the COVID crisis. It behooves institutions to act as stewards of their communities, maintaining a status quo for the good of all society as we steer our way through a global pandemic.

3)
We have appreciated the detailed and transparent financial information received from the college on the LINC situation and the detailed conversations we have had with the President and Vice-Presidents. We also understand and appreciate the decades-long structural under-funding issue at VCC. In fact, one of our recent bargaining demands was to engage with management and government in a tri-partite effort to lay these issues bare and attempt to financially reset VCC. This institution is not and should not be set up to be a “surplus-producing” entity the way some in Post-Secondary seem to be.

At first the College simply presented the issue as LINC being a negative cost. It wasn’t until quite recently that we came to understand that the college uses a financial framework whereby every program has to be conceptually covered for an additional 80% of its actual costs of delivery. However, we also understand this is not possible with every program and further that some programs bring in much more than that—even an additional 100% or more of their costs. In effect, the 80% cost-plus margin becomes an abstract average.

vccfa.ca
#401 - 402 West Pender Street,
Vancouver, BC V6B 1T6
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Fax: 604-688.6219
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We have heard and understood the presentations at the College Board when a new program is costed and these margins are discussed, especially when the program takes the form of a contract with an outside agency or company.

While not perhaps up to the level the college can attain in other "contracts" or tuition arrangements, the LINC contract does provide a significant surplus to VCC. It did in the previous contract as well. It's not fair to frame the issue as LINC "costing" VCC. The question is not whether there's surplus/profit; there is. The question is "how much is enough?"

During our recent discussions, we agreed with the college that last year under the arrangements that were in place on a roughly $4m program, which already included a roughly 11% ($400k) margin for administrative costs outside of those within the department, there was an additional $450k provided for overhead. So that was about $850k per year that LINC contributed to VCCs operation above the cost of the service it provides on its own.

In this 2020-25 period, the college is seeking to increase these margins. For the same money, the federal government and society are getting about a third less service*. With this contract VCC looks to annually "make" at least $533k in "administrative" costs and then an additional average of about $750k in overhead. That's close to $1.3m per year, about $450k more each year than the level in 2019-2020. **This is actually an indication of how much the federal government, representing Canadian society, values this work.*

This fiscal, with COVID blowing budgets up everywhere, is not the year for comparisons, but with LINC at the level it was, the College did manage to run a small overall surplus in 2019-20.

And it begs the question, when one looks from the height of $105m, is this extra $450k (0.4%) actually worth the human cost of opportunities lost?

4)
Although LINC is funded through a multi-year "contract", it is not a contract like any other. Because of federal/provincial constitutional issues, the federal government cannot fund LINC directly, so to meet the high and important need, this contract device was created. In the VCCFA's view it is tantamount to being base funded by government. It just happens to be through a different funding mechanism and through a different level of government. And it's arguable that it is actually a more generous form of base funding than some programs get under the provincial mandate. There have been literally tens of thousands of students through VCC's doors because of LINC. It has provided a powerful

integrative tool to BC's society. We can also argue and will lobby that the BC government should let bygones be bygones and do much more to recognize and support the programming. It should be proud to have LINC at VCC and want to keep it here. The College has mentioned that not having the student FTE be recognized is a concern, and that's something we are planning to lobby on.

5)
EAL training was proudly highlighted by the Board Chair and President in their cover letter on the extensive "Institutional Accountability Plan and Report" as examples of how VCC supports the government's goals (pages 2-3). The VCCFA would submit that this type of cut to a revenue producing EAL program of LINCs special status runs counter to that claim.

Conclusion

To conclude, in a time of unprecedented crisis, the College is choosing to make a relatively small cut to a valuable, profitable program. A small cut with major consequences in terms of lost service and education to students who are new to the Canadian experience. Also, a cut with major consequences to faculty who have trained for years, are at the top of their profession and now, along with their students, have few or no alternatives.

