



## Board of Governors Public Meeting Agenda

March 27, 2024, at 5:30 p.m.

### VCC Broadway Campus, Building A, Room 5025

Zoom option for Public & Guests:

<https://vcc.zoom.us/j/64397010942?pwd=YWFYcWNGNXFLTm5qdFBRSGRZRmVOdz09>

**Zoom Phone:** +1 778 907 2071

**Meeting ID:** 643 9701 0942

**Password:** 037455

## ATTENDANCE

Board Members		Staff Resources	
Joey Hartman (Chair, Board/HRC)		David Wells	VP, Academic & Applied Research
Mahin Rashid (Vice Chair)		Ian Humphreys	VP, Admin & International Development
Jeffrey Yu (Chair, FAC)		Kate Dickerson	VP, People Services
Chi Lo		Jane Shin	VP, Students & Community Development
Christie Sparklingeyes		Elmer Wansink	AVP, IT & CIO
Daniela Ocana		Clayton Munro	AVP, Student & Enrolment Services
Jennifer Cummins		Tannis Morgan	AVP, Academic Innovation
Libby Davies		Jamie Choi	ED, Finance & CFO
Nadia Belokopitov		Karen Wilson	ED, Marketing & Communications
Michele Guerin		Surinder Aulakh	ED, Safety, Security & Risk Management
Paul Yeung		Deborah Lucas	EA, Board of Governors
Ridhi Bhatia		David Kirk	Dean, Curriculum & Pedagogy
Seung Oh			
Shobha Rajagopalan			
Ex-Officio		Guests	
Ajay Patel	President & CEO	Taryn Thomson	President, VCCFA
Natasha Mandry	Chair, Education Council/GC	Chris Joyce	President, CUPE Local 4627
		Stefan Nielsen	Organizer, Advocacy & Governance, SUVCC

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

Item	Topic	Action	Speaker	Time	Attach	Page
1.	CALL TO ORDER, LAND ACKNOWLEDGEMENT/ OPENING REMARKS		J. Hartman/ A. Patel	8 min		
2.	APPROVAL OF AGENDA/CONSENT AGENDA		J. Hartman	3 min		
	<i>“THAT the VCC Board of Governors approve the agenda and approve/ acknowledge receipt of the following items on the consent agenda.”</i>	Decision				
	2.1 Minutes: Feb 7, 2024, Public Meeting				✓	3
	2.2 Board Correspondence & Activity				✓	8
	2.3 Revised 2024 Board Schedule				✓	9
	2.4 News & Events – March 2024 Report				✓	10
3.	ACTION TRACKER	Info	J. Hartman	1 min		
	No items				--	--

<b>4.</b>	<b>CONSTITUENCY GROUP REPORTS</b>					
	<b>4.1</b> CUPE Local 4627	Info	Constituency	5 min	--	--
	<b>4.2</b> SUVCC		Reps	5 min	--	--
	<b>4.3</b> VCCFA			5 min	--	--
<b>5.</b>	<b>EDUCATION COUNCIL REPORT</b>		N. Mandryk	15 min		
	<b>5.1</b> Chair's Report	Info			✓	12
<b>6.</b>	<b>FINANCE AND AUDIT COMMITTEE REPORT</b>		J. Yu	15 min		
	<b>6.1</b> Chair's Report	Info			--	--
	<b>6.2</b> 2023-24 Forecast to Budget	Info			✓	14
	<b>6.3</b> 2024-25 Operating Budget	Decision			✓	20
	<b>6.4</b> 2024-25 Capital Budget	Decision			✓	25
<b>7.</b>	<b>GOVERNANCE COMMITTEE REPORT</b>		N. Mandryk	15 min		
	<b>7.1</b> Chair's Report	Info			--	--
	<b>7.2</b> G.1.0 Board Conduct Bylaw – Annual Oath of Office reaffirmation	Reaffirm			✓	28
<b>8.</b>	<b>HUMAN RESOURCES COMMITTEE REPORT</b>		J. Hartman	5 min		
	<b>8.1</b> Chair's Report	Info			--	--
<b>9.</b>	<b>INDIGENIZATION AT VCC</b>	Info	D. Kirk	10 min	--	--
<b>10.</b>	<b>VCC FOUNDATION</b>	Info	J. Yu	5 min	--	--
<b>11.</b>	<b>NEW BUSINESS</b>					
	<b>11.1</b> Strategic Innovation Plan Update	Info	A. Patel	20 min	✓	35
<b>12.</b>	<b>NEXT MEETING &amp; ADJOURNMENT</b>	Info	J. Hartman	1 min	--	--

Next regular meeting: May 29, 2024



## Board of Governors Public Meeting DRAFT MINUTES

February 7, 2024, at 5:30 p.m.

VCC Broadway Campus, Room 5025  
Zoom for guests & public

### ATTENDANCE

#### Board Members

Joey Hartman (Chair, Board/HRC) REGRETS  
 Libby Davies (Vice Chair) ACTING CHAIR  
 Jeffrey Yu (Chair, FAC)  
 Mahin Rashid REGRETS  
 Chi Lo  
 Christie Sparklingeyes  
 Daniela Ocana  
 Jennifer Cummins  
 Nadia Belokopitov  
 Michele Guerin  
 Paul Yeung  
 Ridhi Bhatia  
 Seung Oh  
 Shobha Rajagopalan

#### Ex-Officio

Ajay Patel President & CEO  
 Natasha Mandry Chair, Education  
 Council/GC

#### Staff Resources

David Wells VP, Academic & Applied Research  
 Ian Humphreys VP, Admin & International Development  
 Kate Dickerson VP, People Services  
 Jane Shin VP, Students & Community Development  
 Elmer Wansink AVP, IT & CIO  
 Clayton Munro AVP, Student & Enrolment Services  
 Tannis Morgan AVP, Academic Innovation  
 Jamie Choi ED, Finance & CFO  
 Karen Wilson ED, Marketing & Communications  
 Surinder Aulakh ED, Safety, Security & Risk Mgmt  
 Deborah Lucas EA, Board of Governors (recording secretary)

#### Guests

Taryn Thomson President, VCCFA  
 Deanne Bates Chief Shop Steward, CUPE Local 4627  
 Stefan Nielsen Organizer, Advocacy & Governance, SUVCC

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

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

- Acting Chair, L. Davies, called the meeting to order at 5:35 p.m. C. Lo presented the land acknowledgement. Chair's opening remarks:
  - Welcomed new board members C. Sparklingeyes and M. Guerin. Thanked outgoing member Sue Hammell.
  - Acknowledged N. Mandryk, who was re-elected Education Council Chair for 2024. She has also joined the Governance Committee in the role as Chair.
  - Acknowledged Vice Chair, M. Rashid who was absent from the meeting as she was receiving the Business in Vancouver 40 under 40 Award. As well, President, A. Patel for being named #10 in Vancouver Magazine's 2024 Power 50 list. He has also been appointed to the World Education Services (WES) Board of Trustees. WES is a non-profit social enterprise that supports the educational, economic, and social inclusion of immigrants, refugees, and international students.
- A. Patel:
  - Acknowledged VCC's Culinary Arts department and students for collaborating with non-profit organization Sheway to hold an event where delicious turkey dinners were served to the women they support in our community. Also, VCC's JJ's Restaurant was named one of OpenTable's Top 100 restaurants in Canada for 2023; a well-deserved accomplishment.

- Noted the importance of building connections, and the opportunity he had to meet the Honourable Yonah Martin, Deputy Leader of the Opposition in the Senate of Canada and conduct a tour of the Broadway Campus.
- Acknowledged the stepping down of BC Post-Secondary Education & Future Skills Minister, Selina Robinson and the interim placement of Minister Brenda Bailey.
- Highlighted upcoming events including Lunar New Year celebrations on Feb 12, and VCC’s annual Flourish Gala on Feb 27 at the Broadway Campus.

## 2. APPROVAL OF AGENDA & CONSENT AGENDA

**MOTION:** THAT the Board of Governors approve the Feb 7, 2024, public meeting agenda, and the Consent Agenda items:

- 2.1 Minutes: Nov 22, 2023, Public Meeting
- 2.2 Board Correspondence & Activity
- 2.3 News & Events – Jan 2024 Report
- 2.4 VCCFA Report

**Moved, Seconded & CARRIED**

## 3. NEW BOARD MEMBER OATH OF OFFICE

- Newly appointed board members C. Sparkling eyes and M. Guerin were welcomed and sworn in for an initial term of Dec 1, 2023, to Jul 31, 2025. Appointed members typically serve 6-year terms in total.

## 4. ACTION TRACKER

- No actions.

## 5. CONSTITUENCY REPORTS

### 5.1. CUPE Local 4627

- The Board received a report from D. Bates, Chief Shop Steward.
- Collective Bargaining with VCC continues.
- CUPE staff welcomed the recent VCC Town Hall which updated staff on the Campus Plan, as well, an update on the Government of Canada’s announcement to cap student permit applications for 2 years to stabilize new growth.

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

- The Board received a report from S. Nielsen, SUVCC Advocacy & Governance Organizer. The Board will receive a copy of a letter being sent to government advocating for affordable tuition for all students, with specific requests.

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

- The Board received a report from T. Thomson, VCCFA, President.
- VCCFA provided notice to exit from the Federation of Post-Secondary Educators, as of Jun 1, 2024. Members will take a vote in March at the general meeting.

## 6. EDUCATION COUNCIL (EDCO) REPORT

### 6.1. Chair’s Report (presented by N. Mandryk, EdCo Chair)

- At the Education Council (EdCo) Planning Day on Dec 1, 2023, and approved at a subsequent meeting, members agreed to amend its composition by adding a one voting seat for an Indigenous educational administrator. As well, a next step will be to add a non-voting Indigenous representative in consultation with Indigenous Education & Community Engagement Department.

- On Dec 12, 2023, N. Mandryk was re-elected as EdCo Chair. Sarah Kay was re-elected as Vice Chair and continues Chairing the Education Policy Committee. Louise Dannhauer and Todd Rowlett were re-elected to the executive. Todd continues as chair of Curriculum Committee and Education Quality Committee.

## 6.2. NEW PROGRAM: Cybersecurity Governance, Risk and Compliance Post-Degree Diploma

- The proposed new Cybersecurity Governance, Risk, and Compliance Post-Degree Diploma (PDD) program addresses the demand for cybersecurity professionals (estimated gap of over 25,000 in Canada and over 3.4 million worldwide). VCC's program uniquely focusses on skills in governance, risk, and compliance within the cybersecurity context, which are essential to the protection of sensitive data, intellectual property, and critical infrastructure. Incorporating industry certifications, as well as developing cybersecurity micro-credentials, are being explored.
- It is offered to both domestic and international students. A benefit is that international graduates will be eligible for a postgraduate work permit.

