



Vancouver Community College Board of Governors

Public Meeting Agenda

September 25, 2019

5:30 p.m. VCC Downtown Campus, Room 420

Board Members

Joey Hartman (Chair, Board/HRC)
 Libby Davies (Vice Chair)
 Garth Manning (Chair, Governance)
 Mike Tourigny (Chair, Finance & Audit)
 Erin Klis
 Mahin Rashid
 Nadia Belokopitov
 Shobha Rajagopalan
 Seung Oh
 Sue Hammell
 Jennifer Chen
 Sukhmanjot Singh
 Chloe Lau (REGRETS)

Ex-Officio

Ajay Patel President & CEO
 Elle Ting Chair, Education Council

Staff Resources

Karen Wilson ED, Marketing & Communications
 Clodine Sartori Acting, VP, People & Culture
 Jamie Choi Interim, VP, Finance & CFO
 David Wells VP, Academic & Applied Research
 Dr. Jane Shin AVP, Student Success
 Elmer Wansink AVP, IT & Chief Information Officer
 Shirley Lew Dean, Library, Teaching & Learning
 Brett Griffiths Dean, Trades, Technology & Design
 Jennifer Gossen Director, International Education

Guests

VCC Faculty Association (VCCFA) President, Taryn Thomson or alternate
 CUPE Local 4627 President, Chris Joyce or alternate
 Student Union of VCC (SUVCC) Executive Director, Sydney Sullivan or alternate

Board Secretary

Deborah Lucas

Item	Topic	Action	Speaker	Time	Attach	Page
1.	CALL TO ORDER, LAND ACKNOWLEDGMENT & OPENING REMARKS		J. Hartman / A. Patel	5 min		
2.	APPROVAL OF AGENDA/CONSENT AGENDA					
	Recommended Resolution: <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 min		
	2.1 Minutes – Jun 26, 2019 Board Meeting				✓	3
	2.2 Board Correspondence				✓	8
	2.3 VCC News & Events				✓	9
	2.4 Tuition: Increasing 9 International Programs				✓	12
	2.5 Tuition: New International Electronics Repair Technology Diploma				✓	15
	2.6 VCCFA Report				✓	20
3.	ACTION TRACKER – ITEMS FROM JUN 26, 2019	Info	J. Hartman	2 min	✓	22
4.	NEW BOARD MEMBER INTRODUCTIONS & OATH OF OFFICE	Info	J. Hartman	5 min		

5. CONSTITUENCY GROUP REPORTS						
5.1	CUPE Local 4627	Info	Constituency	5 min		
5.2	VCCFA		Reps	5 min	✓	X
5.3	SUVCC – Campaign Presentation			10 min		
6. BOARD COMMITTEE REPORTS						
6.1	Governance Committee	Info	G. Manning	5 min	--	--
6.2	Human Resources Committee		J. Hartman	each	--	--
6.3	Finance and Audit Committee		M. Tourigny		--	--
7. FINANCE, BUDGET & REPORTING						
7.1	2018/19 Statement of Financial Information (SOFI)	Decision	J. Choi	10 min	✓	23
7.2	Financial Performance	Info	J. Choi	10 min	✓	73
7.3	5-Year Capital Plan (2020/21 to 2024/25)	Decision	J Choi	10 min	✓	81
7.4	RFP - Access Control System Upgrade/Replacement	Decision	J Choi	10 min	✓	107
8. PROGRAMS, TUITION & FEES						
8.1	Trades Instructor Short Certificate		S. Lew	10 min		
8.1.1	Credential	Decision	E. Ting		✓	109
8.1.2	Tuition	Decision	M. Tourigny		✓	115
8.2	Train the Trainer Credential	Decision	S. Lew/ E. Ting	10 min	✓	119
9. EDUCATION COUNCIL REPORT						
		Info	E. Ting	5 min	✓	125
10. OTHER BUSINESS						
		Info	J. Hartman	5 min	--	--
11. NEXT MEETING & ADJOURNMENT						
	Next meeting: Nov 27, 2019					



VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS

DRAFT PUBLIC MEETING MINUTES

June 26, 2019

5:30 p.m. VCC Downtown Campus, Room 420

ATTENDANCE

Board Members

Joey Hartman (Chair, Board/HRC)
 Libbv Davies (Vice Chair) (BY PHONE)
 Garth Manning (Chair, Governance)
 Chloe Lau (Acting Chair, Finance & Audit)
 Mahin Rashid
 Nadia Belokopitov
 Shobha Rajagopalan
 Seung Oh
 Jennifer Chen

Regrets

Sukhmanjot Singh
 Rene John Nicolas
 Mike Tourigny
 Erin Klis

Ex-Officio

Dr. Peter Nunoda President & CEO
 Elle Ting Chair, Education Council

Board Secretary

Deborah Lucas

Staff Resources

Karen Wilson	ED, Marketing & Communications
Clodine Sartori	Acting, VP, People & Culture
Jamie Choi	Interim, VP, Finance & CFO
Ajay Patel	VP, Enterprise & International Development
David Wells	VP, Academic & Applied Research
Dr. Jane Shin	AVP, Student Success
Elmer Wansink	AVP, IT & Chief Information Officer
Claire Sauve	Interim Dean, Continuing Studies
Brett Griffiths	Dean, Trades, Technology & Design
Brian Beacham	Director, Institutional Research

Guests

VCC Faculty Association (VCCFA)	Taryn Thomson
CUPE Local 4627	Chris Joyce or alternate
Student Union of VCC (SUVCC)	No representative

1. CALL TO ORDER & OPENING REMARKS

J. Hartman declared the meeting to be properly called and constituted at 5:44 p.m and presented opening remarks:

- Congratulated the President on his appointment as President of Red Deer College and thanked him for his dedication and service to VCC.
- Congratulated David Wells on his appointment as VP, Academic and Applied Research.
- Highlighted convocation being held on June 27. Board members will be attending.