We respectfully repeat our request for a review and revision of this contract.

Taryn Thomson
VCCFA President

vccfa.ca
#401 - 402 West Pender Street,
Vancouver, BC V6B 1T6
Phone: 604-688-6210
Fax: 604-688.6219
Email: info@vccfa.ca

VANCOUVER COMMUNITY COLLEGE

Board of Governors Public Meeting
September 30, 2020

ACTION TRACKER

	ACTION - Brought forward from June 24, 2020	**WHO**	**UPDATE**
1.	Distribute to the Board SUVCC Call to Action statement : Suspension of tuition increases.	D. Lucas	**COMPLETED** – Sent by email July 3, 2020, with response from VCC Board Chair.

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: September 30, 2020

ISSUE Education Council Chair Report to Board of Governors

:

ELECTIONS

Elections will be held in October to fill vacancies on Education Council and the Board of Governors. Information about the elections has been circulated on myVCC, VCC Digest, and social media; this news has also been shared by email and distributed through on-site posters. Education Council has also reached out to the VCCFA to encourage faculty to share elections information with their students; we credit faculty outreach with engaging students more fully in the last by-election, and we hope to repeat the success of 2019/2020 in filling all four (4) student representative EdCo seats.

To facilitate the nominations process in the current remote working and learning environment, the paper forms have been replaced with electronic forms (fillable PDF documents). Online voting will open at 8:00 a.m. Wednesday, October 7 and remain active until 4:00 p.m. Tuesday, October 13.

PREPARED Elle Ting, Chair, Education Council

BY: DATE: September 21, 2020

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: September 30, 2020

ISSUE: **Financial Performance (for the Four Months ended July 31, 2020)**

2020/21 Operating Overview (April 2020 – July 2020)

Revenue for the period was $37.17 million compared to budget of $39.28 million ($2.1 million below plan) and prior year of $38.7 million ($1.56 million below prior year) **(Table 4)**. Domestic tuition revenue is down by $611K compared to budget and international tuition revenue is higher by $218K compared to budget for the period. **(Tables 1, 2 and 3)**.

The School of Hospitality, Food Studies and Applied Business domestic revenue was $53K lower than budget. However, international revenue was up by $272K. The School of Trades, Technology and Design domestic tuition revenue was lower than budget by $106K and international revenue was lower than budget by $49K. The School of Health and Science domestic tuition revenue was down by $151K. Continuing Studies domestic tuition revenue was down by $268K.

Other revenues such as parking, movie rental, food services, bookstore and interest income are down by $1.7 million.

Total expenses for the period were $38.8 million compared to budget of $41 million ($2.2 million below budget) and prior year of $39 million ($225K below prior year).

The deficit for period was $1.64 million compared to a budget deficit of $1.76 million ($102K more favourable than budget) and prior year deficit of $317K ($1.4 million less favourable than prior year).

2020/21 Forecast to Budget Overview

2020/21 Forecast (4 months actual + 8 months forecast) in **Table 5** shows that VCC is projecting a deficit of $4.9 million. Revenue is forecasted to be $117.2 million compared to budget of $128.3 million ($11.1 million below budget) and prior year of $123.9 million ($6.68 million lower than prior year). Expenses are forecasted to be $122.2 million compared to budget of $128.4 million ($6.16 million lower than budget) and prior year of $123.1 million ($854K lower than prior year).

The College is waiting for the September enrolment to be finalized to update the financial forecast and the College's operating budget for 2020/21 will be revised further. The management reviewed non-salary and discretionary expenses and the expense reduction is reflected in this forecast.