**MOTION:** THAT, on the advice of Education Council, the Board of Governors approve the new Cybersecurity Governance, Risk, and Compliance Post-Degree Diploma credential and program implementation.  
**Moved, Seconded & CARRIED (Unanimously)**

## 6.3. Significantly Revised Program: Deaf and Hard of Hearing Essential Employment Skills Certificate (EESC) & New Program: Deaf and Hard of Hearing Employment Skills Advantage Short Certificate

- VCC's Deaf and Hard of Hearing Essential Employment Skills Certificate (EESC, formerly Job Readiness) has been significantly revised, and a new Deaf and Hard of Hearing Employment Skills Advantage Short Certificate (ESA) has been developed as a result of the program renewal,
- The 10-month EESC was revised with the intent to align with current work practices and WorkBC recommendations for employment training. The short certificate was designed for individuals seeking refresher training and for those already in the workforce.
- Education Council approved the proposal on Sept 12, 2023.

**MOTION:** THAT, on the advice of Education Council, the Board of Governors approve the new Deaf and Hard of Hearing Employment Skills Advantage Short Certificate credential and program implementation, and the implementation of the significantly revised Deaf and Hard of Hearing Essential Employment Skills Certificate program.  
**Moved, Seconded & CARRIED (Unanimously)**

## 7. FINANCE AND AUDIT COMMITTEE (FAC)

### 7.1. Chair's Report – J. Yu

- The Finance and Audit Committee (FAC) met on Jan 24, 2024. They considered the matters on the board agenda, as well, reviewed first draft of 2024-25 operating budget and received the 2023-24 Audit Plan, presented by external auditors, KPMG. There were no significant changes to the prior year.
- The next FAC meeting is Mar 13, 2024,

### 7.2. 2023/24 Forecast to Budget (9 months actual + 3 months forecast).

- VCC is projecting a surplus of \$1.3M. This is a conservative projection. Surplus funds can only be used for capital projects and with government approval. When January enrolment is finalized, the forecast will be further revised.
- Revenue is forecasted to be \$173.8M. Domestic tuition revenue is down compared to original budget (excluding ABE/EAL), and international revenue is up by \$4.9M.
- The salary and benefit expenses are higher to accommodate increased enrolments and additional positions are projected in the forecast. The retro/pay increase as well as benefits expenses were incurred for the

VCCFA Collective Agreement ratification for the 2023/24 fiscal. The previous year (2022/23) amount was accrued and reversed out to offset the amount.

### 7.3. TUITION: Cybersecurity Governance, Risk and Compliance Post-Degree Diploma

- On Jan 24, 2024, FAC considered the tuition proposal for the new Continuing Studies (CS) Cybersecurity Governance, Risk and Compliance Post-Degree Diploma program. They considered the comparables, as well, the increasing demand for professionals in this field. The increase in hourly rate is approximately 70% for positions with cybersecurity skills making this program an attractive offering.
- FAC approved the proposed tuition. The international fee is on par with other CS IT programs, and both the domestic and international fees are competitive and sustainable.

**MOTION:** THAT, on the recommendation of Finance & Audit Committee, the Board of Governors approve the following tuition for the new Cybersecurity Governance, Risk, and Compliance Post-Degree Diploma, effective Sept 1, 2024:

Domestic: \$20,045

International: \$32,753

**Moved, Seconded & CARRIED (Abstain: J. Cummins)**

### 7.4. TUITION: Renewed Deaf and Hard of Hearing Essential Employment Skills Certificate (formerly Deaf and Hard of Hearing Adult Job Readiness Certificate) and New Employment Skills Advantage Short Certificate

- On Jan 24, 2024, FAC considered tuition proposal for the renewed Deaf and Hard of Hearing Essential Employment Skills Certificate (EESC) (formerly Deaf and Hard of Hearing Adult Job Readiness Certificate) and the new Employment Skills Advantage Short Certificate (ESA). New and significantly revised programs are eligible for new tuition, however, as these programs are under the Ministry umbrella of Developmental Education, institutions are mandated to deliver programs under the tuition replacement funding model. This restricts tuition limits.
- FAC is aware that these restrictions result in the EESC program continuing to run at a deficit. With the addition of up to 4 seats for ESA Short Certificate and the addition of 4 credits for EESC, total revenue for the 10-month EESC program is increased, and the overall deficit is slightly reduced.
- For the significantly revised EESC, and the new ESA Short Certificate, the recommendation is to maintain the existing per credit fee. The tuition for the EESC program will increase to \$5,389.44, as the number of credits has increased from 38 credits to 42. As the new ESA Short Certificate is a 12-credit program, the recommended tuition is \$1,539.84.

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the following domestic tuition for the following programs, effective Sept 1, 2024:

Revised: Deaf and Hard of Hearing Essential Employment Skills Certificate: \$5,389.44

New: Deaf and Hard of Hearing Employment Skills Advantage Short Certificate: \$1,539.84

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

## 8. GOVERNANCE COMMITTEE (GC)

### 8.1. Chair's Report – N. Mandryk

- With new responsibilities as Vice Chair, M. Rashid has stepped down from the committee and outgoing Vice Chair, L. Davies has joined. In addition, the committee has elected N. Mandryk as Chair for the remainder of the term, ending Nov 2024.
- The next meeting is on Feb 21, 2024.

## 9. HUMAN RESOURCES COMMITTEE (HRC) REPORT

### 9.1. Chair's Report – L. Davies on behalf of J. Hartman

- The Human Resources Committee (HRC) received the President's 2023 Year-End Performance Objectives report and was satisfied with the outcomes. The HRC will work with the President on finalizing the 2024 Performance Objectives.
- The President's 3-year Performance Evaluation was conducted by an external consultant concurrently with the annual review. It was focused on the President's relationships and connections, and overall, the results were positive and informative. The HRC presented a summary report to the Board.

## 10. INDIGENIZATION AT VCC

- Jessie Williams, Dean, Indigenous Initiatives spoke about her journey so far at VCC as a new Dean, and the importance of story telling to build connections.
- N. Belokopitov shared her experience of receiving the much-appreciated support of board member J. Yu, who donated food and provided volunteers through his company, to support a local Indigenous community group event she was organizing.

## 11. VCC FOUNDATION

- J. Yu (Board representative on the VCC Foundation Board (VCCF)) presented a report to the Board, highlighting the upcoming events VCC Flourish Gala presented by RBC on Feb 27 and the Ground Blessing Ceremony in April for the new Centre for Clean Energy & Automotive Innovation. Also, nominations for the Outstanding Alumni Awards are being accepted. The awards ceremony is on May 9, 2024.
- The 2024 Giving Tuesday campaign was a huge success. Thanks to VCC's amazing donors, the Foundation was able to support students facing food insecurity challenges by distributing gift cards and food.

## 12. NEW BUSINESS

### 12.1. International Education Strategic Plan (IESP) 2024-29

- J. Gossen, Director, International Education presented the new VCC International Education Strategic Plan (IESP) 2024-29 for information.
- There has been collaboration with VCC's departments, such as the Centre for Teaching and Learning and the Indigenous Education & Community Engagement, to ensure the IESP goals align with VCC's Strategic Innovation Plan. A communication strategy is being developed.

## 13. NEXT MEETING & ADJOURNMENT

- The next regular public board meeting is on Mar 27, 2024.
- The meeting adjourned at 7:10 p.m.



**Board of Governors Public Meeting**  
 March 27, 2024

## **BOARD OF GOVERNORS CORRESPONDENCE**

No correspondence since Feb 7, 2024.

## **BOARD OF GOVERNORS ACTIVITY**

<b>DATE</b>	<b>EVENT</b>	<b>ATTENDED:</b>
Feb 22, 2024	VCC Brand unveiling & flag raising events – Broadway & Downtown Campuses	Mahin Rashid, Shobha Rajagopalan, Libby Davies, Daniela Ocana, Jeffrey Yu
Feb 27, 2024	VCC Flourish Gala presented by RBC	Joey Hartman, Mahin Rashid, Jeffrey Yu, Paul Yeung, Ridhi Bhatia, Nadia Belokopitov
Mar 19, 2024	Indigenous Education & Community Engagement appreciation event for First Nations friends of VCC	Joey Hartman, Mahin Rashid, Nadia Belokopitov, Christie Sparklingeyes, Michele Guerin





**MOTION:**

THAT the Board of Governors approve rescheduling the Sept 25, 2024, Public Board Meeting to Sept 18, 2024.

**2024 Board of Governors Public Meeting Schedule**

Feb 7  
Mar 27  
May 29  
Jun 26  
Sept 18  
Nov 27

**Public Board Meeting Time & Location:**

5:30 – 7:30 p.m. Broadway or Downtown Campus / Zoom option for guests & public.  
(Meeting location and agenda will be posted on [VCC.ca](https://vcc.ca) one week in advance.)

**Matters for the Board:**

Please submit your request to the Board EA ([dluca@vcc.ca](mailto:dluca@vcc.ca)), a minimum of 2 weeks in advance of meeting.



## VCC NEWS AND EVENTS

February – March 2024

- On Mar. 14 and 15, the School of Hospitality, Food Studies, and Business hosted two guest speakers: Ritika Saraswat, founder of non-profit, Re-Defined that aims to empower marginalized communities and Dr. James Arthur Williams who spoke about Life, Leadership, Equity and Diversity.
- On Mar. 13, VCC was honoured to host a workshop for female administrators led by leadership coach, Katrina Chen at VCC's Broadway campus for a dynamic workshop dedicated to empowering and connecting women in the workplace. Katrina is also the MLA for Burnaby-Lougheed.
- On Mar. 8, VCCFA and the EDI Committee hosted award-winning investigative journalist and national bestselling author Angela Sterritt in honour of International Women's Day. Sterritt shared her stories of stories of resilience and overcoming challenges, particularly through her advocacy for Missing and Murdered Indigenous women and girls.
- On Mar. 7, VCC President Ajay Patel spoke alongside Adler University President Dr. Raymond Crossman and former UBC President and Vice-chancellor Dr. Martha Piper about diversity in leadership. The panel was hosted by Adler University and moderated by Joy MacPhail.
- On Mar. 8, members from VCC were honoured to attend the YWCA Women of Distinction Awards Nominee's Luncheon. VCC is nominated in the "Outstanding Workplace" category.
- From Feb. 29 – Mar. 1, VCC hosted its annual Teaching, Learning, and Research Symposium. The keynote speakers this year were Dr. Gwendolyn Point (Knowledge Keeper for the BC Assembly of First Nation Chiefs) and Dr. Vanessa Andreotti (Dean of the Faculty of Education at the University of Victoria).
- On Feb. 27, VCC Foundation hosted Flourish, presented by RBC (*below, left*). The evening was filled with delicious food, exquisite wines, and captivating music, and raised \$200,000 to support VCC students.



- On Feb. 22, VCC proudly unveiled our [refreshed brand identity](#) (*above, right*). Our new brand tells VCC's impactful 144-year journey as a welcoming house of real learning for real change. It symbolizes a hands-on, relevant, supportive, and inclusive educational experience, transforming learners and communities.



- On Feb. 22, VCC's Downtown campus welcomed members of the French Consulate in Vancouver, including French Consul General Nicolas Baudouin, Science & Higher Education Attaché Geraldine Dantelle-Le Scornet, and Economic & Commercial Attaché Théophile Dumont. They visited to learn about our esteemed culinary and baking programs. Lucas Pavan from Destination Vancouver also joined VCC Dean Dennis Innes for a comprehensive tour of our renowned programs and state-of-the-art training facilities.
- On Feb. 11 and 12, the Students' Union of VCC and the International Education department, celebrated Lunar New Year celebrations at both VCC campuses; it was an opportunity for everyone to learn more about the rich culture and heritage of Asian communities and their significant contributions to our society.