P. Nunoda:

- Bid farewell to the Board, stakeholders and college community. He expressed thanks for their support during his term as President.

2. APPROVAL OF AGENDA AND CONSENT AGENDA

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

- 2.1 Minutes – May 29, 2019 Board Meeting
- 2.2 2019/20 Board Meeting Schedule
- 2.3 VCC News & Events
- 2.4 VCC Foundation Report
- 2.5 Student Improvement Experience Project Info Note

Moved, Seconded & CARRIED (Unanimously)

3. ACTION TRACKER

ACTION - Brought forward items from May 29, 2019		WHO	COMMENT
1.	Create a framework for international student experience evaluations and advise the Board.	Management	Jun 26, 2019: PENDING

4. CONSTITUENCY GROUP UPDATES

4.1 CUPE Local 4627

- C. Joyce, CUPE Local 4627 President, addressed the Board, providing an update on Bargaining. Members have ratified Bargaining demands and with the Collective Agreement term ending on September 30, 2019, CUPE are ready to begin negotiations with Management.

4.2 Vancouver Community College Faculty Association (VCCFA)

- T. Thomson, VCCFA President, addressed the Board and summarized the report, which was included in the meeting materials.
- On June 13, 2019 T. Thomson addressed the Standing Committee of Finance and raised issues affecting Adult Basic Education students and the impact of continued reduced base funding. Urging the government to review how VCC and other community colleges are funded.
- K. Wilson responded to questions regarding marketing ABE, stating the college meets the government mandate for ABE. \$60K was allocated for marketing ABE when the funding model changed, which was also supported by a large government campaign.
- For the upcoming Presidential Search, the VCCFA is ready to participate fully in this undertaking.

4.3 Student Union of Vancouver Community College (SUVCC)

- No representative.

5. BOARD COMMITTEE REPORTS

5.1 Governance Committee (Gov Com)

- The Governance Committee met on June 17, 2019.
- The committee reviewed revisions to D.1.4 Curriculum/Educational/Institutional Materials Created within the College Policy and Procedures and will be presenting it for joint approval, with EdCo, at the meeting.
- The annual board evaluation took place in May. The committee developed a high level report which has been presented to the Board. Further discussion around areas for improvement and opportunities will take place in September.
- The next Governance Committee meeting is scheduled for Sept 17, 2019.

5.2 Human Resources Committee (HRC)

- HRC Chair, J. Hartman, stated that a meeting is being scheduled for board members and constituency groups regarding the hiring an interim president. The Board recognise the importance to move forward quickly, ensuring sufficient overlap with P. Nunoda, whose last day is Aug 31, 2019.
- Following consultation with stakeholders, HRC will make a recommendation to the full Board.

5.3 Finance & Audit Committee (FAC)

- The Finance and Audit Committee met on June 12, 2019. The committee reviewed and approved for recommendation to the board:
 - New tuition: Gladue Report Writing Certificate Program
 - New domestic mandatory fee: Electude e-book for Automotive Service Technician (AST) programs
- The next FAC meeting is on Sept 11, 2019.

6. 2018/19 INSTITUTIONAL ACCOUNTABILITY PLAN & REPORT

- The Accountability Plan and Report has been prepared in accordance with the Accountability Framework Standard Manual and Guidelines, published in March 2019.

MOTION: THAT the VCC Board of Governors approves the VCC Accountability Plan and Report 2018/19 Reporting Cycle as presented on June 26, 2019.

Moved, Seconded & CARRIED (Unanimously)

7. PROGRAMS, TUITIONS AND FEES

7.1 New Program: Gladue Report Writing Certificate

7.1.1 Implementation of Credential & 7.1.2 Implementation of Tuition

- This Continuing Studies program is unique within Canada, with the exception of a short online course (18 hours) delivered by the Indigenous Perspectives Society.
- Gladue Report Writers work as independent contractors. The main source of funding for Gladue Reports in BC is Legal Services Society (LSS). FAC had questions around demand for the service and was advised that independent lawyers and other organisations also contract report writers. VCC intends on having national reach with this program, once it can be delivered online, which is in development.
- VCC are working with LSS to find local instructors, so the tuition fee incorporates an anticipated one-time implementation cost of \$15,000 for travel expenses for the founding instructor to deliver the first session, which has been pro-rated as a departmental expense at \$5,000 per year for the first three years of program delivery.
- The Program Advisory Committee (PAC) for the program has indicated that demand for Gladue reports is expected to increase throughout BC and Canada in the upcoming years.
- The curriculum has been reviewed and approved by Curriculum Committee and Education Council, with the comment that material covered in the program could be triggering for some learners and counselling support services must be prepared. This support could be offered by indigenous Elders.
- FAC agreed with the proposed tuition of \$5,188 per student. This option provides financial stability and a 10% net contribution to VCC overhead.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Gladue Report Writing Certificate credential.

Moved, Seconded and CARRIED (Unanimously)

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of \$5,188 for the Gladue Report Writing Certificate Program, effective June 26, 2019.