ATTACHMENTS: **APPENDIX A:**

Table 1, 2 and 3: Summary – Revenue by School
Table 4 – Statement of Operations for the Four Months ended July 31, 2020
Table 5 – Statement of Operations: 2019/20 Forecast with Four Months Actual (Ended July 31, 2020) and Eight Months Forecast

PREPARED BY: Jamie Choi, Executive Director, Financial Services and CFO

DATE: September 21, 2020

APPENDIX A

Summary - Revenue by School

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

	2020/21 Actuals (Apr 2020 - Jul 2020)	2020/21 Budget (Apr 2020 - Jul 2020)	Variance Favourable / (Unfavorable)	2019/20 Actuals (Apr 2019 - Jul 2019)	Variance Favourable / (Unfavorable)
CENTRE FOR CONTINUING STUDIES	687,542	956,188	(268,646)	1,044,861	(357,319)
SCHOOL OF ARTS AND SCIENCES	379,405	414,787	(35,382)	330,857	48,548
SCHOOL OF HEALTH	1,113,491	1,264,847	(151,356)	1,080,978	32,513
SCHOOL OF HOSP, FOOD & BUSINESS	432,647	485,450	(52,803)	532,751	(100,104)
DIVISION OF LIBRARY, TEACH & LEARN	306,498	303,185	3,313	310,356	(3,857)
SCHOOL OF TRADES, TECH & DESIGN	675,993	782,123	(106,130)	659,545	16,448
	3,595,576	**4,206,580**	**(611,004)**	**3,959,347**	**(363,771)**

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

	2020/21 Actuals (Apr 2020 - Jul 2020)	2020/21 Budget (Apr 2020 - Jul 2020)	Variance Favourable / (Unfavorable)	2019/20 Actuals (Apr 2019 - Jul 2019)	Variance Favourable / (Unfavorable)
CENTRE FOR CONTINUING STUDIES	37,430	32,195	5,235	39,405	(1,974)
SCHOOL OF ARTS AND SCIENCES	99,766	110,227	(10,461)	110,227	(10,460)
SCHOOL OF HEALTH	1,662	1,621	41	25,091	(23,429)
SCHOOL OF HOSP, FOOD & BUSINESS	4,330,689	4,058,347	272,342	3,471,864	858,825
DIVISION OF LIBRARY, TEACH & LEARN	561	0	561	0	561
SCHOOL OF TRADES, TECH & DESIGN	2,709,155	2,758,902	(49,747)	2,333,151	376,003
	7,179,264	**6,961,292**	**217,972**	**5,979,737**	**1,199,527**

Table 3:
Combined Domestic and International Revenue by School

	2020/21 Actuals (Apr 2020 - Jul 2020)	2020/21 Budget (Apr 2020 - Jul 2020)	Variance Favourable / (Unfavorable)	2019/20 Actuals (Apr 2019 - Jul 2019)	Variance Favourable / (Unfavorable)
CENTRE FOR CONTINUING STUDIES	724,973	988,383	(263,410)	1,084,266	(359,293)
SCHOOL OF ARTS AND SCIENCES	479,172	525,014	(45,842)	441,084	38,088
SCHOOL OF HEALTH	1,115,153	1,266,468	(151,315)	1,106,068	9,085
SCHOOL OF HOSP, FOOD & BUSINESS	4,763,335	4,543,797	219,538	4,004,614	758,721
DIVISION OF LIBRARY, TEACH & LEARN	307,059	303,185	3,874	310,356	(3,296)
SCHOOL OF TRADES, TECH & DESIGN	3,385,147	3,541,025	(155,878)	2,992,696	392,451
	10,774,840	**11,167,872**	**(393,032)**	**9,939,084**	**835,756**

Statement of Operations – Comparison to Budget and Prior Year
For the Four Months Ended July 31, 2020
Table 4:

2020/21 Actuals vs Budget and Prior Year

(In $ Thousands)	2020/21 Actuals (Apr 2020- Jul 2020)	2020/21 Budget (Apr 2020 - Jul 2020)	Variance favourable /(unfavourable)	Comments	2019/20 Actuals (Apr 2019 - Jul 2019)	Variance favourable /(unfavourable)
Province of B.C. Grants	18,857	18,938	(81)		19,314	(457)
Audult Upgrading Grant (AUG)	45	209	(164)	This is due to the timing difference.	208	(162)
Sales of goods and services	432	1,775	(1,343)	External room rental lower by $60K. Food servcies revenues lower by $880K and Book store revenues lower by $400K	1,833	(1,401)
Tuition and student fees	11,623	12,243	(620)	Table 1,2 and 3	11,030	593
ABE/EAL Tuition Free	1,303	1,452	(148)	EAL program $63K; CF program $47K; ABE $35K less than budget	1,494	(191)
Other grants, fees & contract services	2,277	1,756	521	$501K increased by City of Vancouver COVID 19 project $361K & Emergency Assitance Funding $140K	1,994	283
Miscellaneous income	458	670	(212)	Movie rental $63K, parking revenue $82K and over misc invome down by $60K	727	(269)
Donation income (Foundation Related)	294	198	95		221	73
Amortization of deferred capital contri	1,797	1,804	(7)		1,722	75
Interest income	86	233	(148)	Due to lower interest rate	195	(110)
REVENUES	**37,173**	**39,279**	**(2,106)**		**38,737**	**(1,564)**
SALARY AND BENEFIT EXPENSES	**29,465**	**30,779**	**1,315**	All employees groups salaries reduced due to hiring delays, lower enrolments and postposed classes in later days. Benefits expneses also reduced	**28,731**	**733**
Supplies and general expenses, othere	2,158	2,426	268	Travel and Conference down by $227K, over all supplies expenses reduced	2,543	(385)
AUG Financial Aid	45	209	164		208	(162)
Bursary/Scholarship (donation related)	294	198	(95)		221	73
Professional fees	1,414	1,259	(155)	Agency fee $110K, Campus Master Plan $40K increased	1,398	16
Building and telecom	1,904	2,063	159	Overall facilities expenses down due to reduced capacity	2,022	(118)
Cost of Goods Sold	464	1,106	642	Expenses reduced due to closure of food services and limited bookstore services. $215K added for City of Vancouver COVID 19 project	1,161	(697)
Depreciation Expense	3,084	2,995	(89)		2,770	314
OPERATING EXPENSES	**9,364**	**10,257**	**(893)**		**10,322**	**(959)**
TOTAL EXPENSES	**38,828**	**41,036**	**(2,208)**		**39,054**	**(225)**
NET SURPLUS (DEFICIT)	**(1,656)**	**(1,758)**	**102**		**(317)**	**(1,339)**

*ABE : Adult Basic Education
*EAL : English as Additional Language
*CF: College Foundation

Statement of Operations – Comparison to Budget and Prior Year
2020/21 Forecast with Four Months Actual (Ended July 31, 2020) and Eight Months Forecast
Table 5:
2020/21 Forecast vs Budget and Prior Year