### GOVERNMENT RELATIONS

- On Feb. 15, MLA George Chow toured VCC's downtown campus with Chinese-Canadian entrepreneurs and community leaders, exploring our Jewelry, Spa & Salon, Baking & Pastry Arts, and Culinary programs.
- On Feb. 9, Ajay Patel and Board member Jeffrey Yu, attended the Premier's Lunar New Year Luncheon, with other community leaders including Carol Lee (Vancouver Chinatown Foundation), Queenie Choo (SUCCESS), Joan Phillip (MLA, Vancouver-Mount Pleasant), Anne Kang (Minister for Municipal Affairs), and Jennifer Whiteside (Minister for Mental Health & Addictions).

### VCC IN THE NEWS (HIGHLIGHTS)

- [2024 Power 50 list, Vancouver Magazine](#), Ajay Patel, VCC President and CEO, was named #10, Feb. 1, 2024.
- [Diversity is Strength](#), cover story, Drishti Magazine, January/February 2024.

### UPCOMING EVENTS

- Ground Blessing ceremony, April 12, 1pm, VCC Broadway campus. Leaders from x<sup>w</sup>məθk<sup>w</sup>əyəm (Musqueam), S<sup>k</sup>wxwú7mesh (Squamish), and səliłwətaʔ (Tsleil-Waututh) Nations will lead the ceremony that will commence construction of the new Centre for Clean Energy and Automotive Innovation.

---

PREPARED BY: VCC Marketing & Communications  
DATE: March 20, 2024



## INFORMATION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** March 27, 2024

**ISSUE:** Education Council Chair Report to Board of Governors

### **CONCEPT PAPER: PARALEGAL DIPLOMA**

The concept paper for the revised Paralegal Diploma program in Continuing Studies was presented to Education Council in February 2024, following the recent program renewal. VCC's Paralegal certificate and diploma programs have existed since 2004.

The concept paper emphasized the importance of the paralegal field in expanding affordable access to justice-related services, quoting a 2020 Ipsos-Reid survey that showed that access to justice has become so expensive that 6/10 British Columbians with legal problems are forgoing seeking help. Qualified paralegals can investigate cases by researching and collecting documents, write legal reports, and assist lawyers during trials.

In 2022, the BC government proposed the establishment of a single legal regulatory body for lawyers, notaries, and paralegals. This initiative may result in increasing the number of affordable options for receiving legal advice in BC. The current VCC Paralegal program is one of three programs recognized by the BC Paralegal Association (BCPA), representing BC Paralegals in the regulatory process. The introduction of a single regulator would mean mandatory qualifications and certifications for licensed paralegals. The program area is consulting with the BCPA to ensure that the program meets upcoming requirements to remain recognized.

The key program change proposed in the concept paper is to align the program structure with VCC's Granting of Credentials policy (412). The revised diploma program consists of core courses (including two practica), courses in several practice areas (litigation, real estate/conveyancing, corporate, family law/estates), and electives. The certificate exit pathway will involve students taking all core courses, all courses from one practice area, electives and a short practicum. Students can obtain only one certificate. The previous program structure allowed students to complete multiple certificates in addition to the diploma, which was not aligned with policy.

## **AFFILIATION AGREEMENTS**

Vice President Academic & Research David Wells presented an update on affiliation agreements at the February 13, 2024 Education Council meeting, following previous discussions about educational agreements that are not aligned with College approval processes.

A contracts and agreements working group has been established. An audit of all agreements is underway to ensure they are accurately classified by agreement type and status (active/expired/requiring renewal); to identify associated risks and remediation strategies; and to develop a process for review and make recommendations for governance approval of existing agreements and agreement renewals. The presentation included a methodology for prioritizing agreements for review and remediation.

School boards are moving toward a standard template for dual credit agreements, and VCC's existing agreements will be aligned. In addition, an internal VCC agreement template is in development.

## **ACADEMIC GOVERNANCE COUNCIL**

The Academic Governance Council is made up of EdCo chairs and vice-chairs from institutions across B.C. Recent topics of conversation have included institutional practices around granting of credentials and EdCo's role in quality assurance of micro-credentials. As VCC's EdCo chair, I have also recently enjoyed the opportunity to connect with North Island College's (NIC) EdCo and Curriculum Committee chairs around processes and governance practices.

**PREPARED BY:** Natasha Mandryk, Chair, Education Council

**DATE:** March 20, 2024



## INFORMATION NOTE

<b>PREPARED FOR:</b>	Board of Governors
<b>DATE:</b>	March 27, 2024
<b>ISSUE:</b>	<b>2023/24 Forecast to Budget</b>

### 2023/24 February Forecast to Budget Overview

2023/24 February Forecast (10 months actual + 2 months forecast) in **Table 4** shows that VCC is projecting a surplus of \$1.2M. Revenue is forecasted to be \$177.7 million compared to budget of \$159 million (\$18.6 million above budget) and prior year of \$143.9 million (\$33.7 million above than prior year). The increased grant includes the funding for Shared Recovery Mandate for faculty as their collective agreement was ratified in November 2023.

Domestic tuition revenue is down by \$194K (excluding ABE/EAL) compared to original budget, and international revenue is up by \$8 million. (**Table 1, 2 and 3**).

The School of Hospitality, Food Studies and Applied Business domestic tuition revenue is \$86K lower than budget. International tuition revenue is up by \$4.4 million; Accounting, Project Management, Business Management and Hospitality programs are up by \$3 million, and Baking & Pastry and Culinary Arts programs are up by \$928K. The School of Trades, Technology and Design domestic tuition revenue is higher than budget by \$58K and international tuition revenue is higher than budget by \$507K, mostly from Hair Design and Skin/Body Therapy.

The School of Health and Sciences domestic tuition revenue is lower than budget by \$29K and international tuition revenue is higher by \$149K than budget. The School of Arts and Sciences domestic tuition is higher than budget by \$53K, and international tuition revenue is up by \$835K. College Foundations programs tuition revenues are down by \$162K than budget, but ESL Pathway programs domestic tuition is increased by \$273K, and UT programs international tuition is increased by \$618K compared to budget.

Continuing Studies domestic tuition revenue was increased by \$41K, and international tuition revenue was increased by \$2 million from ECCE, Option and IT Network programs. Other revenues such as parking, space rental, commercial services and interest income are higher by \$4.9 million. This increase is mainly due to the higher interest rates.

Expenses are forecasted to be \$176.5 million compared to budget of \$159 million (\$17.4 million higher than budget) and prior year of \$142.8 million (\$33.6 million above than prior year). The salary and benefit expenses are higher to accommodate increased enrolments and additional positions are projected in the forecast. The retro/pay increase as well as benefits expenses were incurred for the VCCFA Collective Agreement ratification for the 23/24 fiscal.

The main increases in professional fees and building and telecom are due to outstanding City of Vancouver covenants payments \$2.6M, agency fees \$990K, and due to higher cost to address aging infrastructures and cleaning fee increase of \$339K. The cost of goods sold was also increased by \$369K.

**ATTACHMENTS:**

**APPENDIX A:**

Table 1, 2 and 3: Summary – Forecast Revenue by School (Apr 2023 – Mar 2024)

Table 4 – Statement of Operations: 2023/24 Forecast with Ten Months Actual (Ended January 31, 2024) and Two Months Forecast

**PREPARED BY:**

Jamie Choi, Executive Director FS & CFO

**DATE:**

March 19, 2024

## Summary – Forecast Revenue by School

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

	Current Year 2023/24 Forecast (Apr 2023 - Mar 2024)	Current Year 2023/24 Budget (Apr 2023 - Mar 2024)	Variance (Forecast vs Budget)	Prior Year 2022/23 Actuals (Apr 2022 - Mar 2023)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	2,726,322	2,684,487	41,835	2,649,178	77,144
SCHOOL OF ARTS AND SCIENCES	1,495,103	1,442,020	53,083	1,476,888	18,216
ABE & EAL TUITION FREE	3,917,866	3,810,242	107,624	3,453,102	464,764
SCHOOL OF HEALTH	4,502,506	4,531,716	(29,210)	4,292,040	210,466
SCHOOL OF HOSP, FOOD & BUSINESS	1,449,760	1,536,290	(86,530)	1,562,197	(112,437)
CENTER FOR EDUCATION EXCELLENCE	491,208	724,169	(232,961)	634,511	(143,302)
SCHOOL OF TRADES, TECH & DESIGN	2,663,745	2,604,931	58,814	2,605,973	57,773
FUTURE SKILLS GRANT	683,367		683,367		683,367
	<b>17,929,878</b>	<b>17,333,855</b>	<b>596,023</b>	<b>16,673,888</b>	<b>1,255,990</b>

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

	Current Year 2023/24 Forecast (Apr 2023 - Mar 2024)	Current Year 2023/24 Budget (Apr 2023 - Mar 2024)	Variance (Forecast vs Budget)	Prior Year 2022/23 Actuals (Apr 2022 - Mar 2023)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	9,506,183	7,410,171	2,096,012	4,711,888	4,794,295
SCHOOL OF ARTS AND SCIENCES	1,097,444	261,697	835,747	610,649	486,795
SCHOOL OF HEALTH	1,381,988	1,232,044	149,944	440,660	941,328
SCHOOL OF HOSP, FOOD & BUSINESS	44,668,550	40,250,487	4,418,063	29,118,036	15,550,514
CENTER FOR EDUCATION EXCELLENCE	1,278	0	1,278	72,282	(71,004)
SCHOOL OF TRADES, TECH & DESIGN	12,849,882	12,342,329	507,553	11,233,748	1,616,134
	<b>69,505,325</b>	<b>61,496,728</b>	<b>8,008,597</b>	<b>46,187,263</b>	<b>23,318,062</b>



**Table 3:**  
**Combined Domestic and International Tuition Revenue by School – Forecast**

	<b>Current Year 2023/24 Forecast (Apr 2023 - Mar 2024)</b>	<b>Current Year 2023/24 Budget (Apr 2023 - Mar 2024)</b>	<b>Variance (Forecast vs Budget)</b>	<b>Prior Year 2022/23 Actuals (Apr 2022 - Mar 2023)</b>	<b>Variance (Current Year Forecast vs Prior Year Actuals)</b>
CENTRE FOR CONTINUING STUDIES	12,232,505	10,094,658	2,137,847	7,361,066	4,871,439
SCHOOL OF ARTS AND SCIENCES	2,592,548	1,703,717	888,831	2,087,537	505,011
ABE & EAL TUITION FREE	3,917,866	3,810,242	107,624	3,453,102	464,764
SCHOOL OF HEALTH	5,884,494	5,763,760	120,734	4,732,700	1,151,794
SCHOOL OF HOSP, FOOD & BUSINESS	46,118,310	41,786,777	4,331,533	30,680,233	15,438,076
CENTER FOR EDUCATION EXCELLENCE	492,486	724,169	(231,683)	706,793	(214,307)
SCHOOL OF TRADES, TECH & DESIGN	15,513,627	14,947,260	566,367	13,839,720	1,673,907
FUTURE SKILLS GRANT	683,367	0	683,367	0	683,367
	<b>87,435,202</b>	<b>78,830,583</b>	<b>8,604,619</b>	<b>62,861,151</b>	<b>24,574,051</b>