Moved, Seconded and CARRIED (1 Abstained: G. Manning)

7.2 New Mandatory Fee: Electude ebook Automotive Service Technician (AST) Programs

- FAC reviewed the new mandatory ebook fee for domestic and international students in VCC's Automotive Service Technician (AST) programs. Electude is one of the best learning platforms in the automotive industry. VCC wants to implement teaching and training platforms that transform the learning experience for both students and faculty. Initial trials indicate improved learning outcomes.
- Students will purchase vouchers from VCC to access the platform. \$135 one year voucher for domestic students. \$265 two year voucher for international students.
- As per tuition policy, College Administration set international fees, therefore, these fees are presented to the Board for information only.
- FAC agreed with the proposed mandatory domestic fee of \$135 for a one year Electude voucher, which will recover associated costs and a small contribution to VCC's overhead.

MOTION: THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the implementation of the new Electude e-book mandatory domestic fees for Automotive Service Technician Programs, effective June 26, 2019:

- One year voucher – Electude ebook fee of \$135 per student

Moved, Seconded and CARRIED (Unanimously)

8. POLICIES

8.1 Revised - D .1.4 Curriculum/Educational /Institutional Materials Created within the College

- Revisions to D.1.4 were recommended for approval by Education Council and Governance Committee. This policy explains the ownership of copyright/patent rights as these apply to “curriculum, educational, institutional, creative and other materials created by [VCC] employees”.
- The policy and procedures have been revised to update the format to align with College standards. The definition of materials has been made clearer and the policy principles and procedures have also been revised to address specifically the respectful use of indigenous knowledge, with reference to Article 31 of the United Nations Declaration on the Rights of Indigenous Peoples.
- Prior to Board approval, C. Sartori requested that consultation between Human Resources (HR) and VCCFA take place to discuss EdCo's decision that work completed on professional development (PD) time would be covered under the assigned duty exception to College ownership.
- The Board's decision was tabled, pending consultation between HR and VCCFA.

MOTION: THAT, the Board of Governors refer revisions to D.1.4 Curriculum/Educational/Institutional Materials Created within the College Policy and Procedures to the VP, People & Culture and, in consultation with Vancouver Community College Faculty Association, report back to the Board at the next possible meeting.

Moved, Seconded and CARRIED (Unanimously)

9. EDUCATION COUNCIL

9.1 2020/21 Academic Schedule

- E. Ting presented the 2010/21 Academic Schedule. It was developed in consultation with Deans and Department Leaders.
- The Academic Schedule identifies important dates in VCC students' academic lives including, but not limited to, the following: deadlines for payment and adding/dropping courses; refunds; registration in courses/programs; application for graduation; closures and statutory holidays.
- It was approved by Education Council on June 11, 2019. In accordance with Section 23(1) College and Institute the academic plan requires annual approval by the Board.

MOTION: THAT, on the advice of Education Council, the Board of Governors approve the 2020-2021 Academic Schedule, as presented on June 26, 2019.

Moved, Seconded and CARRIED (Unanimously)

10. PRESENTATION

Indigenous Education and Community Engagement Department Update

Associate Vice President, Jane Shin, presented an update on the review of services supported by the Indigenous Education and Community Engagement Department.

11. OTHER BUSINESS

11.1 Board of Governors correspondence

- Letter of resignation, President Nunoda
- Notice of board member reappointment & Order In Council for M. Rashid, S. Rajagopalan, L. Davies. New terms end on July 2021.
- Notice of new appointment & Order in Council for Sue Hammell. Term ends Jul 31, 2020.

12. NEXT MEETING & ADJOURNMENT

The next Board of Governors Public Board meeting will be held on September 25, 2019. There being no further business, the meeting adjourned at 7:18 p.m.

APPROVED AT THE SEPTEMBER 25, 2019 PUBLIC BOARD MEETING

Joey Hartman
Chair, VCC Board of Governors



Board of Governors Public Meeting
September 25, 2019

BOARD OF GOVERNORS CORRESPONDENCE

DATE	FROM	DETAIL
4 Jun, 2019	Langley NDP Education & Policy Committee to VCC President (cc. Board Chair)	REQUEST FOR INFO: Concerns with provision of services to students in Adult Basic Education (ABE) and English (EAL) as an Additional Language programs.
26 Jun, 2019	Ministry of Public Safety & Solicitor General	REQUEST FOR INPUT: Development of policy options to address the misuse of firearms and imitation firearms in communities, including post-secondary institutions. ACTION: Board Chair sent response.
15 Jul, 2019	Ministry of Children & Family Development & Ministry of State for Child Care	ANNOUNCEMENT: Childcare BC New Spaces fund offers funding to create new licensed child care spaces the BC families. ACTION: Forwarded to VCC President for info.
19 Jul, 2019	Post Secondary Employers Association	FOR INFO: Guidance for board members on best practices for approaching issues/responding to enquiries related to negotiations. ACTION: Forwarded to board members.
Aug 19, 2019	Ministry of Advanced Education, Skills & Training	INVITATION: Red Seal Recognition Event. ACTION: Board member S. Rajagopalan attended.
Aug 29, 2019	Ministry of Advanced Education, Skills & Training	ANNOUNCEMENT: Student safety and preventing sexual violence at post-secondary institutions. ACTION: Director, Safety & Security, S. Aulakh attended.
Sep 9, 2019	Ministry of Advanced Education, Skills & Training	ANNOUNCEMENT: Improving adult literacy and numeracy skills in communities throughout British Columbia. ACTION: Board member J. Chen attended.
Sept 20, 2019	Ministry of Advanced Education, Skills and Training, in partnership with the First Nations Education Steering Committee, Métis Nation BC and the Crown Agency Board Resourcing Office	INVITATION: Indigenous Post-Secondary Board Member Gathering. Purpose: Bring Indigenous board members together to discuss Indigenous post-secondary education and training, the implementation of the Truth and Reconciliation Commission Calls to Action and the United Nations Declaration on the Rights of Indigenous Peoples. ACTION: Board member N. Belolopitov attending