(In $ Thousands)	2020/21Current Forecast (4 + 8)	2020/21 Budget	Variance favourable /(unfavourable)	Comments	2019/20 Actuals	Variance favourable /(unfavourable) - 1920 current fcst vs 1819 actuals
Province of B.C. Grants	56,717	56,798	(81)		56,759	(42)
Adult Upgrading Grant	263	427	(164)	This is due to the timing difference.	427	(164)
Sales of goods and services	1,749	6,164	(4,415)	External room rental and food services revenues removed. Book store revenues reduced due to limited services	5,909	(4,160)
Tuition and student fees	40,462	45,980	(5,517)	Domestic tution: School of Trades $500K, School of Hospitablity $353K, School of Arts & Science $118K, School of Health $$364K and Continuing Studies $735K less than budget.Internaitonal tuition: School of Trades $$1.73M, School of Hospitality $1.3M less than budget	40,136	326
ABE/EAL Tuition Free	4,677	5,037	(360)	EAL program $107K; CF program $100K; College & Career Access $117K less than budget	4,957	(280)
Other grants, fees & contract services	5,500	4,980	521	$501K increased by City of Vancouver COVID 19 project $361K & Emergency Assitance Funding $140K	6,874	(1,374)
Miscellaneous income	1,405	2,123	(718)	Movie rental $265K, parking revenue $275K and over misc invome down by $200K	1,968	(563)
Donation income (Foundation Related)	855	760	95		752	103
Amortization of deferred capital contributior	5,404	5,411	(7)		5,472	(68)
Investment income	246	700	(454)	Due to lower interest rate	708	(462)
REVENUES	**117,278**	**128,379**	**(11,100)**		**123,962**	**(6,684)**
SALARY AND BENEFIT EXPENSES	**91,409**	**92,764**	**1,355**	All employees groups salaries reduced due to hiring delays, lower enrolments and postposed classes in later days. Benefits expneses also reduced	**87,611**	**3,798**
Supplies and general expenses	8,219	9,424	1,205	Due to the reduced tuition revenue, overall expenses are reduced	9,274	(1,055)
ABE Financial Aid	263	427	164		427	(164)
Bursary/Scholarship	855	760	(95)		752	103
Professional fees	5,124	5,454	330	Due to the reduced tuition revenue, overall expenses are reduced	5,384	(260)
Building and telecom	5,685	6,865	1,180	Due to the reduced tuition revenue, overall expenses are reduced	6,995	(1,310)
Cost of Goods Sold	1,587	3,701	2,113	Reduced bookstore and food services cost of goods sold	3,627	(2,039)
Depreciation Expense	9,073	8,985	(89)		8,999	74
OPERATING EXPENSES	**30,807**	**35,615**	**4,809**		**35,458**	**(4,651)**
TOTAL EXPENSES	**122,215**	**128,379**	**(6,163)**		**123,069**	**(854)**
NET SURPLUS (DEFICIT)	**(4,937)**				**893**	**(5,831)**

*ABE : Adult Basic Education
*EAL : English as Additional Language
*CF: College Foundation

VANCOUVER COMMUNITY COLLEGE

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 30, 2020

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Revisions to B.1.10 Signing and Spending Authority

BACKGROUND:

Revisions to policy B.1.10 Signing and Spending Authority were proposed, with most changes happening to the Authorization Matrix (Appendix A). This policy was last approved in September 2018. The Authorization Matrix states which positions have signing and spending authority, and to what level. The revisions include clarifying signing vs. spending, allowing a large contract authorized by the Board to be signed by the President or CFO, and making clear that Supervisors and Program Coordinators have the same signing authority as other Department leads.

DISCUSSION:

The documents went out for community feedback in May-June 2020. Feedback received was:

1. A series of recommendations on spending authority for Facilities managers. A note was added to the matrix clarifying the authority around construction and architect projects to avoid costly delays.
2. Requests for clarity on definitions around various documents (like MOUs or LOUs). This is a larger project to align definitions across policies, but the definition of MOU was changed.
3. Recommendations from the Purchasing department to ensure that modifications to large contracts did not have to return to the Board or FAC for additional approvals. This will be managed by maximum limits for modifications being built into contracts, and a requirement that modifications to contracts that are over $1 million (in total) must be reported to the Board.

Finance and Audit Committee approved the revisions on Sep 16, 2020.

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve revisions to B.1.10 Signing and Spending Authority Policy & Procedures, as presented.

ATTACHMENTS: APPENDIX A - B.1.10 Policy (Tracked & Clean draft copies)
APPENDIX B - B.1.10 Procedures (Tracked & Clean draft copies)
APPENDIX C - Spending Authority Matrix (Clean draft copy only)

PREPARED BY: Jamie Choi, Executive Director, Financial Services and CFO

DATE: Sept 22, 2020

APPENDIX A

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	September 26, 2018
Effective Date	Draft: June 18, 2020~~September 26, 2018~~

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 of Governors or such authority has been delegated.
4. The College will maintain a Signing and Spending ~~Authority~~Authorization 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~~Signing Officers 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): A legal document that establishes the *ground rules* of a positive cooperative effort for the parties wishing to work together on a project.~~

~~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.