**Statement of Operations – Comparison to Budget and Prior Year  
2023/24 Forecast with Ten Months Actual (Ended December 31, 2023) and Two Months Forecast**

**Table 4:**

<b>(In \$ Thousands)</b>	<b>Current Year 2023/24 Forecast (10 + 2)</b>	<b>Current Year 2023/24 Budget</b>	<b>Forecast vs Budget</b>	<b>Comments</b>	<b>Prior Year 2022/23 Actuals</b>	<b>Current Year Forecast vs Prior Year Actuals</b>
Province of B.C. Grants	60,425	56,990	3,435	includes the retro pay and salary increase for faculty from bargaining. Skilled BC funding reduced by \$300K.	52,159	8,266
Adult Upgrading Grant (AUG)	411	350	61		316	95
Future Skills Grant	683		683	Future Skills Grant funding		
Sales of goods and services	5,021	4,503	518	Rental revenue by \$64K; food services revenue \$260K; bookstore revenue \$121K; salon and spa revenue by \$72K higher than budget	4,789	232
Tuition and student fees	87,562	78,752	8,810	Table 1, 2 & 3	63,463	24,099
ABE/EAL Tuition Free	3,918	3,810	108	College Foundations \$162K less than budget; EAL \$273K and CCA\$13K higher than budget	3,453	465
Other grants, fees & contract services	6,795	5,891	904	CICAN Training \$103K; AAAB \$40K; MLA \$95K; Video Game Micro Cred \$105K; DigiBC Flex \$123K; ECCE \$134K; ASP \$85K; HCA Pathway \$173K and CALP \$37K higher than budget	8,739	(1,944)
Miscellaneous income	2,279	2,282	(3)	Movie rental \$245K lower than budget; misc revenues from other areas increased by \$216K	2,523	(244)
Donation income (Foundation Related)	1,094	675	419	Unbudgeted entrance bursary distributed	640	454
Amortization of deferred capital contribution	5,614	5,134	481	Due to increased restricted capital funding	5,534	81
Interest income	3,951	700	3,251	Due to higher interest rates	2,351	1,599
<b>REVENUES</b>	<b>177,754</b>	<b>159,087</b>	<b>18,667</b>		<b>143,968</b>	<b>33,786</b>

(In \$ Thousands)	Current Year 2023/24 Forecast (10 + 2)	Current Year 2023/24 Budget	Forecast vs Budget	Comments	Prior Year 2022/23 Actuals	Current Year Forecast vs Prior Year Actuals
<b>SALARY AND BENEFIT EXPENSES</b>	<b>119,174</b>	<b>110,203</b>	<b>(8,971)</b>	Faculty salary and benefit retro increased by \$4.7M for 2324 fiscal; \$2.7M faculty & CS salary to accommodate increased tuition and contract revenues; faculty sickness increased by \$229K; additional positions projected in the forecast by \$450K. \$400K salary reclassified from capital; \$280K extended health and dental benefits increased in Decemeber.	<b>101,903</b>	<b>(17,270)</b>
Supplies and general expenses	14,922	12,620	(2,302)	Overall general supplies and equipment increased by \$600K; additional bursary for international students and campus plan support funding to Foundation \$1.4M	10,301	(4,621)
AUG Financial Aid	411	350	(61)		316	(95)
Bursary/Scholarship	1,094	675	(419)		640	(454)
Professional fees	19,554	14,928	(4,625)	Increased legal fee by \$100K and international students agency commission \$990K, additional professional fees \$800K for branding, programs and additional contracts, \$2.6M City of Vancouver covenants paid	9,639	(9,915)
Building and telecom	7,978	7,638	(339)	Cleaning, security and other building maintenance fees increased	7,705	(272)
Cost of Goods Sold	3,495	3,120	(374)	Cost of goods sold higher due to higher commercial services revenues	3,195	(299)
Depreciation Expense	9,921	9,553	(369)	Depreciation revenue increased by \$481K	9,157	(764)
<b>OPERATING EXPENSES</b>	<b>57,374</b>	<b>48,885</b>	<b>(8,490)</b>		<b>40,953</b>	<b>(16,421)</b>
<b>TOTAL EXPENSES</b>	<b>176,548</b>	<b>159,087</b>	<b>(17,461)</b>		<b>142,857</b>	<b>(33,691)</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>1,206</b>		<b>1,206</b>		<b>1,111</b>	<b>95</b>

\*ABE : Adult Basic Education  
\*CCA: College & Career Access

\*EAL : English as Additional Language  
\*CF: College Foundation

\*AAAB: Administrative Accounting and Bookkeeping  
\*AUG: Adult Upgrading Grant

\*CALP - Community Adulty Literacy  
Funding



## DECISION NOTE

**PREPARED FOR:** Board of Governors

**DATE:** March 27, 2024

**ISSUE:** **RECOMMENDATION FOR APPROVAL:**  
2024/25 Operating Budget

### **2024/25 Operating Budget**

VCC operating budget for 2024/25 is being presented for review and for approval by Board of Governors. The 2024/25 operating budget draft was developed with various assumptions made by the management. Finance and Audit Committee reviewed the first draft of the budget in January and approved the final on March 13, 2024.

### **RECOMMENDATION:**

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the 2024/25 Operating Budget, as presented on March 27, 2024.

**ATTACHMENTS:** APPENDIX A – Statement of Operations  
APPENDIX B - Budget Assumptions  
APPENDIX C – 2024/25 Budget vs 2023/24 Forecast  
APPENDIX D – Summary Revenues by School

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

## APPENDIX A

## STATEMENT OF OPERATIONS

## 2024/25 Budget Compared to 2023/24 Forecast and 2022/23 Actual

(In \$ Thousands)	Next Year 2024/25 Budget	Current Year 2023/24 Forecast (10 + 2)	Variance favourable /(unfavourable)	Last Year 2022/23 Actuals
Province of B.C. Grants	66,128	60,425	5,703	52,159
Adult Upgrading Grant (AUG)	375	411	(36)	316
Future Skills Grant	737	683	54	
Sales of goods and services	5,078	5,021	57	4,789
Tuition and student fees	89,741	87,562	2,179	63,463
ABE/EAL Tuition Free	3,930	3,918	12	3,453
Other grants, fees & contract services	8,042	6,795	1,247	8,739
Miscellaneous income	2,304	2,279	25	2,523
Donation income (Foundation Related)	777	1,094	(317)	640
Amortization of deferred capital contribution	6,078	5,614	464	5,534
Investment income	3,147	3,951	(804)	2,351
<b>REVENUES</b>	<b>186,337</b>	<b>177,754</b>	<b>8,583</b>	<b>143,968</b>
<b>SALARY AND BENEFIT EXPENSES</b>	<b>131,088</b>	<b>119,174</b>	<b>(11,914)</b>	<b>101,903</b>
Supplies and general expenses	16,332	14,922	(1,410)	10,301
Adult Upgrading Grant (AUG) Financial Aid	375	411	36	316
Bursary/Scholarship	777	1,094	317	640
Professional fees	16,351	19,554	3,202	9,639
Building and telecom	8,135	7,978	(157)	7,705
Cost of Goods Sold	3,577	3,495	(82)	3,195
Depreciation Expense	9,702	9,921	220	9,157
<b>OPERATING EXPENSES</b>	<b>55,249</b>	<b>57,374</b>	<b>2,126</b>	<b>40,953</b>
<b>TOTAL EXPENSES</b>	<b>186,337</b>	<b>176,548</b>	<b>(9,789)</b>	<b>142,857</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>0</b>	<b>1,206</b>	<b>(1,206)</b>	<b>1,111</b>

## APPENDIX B

### 2024/25 BUDGET ASSUMPTIONS

- \$66.6M The Ministry of Post-Secondary Education & Future Skills (PSFS) grant includes the Shared Recovery Mandate increases.
- \$4.5M Skilled Trades BC funding.
- 2% Domestic tuition and mandatory fees increase.
- 3% International tuition and mandatory fees increase and 1% increase allocated for bursary & scholarships.
- \$633K Domestic tuition revenue decrease.
- \$2.5M \$2.1M represents the 3% tuition increase from previous fiscal.
- \$3.9M Adult Basic Education (ABE) & English as an Additional Language (EAL) tuition free - \$3.9M forecast for 2023/24.
- \$737K Future Skills Grant (FSG) for 2024/25.
- \$308K Routine capital maintenance funding for operating will be constant.
- \$5.3M The Ministry major capital funding; projects determined based on very specific criteria as outlined by the PFSF.
- \$4.6M Software expenses increased by \$827K.
- \$3.2M Benefit expenses increase.
  - \* Canadian Pension Plan (CPP) increased by approx \$445K.
  - \* Employment Insurance (EI) increased by approx \$390K.
  - \* Pension contribution increased by approx \$920K.
  - \* Employer Health Tax increased by approx \$175K.
  - \* Extended Health & Dental benefits increased by approx \$1.3M.
- \$2M \$2M to advance the Campus Plan.
- \$3.5M Contingency amount is 1.88% of total budget in 2024/25.
- Assumes that domestic enrolment is stagnant.
- Interest income adjusted down due to uncertainty of continued high interest rate.
- Impact of changes for study permits for international students and Early Childhood Education program transferred to academic is unknown.
- Only current contracts are budgeted in 2024/25.
- The Language Instruction for Newcomers to Canada (LINC) contract to continue in 2024/25.