VCC NEWS AND EVENTS

September 25, 2019

Events and Successes

- The annual **Welcome Day event** was hosted by Student Services and the Students' Union and held on Sept. 17 and 18 at the Broadway and Downtown campus. Students enjoyed carnival-themed booths offering games, prizes and helpful information to provide them with the resources they need to succeed at VCC.
- VCC students were awarded Medallions of Excellence for their skills at **WorldSkills Kazan 2019**. For the first time, two Vancouver Community College (VCC) students have ranked among the best in the world in their skilled trades. VCC baking and pastry arts apprentice Clarissa Roque placing 5th out of 23 competitors in her category, and VCC culinary apprentice Leah Patitucci placing 11th out of 48. After six days of Olympic-esque ceremonies and intense competition, WorldSkills Kazan 2019 wrapped up on Tuesday, August 27 in Kazan, Russia.
- VCC Foundation, hospitality and culinary hosted Hole 15 at the TIP Golf charity golf tournament, held at the Fairmont Chateau Whistler on Aug. 23. Over 140 industry professionals golfed for charity and met award-winning students as they stopped by and sampled amazing fare. From hoteliers to executive chefs, Hole 15's dish was the talk of the day: "this is the best food I've ever eaten and I can't believe it's on a golf course!" was a fairly common refrain.
- VCC is celebrated alumni who have received their Red Seal endorsement (RSE) at its **inaugural Red Seal recognition event**, held on August 19 at the VCC Downtown campus. While most academic accomplishments are celebrated with a graduation ceremony, that isn't usually the case when it comes to receiving a Red Seal – the interprovincial standard of excellence in the skilled trades.
- Ajay Patel, Interim President was recognized by the British Columbia Council for International Education for the **International Education Distinguished Leadership Award** his contributions as an international educator whose determined leadership has had a lasting effect on BC's international education sector on June 25.
- Jane Shin, Associate Vice President, Student Success, was honoured at the 11th annual **RBC Top 25 Canadian Immigrant Awards**. She is the first Canadian of Korean descent to be elected to a provincial Legislative Assembly, volunteers on non-profit boards and is a passionate advocate for representation, equity and social justice.

VCC Government Relations

- Ajay Patel, David Wells and Karen Wilson met three times with government representatives over the summer, specifically with Advanced Education, Skills and Training and with the City of Vancouver with regards to seeking consultation around the **Campus Master Plan**. The campus master plan draft document will be presented to the college community at VCC Day and presented to the Board on Oct. 4.
- Minister Melanie Mark from Advanced Education, Skills and Training joined VCC the **inaugural Red Seal recognition event**, held on August 19 at the VCC Downtown campus. VCC Board member, Shobha Rajagopalan, VCC VP, Academic, David Wells and ITA CEO, Shelley Gray were also in attendance to honor the Red Seal recipients.
- Ajay Patel was invited to attend the Council of Ministers of Education (CMEC) on July 24, hosted by the BC government in Victoria with Minister Mark chairing the meetings. This intergovernmental body discusses policy issues and consults with the federal government on important issues regarding indigenous education, global competencies, and post-secondary education.
- VCC hosted **MLA Bowinn Ma and ICBC** in our automotive shop on July 30 for the announcement of a new driving app to encourage new young drivers to be safer on the road. The app can be shown to future employers as proof of their driving habits.
- Vancouver Community College is pleased to be one of 19 B.C. post-secondary institutions to receive \$160,000 to **fund technologically advanced trades equipment**, as announced by Minister Melanie Mark from Advanced Education, Skills and Training on June 6 at the VCC Downtown campus. The event was attended by BOG Rene-John Nicolas and Shobha Rajagopalan.

Recent Government Announcements

[More access to literacy programs for adult learners throughout B.C.](#), September 9

[New housing to help students focus on studies, not finances](#), September 6

[Sexual violence prevention campaign begins on public post-secondary campuses](#), August 29

VCC in the News, highlights

[Why the cocktail world is brewing up tea spirits](#) – The Globe and Mail (Aug. 31) One such individual is Del Tamborini, a tea sommelier and educator who teaches a course in tea at **Vancouver Community College**. Tamborini founded the annual Vancouver Tea Festival in 2014 and has...

[Women support women at the Yes Chef! Dinner](#) – Montecristo Magazine (Aug. 14) Sitting before me is an Indian vegan dish of sweet potatoes, tomato, and spicy black chickpeas. It's creamy, balanced, and richly spiced. It was created by renowned chef and cookbook author Meeru Dhalwala and **Vancouver Community College** (VCC) culinary program student, Jacqueline Munoz.

[Burnaby baker, cook to show off their skills on world stage](#) – Burnaby Now (Aug. 13) Clarissa Roque has been preparing for this moment since she was just three years old... Patitucci says she knew she wanted to get into professional cooking when she was in high school, and she now attends the culinary program at **Vancouver Community College**.

[VCC achieves two million dollars in energy cost avoidance](#) – Prism Engineering (Aug. 1) **Vancouver Community College** (VCC) is the oldest community college in British Columbia... Prism has been supporting VCC to identify and implement energy savings across the institution for nearly a decade... Over the last nine years, VCC has proudly exceeded two million dollars in total energy cost avoidance.