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.

Memorandum of Understanding (MOU): An agreement between two or more parties outlined in a formal document. It is used as a statement of intent of what each party will be responsible for without creating any legal obligations. It clarifies the relationship and can, but does not always, create a path to move forward with a contract.

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
C.3.10 Affiliation Agreements (Education)

RELATED PROCEDURES
Refer to B.1.10 Signing and Spending Authority Procedures.

POLICY

Policy No.	**B.1.10**
Title	**Signing and Spending Authority**
Approval Body	Board of Governors
Policy Sponsor	Chief Financial Officer
Last Revised/Replaces	September 26, 2018
Effective Date	Draft: June 18, 2020

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 of Governors or such authority has been delegated.
4. The College will maintain a Signing and Spending Authorization 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 may delegate their authority to other positions.

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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

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.

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.

Memorandum of Understanding (MOU): An agreement between two or more parties outlined in a formal document. It is used as a statement of intent of what each party will be responsible for without creating any legal obligations. It clarifies the relationship and can, but does not always, create a path to move forward with a contract.

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
C.3.10 Affiliation Agreements (Education)

RELATED PROCEDURES
Refer to B.1.10 Signing and Spending Authority Procedures.

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APPENDIX B

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	September 26, 2018
Effective Date	Draft: June 18, 2020~~September 26, 2018~~

Signing Authority

1. The Vice President Administration and Chief Financial Officer (CFO) is responsible for a comprehensive Signing and Spending ~~Authority~~Authorization 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~~assessments 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 MOUs, MOAs and LOAs.
    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~~Authorization 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.

VANCOUVER COMMUNITY COLLEGE

PROCEDURES

Policy No.	**B.1.10**
Title	**Signing and Spending Authority**
Approval Body	Board of Governors
Policy Sponsor	Chief Financial Officer
Last Revised/Replaces	September 26, 2018
Effective Date	Draft: June 18, 2020

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Signing Authority

1. The Vice President Administration and Chief Financial Officer (CFO) is responsible for a comprehensive Signing and Spending Authorization 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 assessments 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 MOUs, MOAs and LOAs.
    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.

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RELATED POLICY

Refer to B.1.10 Signing and Spending Authority Policy.

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APPENDIX C

APPENDIX A - SIGNING AND SPENDING AUTHORIZATION MATRIX

	Over $1m		Up to $1m		Up to $500k		Up to $200k		Up to $100k		Up to $75k		Up to $5k		Up to $1k		Up to $200.00	
	Sign	Spend	Sign	Spend	Sign	Spend	Sign	Spend	Sign	Spend	Sign	Spend	Sign	Spend	Sign	Spend	Sign	Spend
Board of Governors	✓	✓																
Finance and Audit Committee			✓	✓														
President - College Wide					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Chief Financial Officer					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Vice Presidents, Associate Vice Presidents, Executive Directors							✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Director of Financial Services									✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dean, Director											✓	✓	✓	✓	✓	✓	✓	✓
Associate Directors, Facilities/Operations /Business Managers														✓		✓		✓
Department Head, Coordinator II, Supervisors, CS Program Coordinators, all Managers (other than Facilities/ Operations/ Business)																✓		✓
Assistant Department Head, Coordinator I																		✓

Notes:

- Contracts approved by the Finance and Audit Committee and Board of Governors to be executed by the CFO
- All modifications to contracts over $1M will be reported by the CFO to the Finance and Audit Committee and the Board of Governors periodically, as appropriate.
- Associate Director, Campus Planning & Capital Projects has a spend and signing authority limit of $10k for changes to construction (CCDC2) and architect consultant (AIBC) contracts in order to prevent costly delays of projects.

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