## APPENDIX C

2024/25 Final Draft Budget vs 2023/24 Forecast (10+2) and Prior Year					
(In \$ Thousands)	Next Year 2024/25 Budget (Final Draft)	Current Year 2023/24 Forecast (10 + 2)	Variance favourable /(unfavourable)	Comments	Prior Year 2022/23 Actuals
Province of B.C. Grants	66,128	60,425	5,703	Increased due to bargaining increase and added Tech/ASL funding.	52,159
Adult Upgrading Grant	375	411	(36)		316
Future Skills Grant	737	683	54		
Sales of goods and services	5,078	5,021	57		4,789
Tuition and student fees	89,741	87,562	2,179	Appendix F	63,463
ABE/EAL Tuition Grant	3,930	3,918	12		3,453
Other grants, fees & contract services	8,042	6,795	1,247	Only current contracts are budgeted in 2024/25. Includes LINC contract.	8,739
Miscellaneous income	2,304	2,279	25		2,523
Donation income (Foundation Related)	777	1,094	(317)		640
Amortization of deferred capital contribution	6,078	5,614	464		5,534
Interest income	3,147	3,951	(804)	Due to uncertainty of continued high interest rate	2,351
<b>REVENUES</b>	<b>186,337</b>	<b>177,754</b>	<b>8,583</b>		<b>143,968</b>
<b>SALARY AND BENEFIT EXPENSES</b>	<b>131,088</b>	<b>119,174</b>	<b>(11,914)</b>	Salary increased due to bargaining and the final amount not confirmed yet; \$2.2M new positions added to support students, contracts and campus plan activity. \$3.2M benefits increased.	<b>101,903</b>
Supplies and general expenses	16,332	14,922	(1,410)	Software budget increased by \$827K; other supplies increased by \$500K. \$1.5M contingency increased. Additional funding to Foundation \$1.4M in forecast. 1% international tuition increase budgeted for bursary & scholarships, overall resulted in net increase of \$1.4M.	10,301
Adult Upgrading Grant Financial Aid	375	411	36		316
Bursary/Scholarship	777	1,094	317		640
Professional fees	16,351	19,554	3,202	\$2.6M City of Vancouver covenants in forecast, \$500K reduced from overall activities	9,639
Building and telecom	8,135	7,978	(157)		7,705
Cost of Goods Sold	3,577	3,495	(82)		3,195
Depreciation Expense	9,702	9,921	220		9,157
<b>OPERATING EXPENSES</b>	<b>55,249</b>	<b>57,374</b>	<b>2,126</b>		<b>40,953</b>
<b>TOTAL EXPENSES</b>	<b>186,337</b>	<b>176,548</b>	<b>(9,789)</b>		<b>142,857</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>0</b>	<b>1,206</b>	<b>(1,206)</b>		<b>1,111</b>

## APPENDIX D

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

	Next Year 2024/25 Budget (Apr 2024 - Mar 2025)	Current Year 2023/24 Forecast (Apr 2023 - Mar 2024)	Variance (Forecast vs Budget)	Prior Year 2022/23 Actuals (Apr 2022 - Mar 2023)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	1,874,671	2,726,322	(851,651)	2,649,178	(774,507)
SCHOOL OF ARTS AND SCIENCES	1,701,158	1,495,103	206,055	1,476,888	224,270
ABE & EAL TUITION FREE	3,929,643	3,917,866	11,777	3,453,102	476,541
SCHOOL OF HEALTH	4,495,776	4,502,506	(6,730)	4,292,040	203,736
SCHOOL OF HOSP, FOOD & BUSINESS	1,601,180	1,449,760	151,420	1,562,197	38,983
CENTER FOR EDUCATION EXCELLENCE	369,323	491,208	(121,885)	634,511	(265,188)
SCHOOL OF TRADES, TECH & DESIGN	2,652,587	2,663,745	(11,158)	2,605,973	46,614
FUTURE SKILLS GRANT	736,927	683,367	53,560		736,927
	<b>17,361,265</b>	<b>17,929,878</b>	<b>(568,613)</b>	<b>16,673,888</b>	<b>687,377</b>

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

	Next Year 2024/25 Budget (Apr 2024 - Mar 2025)	Current Year 2023/24 Forecast (Apr 2023 - Mar 2024)	Variance (Forecast vs Budget)	Prior Year 2022/23 Actuals (Apr 2022 - Mar 2023)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	7,368,053	9,506,183	(2,138,130)	4,711,888	2,656,165
SCHOOL OF ARTS AND SCIENCES	2,851,394	1,097,444	1,753,950	610,649	2,240,745
SCHOOL OF HEALTH	2,201,655	1,381,988	819,667	440,660	1,760,995
SCHOOL OF HOSP, FOOD & BUSINESS	47,204,593	44,668,550	2,536,043	29,118,036	18,086,557
CENTER FOR EDUCATION EXCELLENCE	0	1,278	(1,278)	72,282	(72,282)
SCHOOL OF TRADES, TECH & DESIGN	12,436,612	12,849,882	(413,270)	11,233,748	1,202,864
	<b>72,062,307</b>	<b>69,505,325</b>	<b>2,556,982</b>	<b>46,187,263</b>	<b>25,875,044</b>

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

	Next Year 2024/25 Budget (Apr 2024 - Mar 2025)	Current Year 2023/24 Forecast (Apr 2023 - Mar 2024)	Variance (Forecast vs Budget)	Prior Year 2022/23 Actuals (Apr 2022 - Mar 2023)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	9,242,724	12,232,505	(2,989,781)	7,361,066	1,881,658
SCHOOL OF ARTS AND SCIENCES	4,552,552	2,592,548	1,960,004	2,087,537	2,465,015
ABE & EAL TUITION FREE	3,929,643	3,917,866	11,777	3,453,102	476,541
SCHOOL OF HEALTH	6,697,431	5,884,494	812,937	4,732,700	1,964,731
SCHOOL OF HOSP, FOOD & BUSINESS	48,805,773	46,118,310	2,687,463	30,680,233	18,125,540
CENTER FOR EDUCATION EXCELLENCE	369,323	492,486	(123,163)	706,793	(337,470)
SCHOOL OF TRADES, TECH & DESIGN	15,089,199	15,513,627	(424,428)	13,839,720	1,249,479
FUTURE SKILLS GRANT	736,927	683,367	53,560	0	736,927
	<b>89,423,572</b>	<b>87,435,202</b>	<b>1,988,370</b>	<b>62,861,151</b>	<b>26,562,421</b>





## DECISION NOTE

**PREPARED FOR:** Board of Governors  
**DATE:** March 27, 2024  
**ISSUE:** **RECOMMENDATION FOR APPROVAL:**  
2024/25 Capital Budget

An integral part of the annual budget cycle includes developing a capital plan that will be funded through VCC internal capital. Capital requests are submitted by various departments and from there priorities are established. In 2024/25 VCC is requesting the \$3.0 million be allocated for, facilities improvements, library, furniture and equipment, classroom equipment & enlargement and IT projects.

VCC capital budget for 2024/25 was reviewed and approved by the Finance and Audit Committee on March 13, 2024.

The supporting documents includes are Statement of Financial Position and Statement of Cash Flow.

### **RECOMMENDATION:**

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the \$3.0 million 2024/25 Capital Budget, as presented at the March 27, 2024, meeting.

**ATTACHMENT:** APPENDIX A – Statement of Financial Position  
APPENDIX B – Statement of Cash Flow

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

**APPENDIX A****STATEMENT OF FINANCIAL POSITION**

Based on the 2023/24 forecast and 2024/25 budget, the statement of financial position and cash flow are highlighted in the table below.

	<b>Budget 2025</b>	<b>Forecast 2024</b>	<b>Actual 2023</b>
<b>AS AT MARCH 31</b>			
Cash and cash equivalent	74,640	72,136	68,754
Due from Province of BC	1,386	1,386	1,386
Accounts receivable	8,527	8,527	8,527
Inventories for resale	904	904	904
Investments	8,238	8,238	8,238
<b>TOTAL</b>	<b>93,695</b>	<b>91,191</b>	<b>87,809</b>
Accounts payable	52,264	52,264	52,264
Due to Province of BC	8	8	8
Employee future benefits	2,676	2,676	2,676
Deferred tuition	17,980	17,980	17,980
Deferred revenue	9,025	9,025	9,025
Deferred capital contribution	87,724	87,724	87,724
Asset Retirement Obligation	4,863	4,863	4,863
Capital Lease	401	401	401
<b>TOTAL</b>	<b>174,941</b>	<b>174,941</b>	<b>174,941</b>
<b>NET DEBT</b>	<b>(81,246)</b>	<b>(83,750)</b>	<b>(87,132)</b>
Tangible capital assets	99,613	102,117	104,293
Inventories held for use	114	114	114
Prepaid expenses	968	968	968
<b>TOTAL</b>	<b>100,695</b>	<b>103,199</b>	<b>105,375</b>
<b>ACCUMULATED SURPLUS</b>	<b>19,449</b>	<b>19,449</b>	<b>18,243</b>

## APPENDIX B

## STATEMENT OF CASH FLOW

AS AT MARCH 31	Budget 2025	Forecast 2024	Actual 2023
<b>CASH PROVIDED BY (USED IN):</b>			
<b>OPERATIONS:</b>			
Cash and cash equivalents, beginning of year	72,136	68,754	54,516
Annual Surplus (Deficit)	-	1,206	1,110
<b>Items not involving cash:</b>			
Amortization of tangible capital assets	9,702	9,921	9,157
Revenue recognized from deferred capital contribution	(6,078)	(5,614)	(5,534)
Change in employee future benefits			(61)
<b>Change in non-cash operating working capital</b>			
(Increase) decrease inventories for resale			38
(Increase) decrease accounts receivable			(4,685)
(Decrease) increase accounts payable			7,661
(Decrease) increase deferred tuition			7,874
(Decrease) increase deferred revenue			(2,257)
(Increase) decrease non-cash operating working capital			318
<b>INVESTING ACTIVITIES:</b>			
(Purchase) redemption of Investments	2,000	2,000	(8,000)
<b>CAPITAL ACTIVITIES:</b>			
(Acquisition) of tangible capital assets	(8,300)	(9,549)	(12,225)
<b>FINANCING ACTIVITIES:</b>			
(Decrease) increase in capital lease	(120)	(283)	(642)
Deferred capital contributions received	5,300	5,701	21,484
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>74,640</b>	<b>72,136</b>	<b>68,754</b>

## ASSUMPTIONS

- \$8.3 M in capital additions are projected for 2024/25, and are funded as follows:
  - \$5.3M PSFS funding for major routine capital
  - \$3.0M VCC internal capital funding

## INFORMATION NOTE

**PREPARED FOR:** Board of Governors Public Meeting

**DATE:** March 27, 2024

**ISSUE:** **RECOMMENDATION FOR APPROVAL:**  
G.1.0 Board Conduct Oath of Office Annual Reaffirmation

### BACKGROUND

At the end of each fiscal year, VCC board members reaffirm the Oath of Office for board bylaw *G.1.0 Board Conduct* (the “bylaw”) for submission to the auditors on April 1<sup>st</sup>.

In preparation for this process, the Governance Committee (GC) review the bylaw each year, incorporate any legislation amendments, and make a recommendation to the Board, if major revisions are required.

Following the GC’s review on March 13, 2024, the following minor edits were made to the bylaw.

- Throughout, change “citizen” to “private individual”.
- Under Related Legislation & Policies:
  1. Add [Human Rights Code, RSBC 1996](#), c 210
- Under Related VCC Policies & Procedures:
  1. As the policy definition of College Member includes board members:  
Add [Sexual Violence & Misconduct 210](#)  
Add [Whistleblower 203](#) (NOTE: This policy is currently under review. It will be presented to the Board for approval in June under the new title “Safe Disclosure”).
  2. As the policy states the responsibilities and accountabilities of the Board:  
Add [Financial Responsibility and Accountability 115](#)

### NEXT STEPS:

Board members will read the bylaw and as a group, reaffirm the Oath of Office at the March 27, 2024, public meeting. The Board Chair will conduct this.

**ATTACHMENT:** APPENDIX A: G.1.0 Board Conduct Bylaw & Oath of Office

**PREPARED BY:** Deborah Lucas, Executive Assistant, VCC Board of Governors



## BOARD CONDUCT BYLAW

<b>VCC BYLAW:</b>	<b>G.1.0</b>
<b>APPROVED BY:</b>	<b>Board of</b>
<b>APPROVED DATE:</b>	<b>February 7,</b>
<b>AMENDMENT DATE:</b>	<b>March 27, 2024</b>

### 1. PURPOSE / RATIONALE

Members of the Board must avoid any real or perceived conflict of interest that might impair or impugn the independence, integrity or impartiality of the Board. There must be no apprehension of bias based on what a reasonable person might perceive.