[Vancouver Community College graduates will go for gold at WorldSkills competition in Russia](#) – The Georgia Straight (Jul. 31) **Vancouver Community College** baking and pastry-arts graduate Clarissa Roque did something amazing in May at the 2019 Skills Canada National Competition in Halifax... But that wasn't the only **VCC**-related accomplishment in Halifax. One of its recent culinary-arts grads, Leah Patitucci, also won a gold medal in her category.

[Vancouver Community College will train Gladue report writers to advance justice for First Nations](#) – The Georgia Straight (Jul. 31) At last year's B.C. Justice Summit, there was a great deal of discussion about the legal system's inability to meet the requirements... dealing with Indigenous people... **Vancouver Community College's** David Wells, vice president academic and applied research, has a long-standing interest in Indigenous legal issues and attended the B.C. Justice Summit.

[Cree-Metis Vancouver chef Heat Laliberte shares his Two Spirit journey of professional accomplishments](#) – The Georgia Straight (Jul. 25) It was in professional kitchens that Saskatchewan-born Cree-Métis chef Heat Laliberte found his family... After studying in the culinary program at **Vancouver Community College**, Laliberte worked at the Fairmont Pacific Rim, which had just launched a charcuterie program.

[New summer school class prepares Surrey students for culinary apprenticeship programs](#) – Surrey Now Leader (Jul. 13)

When chef Mike Doyle got the idea for a new trades exploration course for summer school in the Surrey School District, he said he was gearing the class toward grades 10 and 11... with students spending the month of June on site at **Vancouver Community College's** downtown campus.

[Burnaby boxer takes on fighter 31-years younger. Wait, what?](#) – Burnaby Now (Jul. 9) It is not your typical boxing match-up. But it also features not your typical boxer. Burnaby's Eiji Yoshikawa has admitted that he isn't entering the ring Friday at the Scottish Cultural Centre, facing four-time Canadian welterweight champion Robert Couzens, to win.

Upcoming Events:

- Donor recognition event, October 7
- Experience VCC, October 16
- VCC Day, October 22
- Convocation, November 27,
- Awards ceremonies, November 22

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

DATE: September 10, 2019



INFORMATION NOTE

PREPARED FOR: VCC Board of Governors

DATE: September 25, 2019

ISSUE: Increase international tuition fees (for 9 programs), effective September 2020

BACKGROUND:

VCC has been increasing international tuition at 2% per year, alongside the 2% increases for domestic tuition. However, we have determined that international tuition in nine programs should be increased by more than 2% to align with other public post-secondary institutions and to leverage our position as the sole provider of various international programs.

DISCUSSION:

VCC has many niche programs for international students, and for the last several years, we have seen increased demand and long wait lists for many of our programs. Since VCC is the only public, post-secondary institution to offer two-year diplomas in Hospitality Management, Transportation Trades and Culinary Arts (to name a few), we should be leveraging our position in the marketplace and charging tuition that reflects our niche programs.

In analyzing international tuition fees and international tuition per-credit fees at comparable institutions (Appendix A and B), you will see that VCC charges far lower tuition than our competitors, and we may be missing an opportunity to generate revenue that reflects our strength in programming.

DECISION:

International tuition is set by the College Administration and presented to FAC and the Board for information. After analyzing the costing of VCC's international programs, including the per-credit fees and number of credits, a proposal to increase fees to the current per-credit average of \$535 for nine programs was approved by Senior Executive on September 4, 2019. Increasing these fees will create better consistency with internal per-credit fees for international tuition, and to be more competitive with other institutions. The revised fees are effective September 1, 2020. Students currently enrolled in these programs are not affected by this decision. The increase will only be applicable to new students. International tuition fees in other programs will continue to increase by 2% each year.

For reference, Appendix A shows international tuition comparisons, and Appendix B shows international per-credit fee comparison for the top institutions across the province. Table of proposed programs to increase international tuition to \$535/credit (effective September 1, 2020):