Members of the Board who are in any doubt must disclose their circumstances and consult with the Chair.

### 2. SCOPE / LIMITS

This bylaw applies to all Board members, appointed or elected, voting or non-voting and ex officio.

### 3. DEFINITIONS

- a) Board means the governing board as defined in the College and Institute Act.
- b) Appointed member means a community member appointed by Order in Council.
- c) Internal employee member means a member of the faculty or support staff working at the college, elected by their peers to the Board as allowed under the College and Institute Act (including the ex officio position of Chair of Education Council).
- d) Student member means a student elected to the Board by their peers as allowed under the College and Institute Act.
- e) Board employee member means the President of the College who is named in the College and Institute Act as a non-voting member of the Board.
- f) Board Chair means an appointed member elected annually to the position of the Chair from among the voting board members by a majority vote.
- g) Related party means a person that is known to the Board member (usually close family or friend) who provides or intends to provide services to the Institution.
- h) Related party transaction is the provision of services by one party to the Institution over which the other "related party" has some influence or control.

## 4. PRINCIPLES

### 4.1 Code of Ethics

- a) Each member, regardless of whether they are elected or appointed or is an ex officio member of the Board, has the responsibility first and foremost to the welfare of the institution and must function primarily as a member of the Board, not as a member of any particular constituency.
- b) Members of specific constituency groups such as faculty, staff or students may bring forward to board discussions the views of their respective constituency; however, in deliberations and voting they shall always act in accordance with the best interest of the college as a whole.
- c) Board members are expected to always act in good faith and with honesty and due diligence.
- d) Board members are expected to regularly attend meetings and to adequately prepare for the duties expected of them.
- e) “If a member of the board has not attended three (3) consecutive regular meetings of the board, the member is no longer a member of the board unless excused by resolution of the board.” College and Institute Act, [S.59.7].
- f) Board members shall stand by and uphold decisions of the Board.
- g) The conduct and language of Board members must be free from any discrimination or harassment prohibited by the Human Rights Code.
- h) Board members’ conduct shall reflect social standards of courtesy, respect and dignity.
- i) Board members must not reveal or divulge confidential information received in the course of their duties.
- j) Confidential information must not be used for any purpose outside that of undertaking the work of the Board. To this end each member of the Board shall take due care to ensure that confidential information of the Board is not made public.
- k) The Board speaks as with one voice. The Board Chair or someone designated by the Board Chair, represents the Board in the public. All Board members must refer to the Board Chair for public comments about the Board and its decisions.
- l) Performance of Board duties shall not result in any personal or private financial or other substantive gain for its members. (Private gain does not include honoraria for service on the Board.)

## 4.2 Conflict of Interest

Actions taken in the course of performing duties as a member of the Board shall neither cause nor suggest the reality or perception that the member's ability to perform or exercise those duties has been or could be affected by private gain or interest. All Board members shall ensure that:

- a) Personal financial interests, assets or holdings are not in conflict with any decision, information or other matter that may be heard by or acted upon by the Board.
- b) Activities undertaken as a private individual are not in conflict with any responsibilities held as a member of the Board.
- c) Activities undertaken as a member of the Board are not in conflict with any activities undertaken as a private individual.
- d) They remain impartial at all times toward individuals who deal with the Board and, as a member, avoid taking any action that may result in preferential treatment for any individual.
- e) Any actual or potential related party transactions are brought to the attention of the Chair and (if deemed appropriate by the Chair) to the rest of the Board.
- f) Personal employment is not dependent on any decision, information or other matter that may be heard by or acted upon by the Board.
- g) Other memberships, directorships, voluntary or paid positions or affiliations, are not in conflict with work undertaken in the course of performing their duties as a member of the board.
- h) Board members who are also members of their faculty and staff associations should refrain from and should not be privy to any board discussion in relation to collective agreement negotiations or dispute resolution.
- i) Student members are not considered to be in conflict on issues related to fees and charges paid to the institution by students and may engage in the full debate and vote on these issues.

## 4.3 Enforcement

As part of their commitment to the Board, members of the Board are required to affirm an Oath of Office (Appendix A), agreeing to abide by the Board Conduct Bylaw.

- a) The Board Chair shall take action if the Board Conduct Bylaw is breached. Such action may include removal from a board activity including a board meeting, suspension from activities other than regular board meetings for a period of time, suspension for up to two consecutive regular board meetings (in-camera sessions are considered part of the regular board meeting), reprimand, warning, forfeiture of stipend and other sanctions. Any suspension imposed must not exceed two consecutive board meetings based on the limit noted in Section 59(7) of the College and Institute Act.

- b) A member on whom a penalty has been imposed may appeal to the Board of Governors the decision or the penalty, or both.
- c) The decision of the Board is final.

## 5. GUIDELINES

The following guidelines are intended to assist the members of the Board and the Board Chair to resolve or handle situations where real, potential or perceived conflict of interest exists or the code of ethics has been breached.

### 5.1 Handling Conflict of Interest

- a) The Board Chair will examine the agenda with a view to determining real, potential or perceived conflict of interest.
- b) If the Board Chair believes there is a conflict of interest situation, they will advise the individual involved.
- c) If the Board member agrees, they will:
  - i. Declare the conflict at the commencement of the meeting at which the topic of conflict is scheduled.
  - ii. For In Camera sessions, the Board member in conflict will absent themselves from the meeting for the duration of the discussion and decision on the topic in conflict.
  - iii. For public sessions, the Board member in conflict will refrain from discussing or voting on the topic in conflict.
- d) If the Board member does not agree, the Board Chair will:
  - i. Call an In Camera meeting prior to the meeting of at which the topic of conflict is scheduled.
  - ii. Put the question to the full Board for a decision at that In Camera meeting.
  - iii. The Board's decision will be final.

### 5.2 Handling a Breach to the Code of Ethics

- a) When a breach to the code of ethics has been identified, the Board Chair will take whatever action they believe is appropriate based on the nature and severity of the breach. Such action may include but is not limited to:
  - i. Warning
  - ii. Reprimand
  - iii. Suspension from the Board
- b) If the member accepts the decision of the Board Chair, the penalty is imposed, and the Board Chair must report the action at the next In Camera meeting of the Board.



### **5.3 Processing an Appeal**

- a) If the member rejects the decision of the Board Chair, they may appeal to the Board in writing. The appeal must be requested within one week of the imposition of the penalty.
  - i. The penalty will remain imposed until such time as the Board hears the appeal.
  - ii. The Board will make every effort to hear the appeal within one month of its imposition.
- b) On hearing the appeal, the Board may:
  - i. allow whatever evidence it considers appropriate, without regard to the rules of evidence.
  - ii. allow the appeal, or
  - iii. impose any of the penalties listed in 5.2(a) or, in the case of an appointed member, request that the Lieutenant Governor in Council remove the appellant from the Board.
- c) The decision of the Board is final.

## **6. RELATED LEGISLATION & POLICIES**

[College and Institute Act](#)  
[Human Rights Code, RSBC 1996, c 210](#)

## **7. RELATED VCC POLICIES AND PROCEDURES**

[Sexual Violence & Misconduct 210](#)  
[Whistleblower 203](#)  
[Financial Responsibility and Accountability 115](#)



**G.1.0 - BOARD CONDUCT**

**OATH OF OFFICE**

The following Oath of Office is to be sworn, signed, and dated before the Board at the commencement of all members' first meeting with the Board and reaffirmed annually by members' signature. A Commissioner of Oaths or the Board Chair can administer the Oath of Office.

I, \_\_\_\_\_ [INSERT NAME] \_\_\_\_\_, sincerely promise and affirm that I will truly, faithfully, impartially, and to the best of my ability execute the duties and responsibilities of my position as a Member of the Board of Vancouver Community College. I have read and I agree to abide by the Vancouver Community College Board Conduct Bylaw.

\_\_\_\_\_  
**Board Member**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**PRINT NAME**

\_\_\_\_\_  
**Chair, VCC Board of Governors**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**PRINT NAME**



**Vancouver  
Community  
College**

# **In motion**

## Strategic Innovation Plan

2023 Accomplishments

## Introduction

### Land Acknowledgement

Vancouver Community College respectfully acknowledges that we teach and learn on the traditional and unceded territories of the  $x^w m \theta k^w \acute{a} y \acute{a} m$  (Musqueam),  $S k w x w \acute{u} 7 m e s h$   $\acute{U} x w u m i x w$  (Squamish), and  $s \acute{a} l i l w \acute{e} t \acute{a} \ddot{a}$  (Tseil-Waututh) peoples.

At the very heart of our Strategic Innovation Plan is our commitment to Reconciliation. Meaningful and sustained actions to decolonize and indigenize our programs, spaces, attitudes, and practices are demonstrated throughout the plan, and are paramount to its accountability and success.

## President's Message

Throughout Vancouver Community College's (VCC) storied history dating back to 1880, we have encountered challenges and seized opportunities that have not only transformed the lives of students but shaped our city, region, and province. As a leader in accessible education and skills training, VCC's Strategic Innovation Plan serves as a roadmap for our future, ensuring fiscal sustainability to uphold our legacy of programmatic excellence deeply rooted in community values.

Two years into this journey we achieved our first major milestone when the Province of British Columbia announced an historic investment of \$271.3 million for VCC's new Centre for Clean Energy and Automotive Innovation (CCEAI). This catalyst project for our Campus Plan will not only train skilled labour for emerging technologies and markets, but it will also unlock further developmental opportunities for the college and surrounding community.

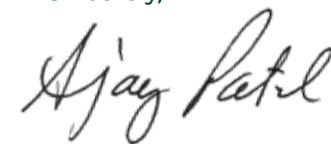
I am proud of the collaboration undertaken in this cornerstone project, which has been a meaningful process of learning and growth as part of our Indigenous informed journey of reconciliation.

On behalf of the college's Board of Governors and VCC community, I am delighted to present the key accomplishments in 2023 through our Strategic Innovation Plan. The college stands as an extraordinary place for learning, teaching, and working, a testament to the dedication of our community of students, faculty, and staff. Their collective commitment to education and community is the driving force behind the progress we have made thus far.

While we celebrate these achievements, we are just getting started. The second half of our Strategic Innovation Plan presents new opportunities and challenges that will require continued dedication and innovation.

Together, we will build upon this foundation to propel our institution to even greater heights.

Sincerely,



Ajay Patel  
President & CEO



**Welcome to VCC.  
A friendly, warm,  
welcoming place  
for everyday  
learning.**

Welcome to a new era of transformative education, where vision meets action and innovation intersects with tradition.

Forged by the Strategic Innovation Plan, we invite you to explore the dynamic landscape that charts VCC's path as the preferred choice in innovative, experiential learning for life.

The plan's five priorities (Academic Innovation, Campuses of the Future, Empowered People and Culture, Engaged Communities, and Operational Excellence) establish tangible, shared goals for program evolution, campus development, fiscal sustainability, and social responsibility.

In sync with our strategic vision, our refreshed brand embodies the essence of who we are as an educational institution: VCC is hands-on, industry-connected, and practice-based.

This convergence of strategic intent and newly revitalized brand marks a pivotal moment in our history. Join us as we continue to serve our city and region, making an even greater impact for decades to come.

# Strategic Innovation Plan fast facts

## Breakdown of objectives by status

Academic Innovation

**24**

7 Pending objectives  
14 Active objectives  
3 Completed

Campuses of the Future

**13**

2 Pending objectives  
9 Active objectives  
2 Completed

Operational Excellence

**22**

9 Pending objectives  
9 Active objectives  
4 Completed

Empowered People and Inclusive Culture

**15**

7 Pending objectives  
4 Active objectives  
4 Completed

Engaged Communities

**14**

3 Pending objectives  
5 Active objectives  
6 Completed



# Academic Innovation

Deliver sustainable programming accessible and responsive to the diverse and changing learner, community, and employer needs.

## INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Reflect and respect Indigenous knowledge, culture and history in academic planning and delivery.

## JUSTICE, EQUITY, DIVERSITY & INCLUSION

Review and renew curricula and teaching practices for greater inclusion of diverse ways of knowing and being.

## STUDENT EXPERIENCE

Develop, optimize, and embed workflows to transform student experience by meeting learners where they are in a student-centred approach.

## EDUCATIONAL DELIVERY

Build a diverse educational delivery model that supports lifelong learning and responds to evolving student, community, and employer needs.

## FISCAL SUSTAINABILITY

Deliver sustainable programming and student services that align with our institutional values, community, and labour market demands.

Photo: VCC President Ajay Patel and Acting Dean Lucy Griffith join Heavy Mechanical Trades students with VCC's new all-electric semi-truck

“Every person on VCC’s Education Council speaks from an area of the college that needs to be heard. We can’t make good change without listening to each other. In curriculum changes over the past year, we have seen a trend toward changing courses and programs to align with a standard term structure. This may seem small, but it simplifies a lot of the “behind the scenes” work of delivering programs, allowing better service to students.”

**NATASHA MANDRYK, DEPARTMENT HEAD, MATHEMATICS, SCHOOL OF ARTS AND SCIENCE;  
CHAIR, EDUCATION COUNCIL**

B.C. anticipates there will be one million job openings within the province over the next decade. Almost 80 percent of these opportunities will require post-secondary training. VCC remains committed to addressing this significant demand, continuously supporting the career aspirations of our students while playing a pivotal role in shaping B.C.’s workforce for the future.

To support newcomers and English Language Learners (ELL) access to education, VCC’s Assessment Centre launched a new, industry leading English Language Assessment tool. Additionally, International Education and CareerLAB collaborated to create Ready2Work International, an online platform providing information to international students on entering the local workforce and navigating careers in Canada.

Furthering Indigenization in curriculum, VCC launched two new courses centered on the Indigenous perspective. Impacts of Colonization on the Health and Wellbeing of Indigenous Peoples is now part of our International Health Care Assistant Diploma program, offering a comprehensive understanding of healthcare challenges faced by Indigenous communities. Additionally, our Indigenous Business in Canada course explores into the intricacies of Indigenous entrepreneurship across the country. These enhancements are examples of our dedication to offering an inclusive education, providing students with essential knowledge and valuable insights into Indigenous business practices.

The full acquisition of the American Sign Language (ASL) diploma program solidified our position as the only public institution west of Ontario for ASL advocacy and excellence. VCC can now support Deaf and hard of hearing (DHH) students seamlessly under one stream. This integration process was an important opportunity to truly reflect what the DHH community wanted in a redesigned program.

The Heavy Mechanical Trades program expanded its fleet at the Broadway campus to include a 100% electric compact excavator. Our Automotive Department also procured new plug-in hybrid electric and hydrogen fuel cell vehicles to bolster the hands-on training students will receive with respect to repairing and maintaining these newer green vehicles. Automotive repair also launched a revised curriculum related to CleanBC goals.

In line with VCC’s strategic focus on micro-credentials, the college also successfully implemented a comprehensive digital credential wallet, providing a streamlined solution for the issuance and management of micro-credentials — further contributing to our commitment to enhancing lifelong learning opportunities.



# Campuses of the Future

Design spaces and infrastructures optimized for all learner and employee success and well-being.

## INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Foster belonging and well-being by integrating the context and priorities of Indigenous communities in campus design and planning.

## JUSTICE, EQUITY, DIVERSITY & INCLUSION

Demonstrate universal and intercultural principles for equitable access to spaces and diverse experiences in learning and working.

## CAMPUS PLANS

Advance the Campus Plan and develop a strategic campus stewardship plan for our current facilities.

## ENVIRONMENT

Commit to environmental sustainability by expanding existing and introducing new initiatives for climate justice and emergency management.

## TECHNOLOGY

Develop a technology infrastructure that supports education and service delivery on-campus and in virtual spaces.

Photo: VCC's CCEAI building is inspired by the traditional Coast Salish Canoe.

“Every part of this region is steeped with the histories and stories of Musqueam, Squamish and Tsleil-Waututh peoples, but for too long we have been invisible on our own land. This is changing in part because of VCC’s conscious efforts to work towards true and meaningful reconciliation. It is evident in the planning behind VCC’s new Centre for Clean Energy and Automotive Innovation. As the development of this project proceeds, VCC is working with Indigenous knowledge-keepers, cultural advisors, and partners to co-create a future where inclusivity and reciprocity guide our actions, fostering sustainable development that honours the past, present, and future.”

**CHIEF IAN CAMPBELL, HEREDITARY CHIEF, SQUAMISH NATION**

VCC continues to embrace the responsibility of anticipating future needs while respecting the history of the lands we occupy. This foresight ensures that VCC remains a forward-thinking institution, ready to meet the challenges and opportunities that lie ahead.

One of our most notable achievements has been the establishment of an Indigenous consultation process during the design phase of the Centre for Clean Energy and Automotive Innovation (CCEAI). In collaboration with Indigenous Cultural Advisors, we’ve ensured that the design of this centre is harmonious with First Nations’ presence in China Creek. This initiative underscores our dedication to honouring Indigenous perspectives and integrating them into our projects.

Furthermore, our commitment to green and clean energy is unwavering. We’ve formed a sustainability committee with senior leadership representation to ensure that our new building aligns seamlessly with our sustainability goals. This not only benefits the environment, but also exemplifies our dedication to responsible growth.

In partnership with the Province of British Columbia, VCC proudly participated in an announcement alongside Premier David Eby. The province pledged \$271.3 million toward our new Centre for Clean Energy and Automotive Innovation at the Broadway campus, with a total projected capital cost of \$291.3 million. This collaboration solidifies our position as a vital contributor to advancing clean energy and automotive innovation in our province.





# Operational Excellence

Advance system integration, risk management, and fiscal responsibility through capacity building and digital transformation.

## INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Review College policies and procedures through the lens of decolonization and reconciliation.

## JUSTICE, EQUITY, DIVERSITY & INCLUSION

Renew operational practices and languages for greater access, equity, and inclusion.

## RISK REGISTER

Identify formalized strategies and processes to mitigate institutional risk.

## SYSTEM INNOVATION

Advance system integration, access, and user experience through digital transformation across the institution.

## FINANCIAL STEWARDSHIP

Develop financial stewardship initiatives and diverse revenue strategies that promote budgetary literacy and fiscal health.

Photo: VCC staff work collaboratively to ensure operational systems run efficiently.

**“Through VCC’s commitment to Operational Excellence, we continue to enhance processes and advance initiatives that support VCC’s ongoing financial sustainability. The work done in the last year through financial planning and reporting, resource and process optimization and transparency provides a solid foundation enabling us to move forward with innovation, agility, and sustained growth while maximizing the impact on student learning.”**

**MELODEE SANTOS, ASSOCIATE DIRECTOR, BUDGET AND FINANCIAL PLANNING**

Ensuring resilient operational systems is vital to maintain business continuity and optimize efficiency. To improve registration processes, the Registrar’s Office team at VCC was the first provincial post-secondary institution to upgrade from the EducationPlannerBC platform 2 (EPBC2) to EPBC3. This progressive initiative won EducationPlannerBC’s inaugural Trailblazer Award.

From a systems and data management standpoint, IT implemented the first phase of an Enterprise Resource Plan (ERP) by hiring a third-party consultant to audit college data-entry systems. This resulted in a report of recommendations created to improve the overall business efficiency. Moreover, IT implemented a “data lake” which allows the college to store, process, and secure large amounts of structured, semi-structured, and unstructured data, allowing for timely and efficient reporting.

Operational excellence includes creating inclusive and accessible approaches and processes to how we do things. Continuing our commitment to equity, diversity, and inclusion (EDI), an institutional statement was developed that supports our community’s values and ways of being. This collaborative EDI statement is now published on [vcc.ca](http://vcc.ca) and is included on all official and related college reports.

On the operational effectiveness front People Services worked with our people leaders to develop and deliver a web-based term hiring process for faculty in an effort to improve term hiring process, resulting in greater transparency for incumbents, reduction of errors, and efficiency in the hiring process.

Additionally, in proactive consideration of escalating cybersecurity threats around the world, VCC updated a variety of technology systems and processes.

Moreover, in a formal ceremony, steeped in the traditions of the Sk̓w̓w̓7mesh (Squamish) Nation, VCC had the privilege of inducting Indigenous leaders, Jessie Williams and David Kirk, into their roles as Dean, Indigenous Initiatives, and Dean, Curriculum and Pedagogy, surrounded by their loved ones and the community. This event marked a significant milestone in VCC’s commitment to Indigenization, decolonization, and the seamless integration of cultural ways of being, seeing, and doing throughout our institution. It stands as an emblematic testament to how VCC is embedding Indigenous perspectives into the very fabric of our operations.



# Empowered People and Inclusive Culture

Cultivate innovative and accessible people services committed to inclusion, wellness, and development for all employees.

## INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Review and reimagine People Services through the lens of decolonization and reconciliation.

## JUSTICE, EQUITY, DIVERSITY & INCLUSION

Create a culturally aware and inclusive workplace that provides equitable opportunities for Indigenous and diverse representation, participation, and success.

## RIGHTS & RESPONSIBILITIES

Build a respectful and safe work environment that is free from harassment and discrimination for all employees.

## MENTAL HEALTH & WELL-BEING

Promote employee well-being by embedding all aspects of health into work culture.

## PEOPLE DEVELOPMENT

Foster a robust talent-base by supporting career and professional development, advancement opportunities, and succession planning.

Photo: International Education team receives the Community Engagement Excellence award at the college's annual employee appreciation event

**“As a long-time employee of Vancouver Community College, I have had the privilege of helping hundreds of students reach their education goals so that they can find meaningful work. But I also recognize that to support students, I need to be at my best. I am grateful for VCC initiatives that support employee mental health and well-being, equity, diversity, and inclusion, and Indigenization. I also appreciate the internal opportunities for professional development and special projects. When an organization values its employees, it makes all the difference.”**

**LINA SEHGAL, CLIENT ENGAGEMENT SPECIALIST, PARTNERSHIP DEVELOPMENT OFFICE**

In alignment with VCC’s commitment to creating a respectful and inclusive work environment for all, significant effort was made towards furthering a culture of accessibility and universal design. VCC’s new Accessibility Committee launched a comprehensive plan for the removal and prevention of barriers, and the implementation of a transparent feedback process to gather input from the public. Moreover, our people leaders and union partners participated in an audit of our disability management services with the National Institute of Disability Management and Research. The final audit report identified a detailed roadmap for an effective disability management program.