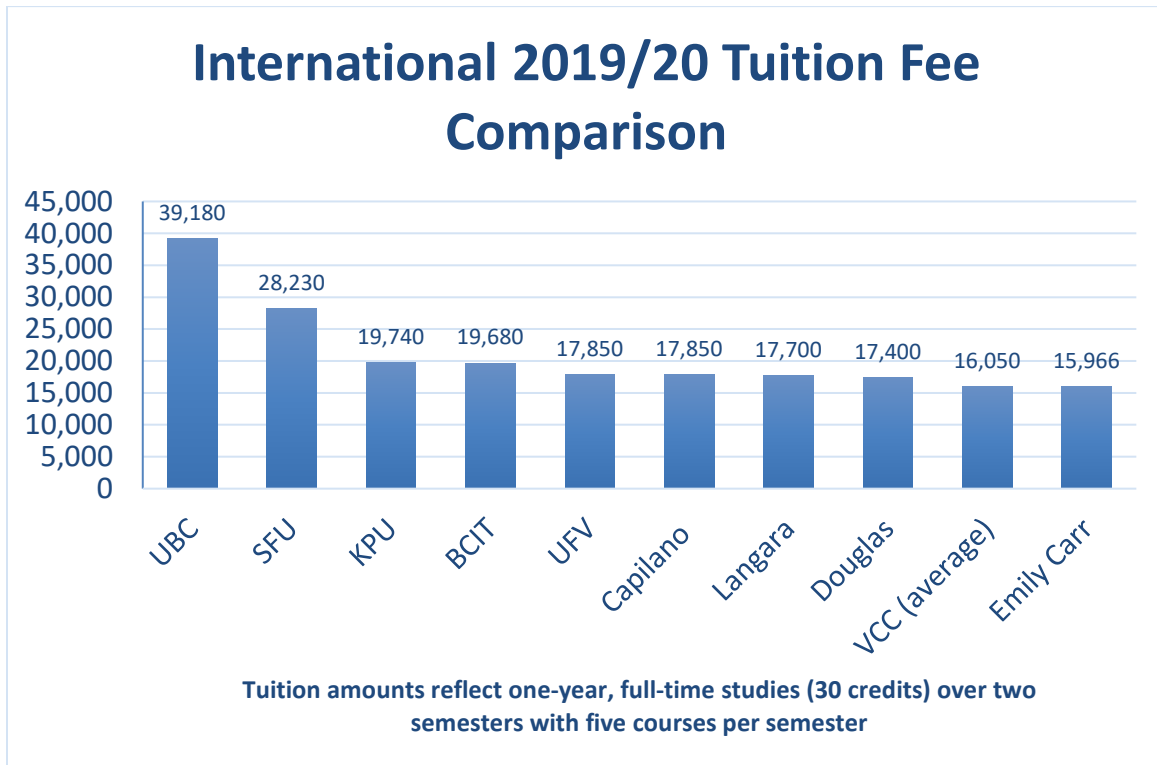
Program	Current Per Credit Fee	# of Credits	# of Terms	Current Tuition Total	Tuition total @ \$535/credit
Administrative Assistant Certificate	\$445.51	34	2	\$15,147.34	\$18,190.00
Asian Culinary Certificate	\$467.34	20	2	\$9,346.80	\$10,700.00
Automotive Collision Refinishing Diploma	\$465.02	60	4	\$27,901.20	\$32,100.00
Automotive Service Technology Diploma	\$465.02	60	4	\$27,901.20	\$32,100.00
Baking & Pastry Dual Certificates	\$476.69	64	5	\$30,510.00	\$34,240.00
Culinary Arts Diploma	\$450.51	73	4	\$32,887.23	\$39,055.00
CAD & BIM Diploma	\$445.51	74	4	\$31,185.00	\$39,590.00
Hospitality Management Diploma	\$476.69	60	4	\$28,601.40	\$32,100.00
Jewellery Art & Design Diploma	\$445.51	72	4	\$32,076.72	\$38,520.00

ATTACHMENTS: Appendix A - International 2019/20 Tuition Fee Comparison
Appendix B - International 2019/20 Tuition Per-Credit Fee Comparison

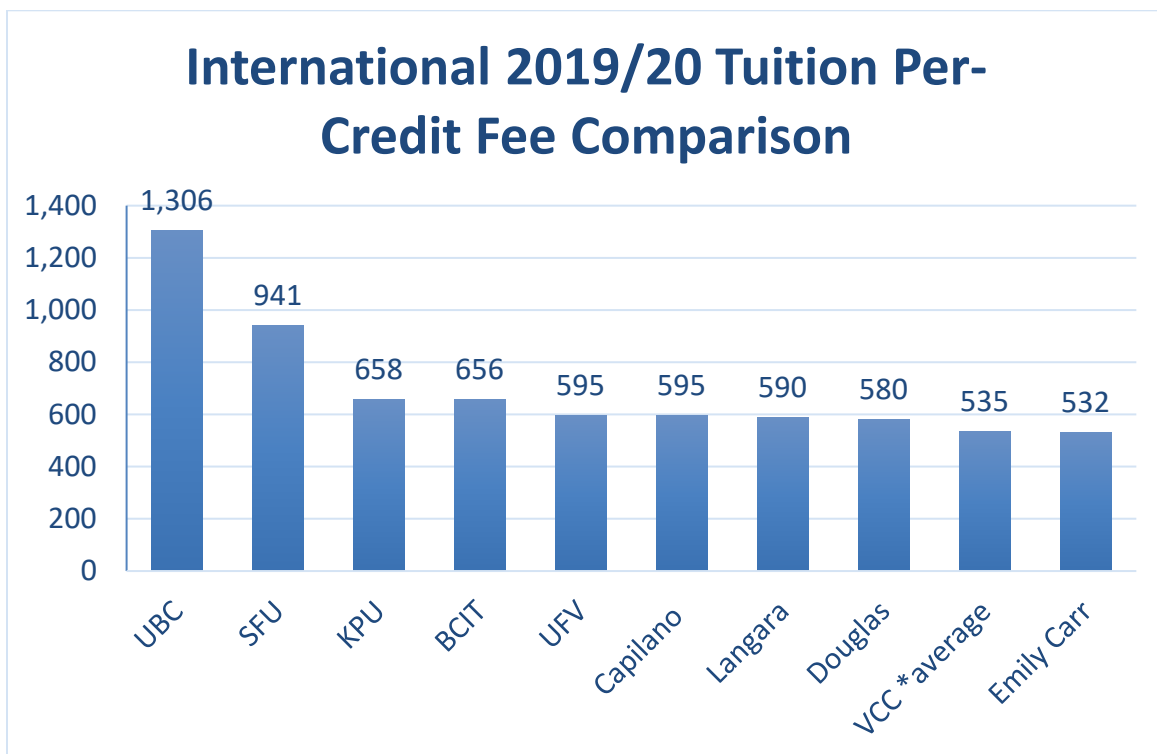
PREPARED BY: Jennifer Gossen, Director, International Education