VCC continued to celebrate Indigenous excellence and leadership, and reaffirmed our dedication to fostering understanding and respect for Indigenous knowledge and culture in our learning environment.

For the recruitment of VCC’s new Dean of Indigenous Education and Community Engagement, the college took an Indigenous recruitment approach guided by Elders, Knowledge keepers and an Indigenous recruiter, resulting in two significant Indigenous hires — Jessie Williams, Dean of Indigenous Initiatives and David Kirk, Dean of Curriculum and Pedagogy. Led by cultural knowledge keepers, drummers, and singers, VCC held a formal blanketing ceremony following the traditions of the Sḵw̓x̓wú7mesh (Squamish) nation, to induct the newly appointed Indigenous leaders.

At our Fall Convocation 2023, it was a great honour to celebrate Davena Isaac as the college’s first Indigenous valedictorian, representing the Carrier Nation and Frog Clan. Additionally, VCC nominated Bachelor Science Nursing student Eddy Gooch from the Cowichan Tribes, who received the prestigious Leadership Excellence Award from Colleges and Institutes Canada (CiCAN).

VCC also unveiled an art installation dedicated to residential school children, thoughtfully crafted by Haida artist Tamara Bell. This powerful expression of remembrance and healing is emblematic of our commitment to Truth and Reconciliation.

Furthering the college’s commitment to creating a more supportive workplace culture for mental health, the Not Myself Today program was launched collegewide. This program included departmental orientation sessions; the training of over 25 program ambassadors; and qualitative feedback from an employee wellness and mental health survey on the positive impacts of the program.



# Engaged Communities

Foster meaningful relationships and strategic partnerships that expand opportunities, community impact, and industry recognition.

## INDIGENIZATION BY DECOLONIZATION & RECONCILIATION

Deepen our relationships with Indigenous communities that are reciprocal and respectful of their perspectives and priorities.

## JUSTICE, EQUITY, DIVERSITY & INCLUSION

Engage equity-deserving groups and local cultural diaspora in meaningful collaborations that contribute to our diverse communities.

## BRAND

Build a strong college presence through a strategic brand and communications plan that engages new opportunities.

## FOUNDATION & ALUMNI

Leverage our alumni and donor relations to expand educational opportunities and support major capital projects through strategic fundraising.

## PARTNERSHIPS

Grow external partnerships and associations that increase our community impact and industry recognition.

Photo: Hon. Bruce Ralston, MLA, VCC President Ajay Patel, and Hon. Anne Kang, MLA attend VCC Foundation's Flourish event which raised over \$105K for VCC students.

**“I chose to study at VCC because the Business Management program has an exceptional reputation. But I also have opportunities to get involved in campus activities that have enriched my time here including being elected as the Women’s Representative for the Students’ Union of VCC Board of Directors and participating as the student representative on VCC’s Board of Governors. These are invaluable experiences that will serve me long after I graduate.”**

**RIDHI BHATIA, 2ND YEAR STUDENT, BUSINESS MANAGEMENT POST-DEGREE DIPLOMA, ELECTED STUDENT REPRESENTATIVE, VCC BOARD OF GOVERNORS**

Our strategic public relations initiatives have dramatically elevated VCC’s profile in 2023 among key external stakeholders, including government bodies, industries, and media outlets. Through engaging feature interviews with leading news organizations, impactful presentations on prestigious platforms, and active interactions with elected officials across all levels of government, we have significantly amplified our visibility and influence.

Additionally, our team’s talents and dedication have been recognized through numerous awards. This year, the spotlight shone brightly on VCC’s contributions and the remarkable individuals behind our success.

In 2023, we continued to leverage external partnerships and strategic fundraising as a way to support major capital projects. This commitment resulted in the official opening of the redesigned VCC Seiffert Market + Bakeshop, made possible by a generous donation from the Seiffert family and Snow Cap Enterprises. Growth in donor relations continues to expand educational opportunities as the VCC Foundation achieved remarkable success.

A comprehensive review and renewal of the College-Foundation Memorandum of Understanding (MOU) and the Foundation’s governance structure received approval from VCC’s President and the Boards of Governors of both VCC and the Foundation. This strategic move demonstrates our commitment to fostering a robust financial framework and sustainable collaborative relationships within our corporate landscape.

Our partnership efforts extended far beyond our campuses to support our local First Nations communities, both locally and across BC. Through collaboration, we delivered culinary training in Bella Bella for the Hałtzaqv (Heiltsuk) Nation, as part of a contract with the BC Construction Foundation. This initiative demonstrates our dedication to skills development within Indigenous communities.

Additionally, VCC’s Culinary department collaborated with SkilledTradesBC and the xʷməθkʷəy̓əm (Musqueam) Nation to deliver a Professional Cook 1 program enriched with Indigenous-specific content. This partnership underscores our commitment to culturally relevant education and fostering opportunities for Indigenous learners in the skilled trades.



## VCC Foundation: Building partnerships at VCC

“We firmly believe that investing in education is an investment in future generations. As a family-owned, B.C.-based business, we are committed to successful partnerships. Our collaboration with Vancouver Community College exemplifies this value and we are proud to work with the College to establish the new VCC Seiffert Market and Bakeshop.”

SEIFFERT FAMILY & SNOW CAP ENTERPRISES, VCC'S DONOR AND PROGRAM PARTNER FOR OVER 33 YEARS.

Partnerships can come in many forms. Whether financial, or through the sharing of knowledge, expertise, equipment or resources, each partnership makes a difference in preparing our students for their careers. Collectively, these types of partnerships help transform the educational opportunities at VCC.

Over the past year VCC Foundation marked several partnership milestones.

- Flourish, the Foundation's signature Green Tie Gala was hosted for the first time in three years. The sold-out event raised a record breaking \$105K in 2023, through the support of key sponsors.
- An individual giving campaign to celebrate Giving Tuesday, was highlighted through the development of community partnerships with groups such as SPUD and the Vancouver Aboriginal Friendship Centre, while raising over \$133K to support food insecurity and other donor requested initiatives.
- Twenty-six new scholarships, bursaries and award funds, with a total value of over \$180,000, were created to reduce the financial barriers for students to access their education and training.

Looking ahead, the VCC Foundation is preparing to support VCC's visionary Campus Plan with a comprehensive campaign anchored by its catalyst project, the Centre for Clean Energy and Automotive Innovation. Seeded by a \$271M investment by the Province of BC, more partnerships will be required and developed with individuals, businesses, industry, and community to complete this project.

# VCC is in motion

## Projects in progress

### ACADEMIC INNOVATION

- Develop program audit tools and rubric necessary for assessing critical risk and sustainability with existing and proposed programs
- Audit existing non-CS programs to determine levels of compliance with critical risk and program sustainability
- Establish requirements and priorities necessary to construct a schedule for remediation and mitigation of critical risk and program sustainability
- Develop a program change framework that identifies and orders the process for all program changes and creation at the college, including obligations for enrolment risk, financial sustainability, and educational quality

### CAMPUSES OF THE FUTURE

- Research and obtain consultation on best practices for incorporating Indigenous ways of knowing and universal design into the campus master plan
- CCEAI PHASE 2: Finalize design, permitting, and award of initial construction tender packages the Centre for Clean Energy and Automotive Innovation
- Build a business plan for financial support of phases two to six of the Campus Plan
- Establish a Facilities Risk Register within the Enterprise Risk Management (ERM) plan that identifies high level risks to ongoing operations and includes appropriate mitigation strategies designed to reduce inherent risk

- Establish a comprehensive space standards program that outlines criteria for the management of existing resources
- Optimize the use of the existing campuses by developing and implementing a space management program
- Introduce a college-wide education program focused on waste minimization and energy conservation
- Implement a Pollution Prevention (P2) program
- Develop a technology infrastructure that supports education and service delivery on-campus and in virtual spaces

### OPERATIONAL EXCELLENCE

- Develop Institutional Enterprise Risk Management (ERM) policy and procedures
- Establish an active Enterprise Risk Management (ERM) Risk registry for the institution including all departments and schools with accountabilities
- Evolve business processes to inform and align with a more role-based enterprise resource planning (ERP) system
- ERP Data Cleanup Phase 2: Implement ERP data-entry fixes as advised in phase 1 recommendation report
- Implement additional self-service functionality for students within the enterprise resource planning (ERP) system.

- Implement online time entry system to all college employees
- Review student-facing operations to build a clear picture of the current user experience and develop actionable recommendations for improvement.

### EMPOWERED PEOPLE AND INCLUSIVE CULTURE

- Develop and implement an inclusive Hiring Strategy
- Short term employee contingency planning for key roles
- Create a pilot Leadership Development Program for administrators
- Create web-based term hiring process

### ENGAGED COMMUNITIES

- Develop a formal territorial acknowledgement
- Determine an engagement approach to building meaningful relationships with the local First Nations for protocol and reciprocal initiatives
- Review and renew web infrastructure and design
- Complete Brand Refresh
- Evaluate student recruitment and marketing strategy



**\$271.3M**

\$271.3 million funding from the Province of B.C. to fund VCC's new CCEAI



**25+**

community events hosted at VCC



**1000+**

VCC students graduate from a Red Seal training in culinary, pastry arts, automotive, and hair a year

**Partnerships in Action**

In July 2023, the Province of British Columbia announced plans to move forward in partnership with VCC on the new Centre for Clean Energy and Automotive Innovation, contributing a landmark investment of \$271.3 million to the development.

**343,832 ft<sup>2</sup>**

343,832 square feet of building space supporting academic learning, student experience, and community gathering space

From industry and community partners, to donors and corporate sponsors, collaboration is key to success at VCC.

1. Haida artist, Tamara Bell unveils an art installation commemorating residential school children on display at VCC's Broadway campus.
2. Community partner, Spud dropped off donated food for VCC's Gathering Space pantry.
3. The college's partnership with Scottish Qualifications Authority expands learning opportunities overseas.
4. VCC participates in the Province's StrongerBC Plan to help close the skills gap.
5. MLA Joan Phillip (Vancouver-Mount Pleasant) attends VCC's convocation ceremonies.
6. Connecting with the community along Great Northern Way in the inaugural Flats Festival.
7. In a formal ceremony following the traditions of the Squamish Nation, VCC inducted newly appointed Indigenous leaders.
8. Students get hands-on opportunities thanks to VCC's strong connections with local businesses.
9. Nursing student Eddy Gooch honoured with CIBan Leadership Excellence Award.
10. Fashion students showcase their designs at Vancouver Fashion Week.



[vcc.ca/strategic-plan](http://vcc.ca/strategic-plan)

### Office of the President

[vcc.ca/president](http://vcc.ca/president)

[president@vcc.ca](mailto:president@vcc.ca)

 [@vccpresident](https://twitter.com/vccpresident)

 [Ajay Patel](#)


### Downtown campus

250 W Pender Street

Vancouver, BC

 [VCC](#)


 [myVCC](#)

 [myVCC](#)

### Broadway campus

1155 E Broadway

Vancouver, BC

 [myVCC](#)

 [myVCC](#)

 [Vancouver Community College \(VCC\)](#)