DATE: September 12, 2019

APPENDIX A



APPENDIX B





INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: September 25, 2019

ISSUE: International Tuition Fees for New Electronics Repair Technology Diploma

BACKGROUND:

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

Below is the breakdown of the number of IT jobs openings in BC to 2025:

OCCUPATION	JOB OPENING TO 2028	MEDIAN WAGE RATE
Electronic Service Technician	3000	\$23.00
Appliance Servicers and Repairers	1050	\$21.00
Office equipment repairer	2550	\$19.00

["https://www.workbc.ca/getmedia/1dce90f9-f2f9-4eca-b9e5-c19de9598f32/BC_Labour_Market_Outlook_2018_English.aspx"](https://www.workbc.ca/getmedia/1dce90f9-f2f9-4eca-b9e5-c19de9598f32/BC_Labour_Market_Outlook_2018_English.aspx)

For over 50 years, Vancouver Community college (VCC) has offered academic and training programs that inspire relevant real-world training and education. Currently, VCC offers 31 diploma programs with 95% of graduates employed. VCC programs have an excellent reputation in the Lower Mainland, and graduates report the programs are providing a high quality of education and were highly satisfied with their education. Recent fast-facts reports have shown that 93% of students are satisfied with the quality of instruction.

The development of the new Electronics Repair Technology diploma program creates an opportunity to meet the demand for skilled professional in appliance and electronics repair at tuition fee level that is competitive and sustainable.

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

INSTITUTION	LENGTH	TOTAL
BCIT - Diploma	Two Years	\$34,366
University of the Fraser Valley - Certificate	One Year	\$18,445
Camosun College - Certificate	One Year	\$22,350
Kwantlen Polytechnic University - Diploma	One Year	\$25,663

OPTIONS:

Option 1: 5% net contribution to VCC overhead

The tuition fee per credit is \$554- Per student is \$33, 225

Implications: This option is lower than all one-year programs per-year and is lower than BCIT, our main competitor. The tuition level will fully recover all current direct and indirect costs and will result in an 5% net contribution.

Option 2: 10% net contribution to VCC overhead

The tuition fee per credit is \$591- Per student is \$35,450

Implications: This option is slightly higher than comparable programs at BCIT. However, it is lower on a per-year cost than similar programs at UFV, Camosun College and KPU. The tuition will fully recover all current direct and indirect costs, and result in a 10% net contribution.

Option 3: 15% net contribution to VCC overhead

The tuition fee per credit is \$663- Per student is \$37,950

Implications: This option is higher than similar programs in BC. The tuition will fully recover all current direct and indirect costs, and result in a 15% net contribution. This results in better financial sustainability compared to option 1 and 2, however, may impact enrolment numbers due to the higher cost of tuition.

DECISION:

International tuition is set by the College Administration and presented to FAC and the Board for information. The options were proposed to Senior Executive on September 4, 2019 and the recommendation to implement Option 2 was approved. Tuition will be set at \$35,540 for the new Electronics Repair Technology Diploma, effective Jan 1, 2020. This option provides financial stability and a 10% net contribution to VCC overhead.

ATTACHMENTS: APPENDIX A – Financial Analysis – Electronics Repair Technology Diploma

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

DATE: September 6, 2019

APPENDIX A

Financial Analysis – Electronics Repair Technology Diploma

Scenario	Break Even	5% Contribution	10% Contribution	15% Contribution
Tuition per credit	\$ 521	\$ 554	\$ 591	\$ 633
Tuition per student	\$ 31,272	\$ 33,225	\$ 35,450	\$ 37,950
No. of Intakes	1	1	1	1
No. of students per intake - Domestic	0	0	0	0
No. of students per intake - International	20	20	20	20
Total students (with X FTE attrition) - Domestic	0	0	0	0
Total students (with X FTE attrition) - International	20	20	20	20
Student FTE	20	20	20	20
Duration - instructor months	24	24	24	24
Duration - days	276	276	276	276
Other days	0	0	0	0
Department head release days	180	180	180	180
Duty days per year	180	180	180	180
Instructor FTE required per intake	2.5	2.5	2.5	2.5
Number of credits	60	60	60	60
Tuition Fee per Credit - International	\$ 521	\$ 554	\$ 591	\$ 633
Support Staff FTE	1.00	1.00	1.00	1.00
Operational costs	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Revenue per credit per student	\$ 521	\$ 554	\$ 591	\$ 633
Cost per credit per student	\$ 521	\$ 526	\$ 532	\$ 538
Revenue per student	\$ 31,272	\$ 33,225	\$ 35,450	\$ 37,950
Cost (breakeven tuition fee) per student	\$ 31,272	\$ 31,565	\$ 31,898	\$ 32,273
Breakeven tuition fee per credit per student	\$ 521	\$ 526	\$ 532	\$ 538
Tuition fees per student - International	\$ 31,272	\$ 33,225	\$ 35,450	\$ 37,950
Block fund per student	\$ 0	\$ 0	\$ 0	\$ 0

Revenue

Tuition revenue - International	\$625,433	\$664,500	\$709,000	\$759,000
Block fund allocation	\$ -	\$ -	\$ -	\$ -
Total revenue	\$625,433	\$664,500	\$709,000	\$759,000

Instructor

Salary (step 1)	\$242,524	\$242,524	\$242,524	\$242,524
Benefits (24.5%)	\$59,418	\$59,418	\$59,418	\$59,418
Total instructor costs	\$301,942	\$301,942	\$301,942	\$301,942

Support Staff

Salary	\$61,464	\$61,464	\$61,464	\$61,464
Benefits (29.0%)	\$17,825	\$17,825	\$17,825	\$17,825
Total support staff costs	\$79,288	\$79,288	\$79,288	\$79,288

Total labour cost

\$381,231	\$381,231	\$381,231	\$381,231
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Operational costs

Operational Expenses	\$4,000	\$4,000	\$4,000	\$4,000
Total operational costs	\$4,000	\$4,000	\$4,000	\$4,000

Indirect Costs

Indirect student support 38%	\$ 146,388	\$ 146,388	\$ 146,388	\$ 146,388
Agency Fees 15%	\$ 93,815	\$ 99,675	\$ 106,350	\$ 113,850
Total indirect student support	\$ 240,203	\$ 246,063	\$ 252,738	\$ 260,238

Total expenditures

\$ 625,433	\$ 631,293	\$ 637,968	\$ 645,468
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**Net contribution to VCC overhead /
(Deficit)**

\$ -	\$ 33,207	\$ 71,032	\$ 113,532
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**Net contribution to VCC overhead /
(Deficit)**

0.0 %	5.0 %	10.0 %	15.0 %
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Gross Margin Income Statement

Revenue from tuition and block fund allocation	\$ 625,433	\$ 664,500	\$ 709,000	\$ 759,000
Direct instructors cost	\$ 301,942	\$ 301,942	\$ 301,942	\$ 301,942
Direct non-labour cost	\$4,000	\$4,000	\$4,000	\$4,000
Direct support staff cost	\$ 79,288	\$ 79,288	\$ 79,288	\$ 79,288
Gross margin	\$ 240,203	\$ 279,269	\$ 323,769	\$ 373,769
Indirect Agency Fees	\$ 93,815	\$ 99,675	\$ 106,350	\$ 113,850
Indirect support staff cost	\$ -	\$ -	\$ -	\$ -
Total indirect expenditures	\$ 93,815	\$ 99,675	\$ 106,350	\$ 113,850
Surplus / (Deficit) (prior VCC overhead)	\$ 146,388	\$ 179,594	\$ 217,419	\$ 259,919
VCC Institutional support (Overhead 38%)	\$ 146,388	\$ 146,388	\$ 146,388	\$ 146,388
Net Surplus / (Deficit)	\$ -	\$ 33,207	\$ 71,032	\$ 113,532

0 0

<i>Gross margin breakeven tuition per student</i>	<i>\$ 19,262</i>	<i>\$ 19,262</i>	<i>\$ 17,280</i>	<i>\$ 17,280</i>
<i>Minimum number of students to cover gross margin</i>	<i>13</i>	<i>12</i>	<i>13</i>	<i>13</i>
<i>Minimum number of students to cover direct + indirect</i>	<i>16</i>	<i>15</i>	<i>16</i>	<i>16</i>
<i>Minimum number of students to cover all costs</i>	<i>20</i>	<i>20</i>	<i>20</i>	<i>20</i>



VCCFA Report to the College Board – September 17, 2019

Prepared by Taryn Thomson, VCCFA President

Welcome back

I hope everyone had a restful and restorative summer break. I would like to welcome **Sue Hammel**, the most recent appointee to the Board. Welcome to VCC! I look forward to this year of working with you and the rest of the VCC Board of Governors.

We at the VCCFA had a busy summer representing our members in issues large and small. We also bargained through the summer and have many more bargaining dates booked through the fall. We look forward to working with the college to come to a strong and progressive agreement.

Interim President of VCC

We would like to welcome Ajay Patel into the role of Interim President at VCC. Ajay has already shown himself to be a person committed to consultation and cooperative leadership, and we look forward to working with him.

Interim and Acting Positions in Administration at VCC

There are currently six administrators in interim or acting roles, and some of them have been doing those jobs a long time. It is not clear when or if the college plans to fill these roles. Some of these portfolios are very large and some of the administrators are doing more than one job. Clearly this is not sustainable for the individuals, or providing the best service to faculty, staff and students. When will the college begin posting and filling these jobs?

New Dean Indigenous Initiatives

We welcome the news from the Student Success office that Elder Lilly Whonnock will be joining VCC to work with students at the downtown campus, and that Elder Dee George will be continuing her work at the Broadways campus. In addition, we are pleased to hear that a new Dean for the area, a Dean of Indigenous Initiatives, will be hired. We hope that these changes herald increased resources to this area. If VCC is to meet the calls to action of the Truth and Reconciliation Committee, the staffing shortages and lack of resources in this vital area of the college must be rectified.

Community Action Committee Recommendations

Each month, the VCCFA Community Action committee donates money to organizations in the community's served by VCC. This month donations are going to:

1. **Loving Spoonful:** \$440 for health and nutrition programs for people living with HIV/AIDS.
2. **Battered Women's Support Services (BWSS):** \$500 to support women attending the AWARE employment program and tickets to support women attending the International Day for the Elimination of Violence Against Women Conference in Vancouver in November.
3. **Aboriginal Women's Intervention, Vancouver Women's Health Collective:** \$500 for food for the group's sessions and emergency child-care funds for participants.

Respectfully submitted,

Taryn Thomson
VCCFA President



Board of Governors Public Meeting
September 25, 2019

ACTION TRACKER

ACTION - Brought forward from June 26, 2019		WHO	COMMENT
1.	Create a framework for international student experience evaluations and advise the Board. J. Hartman requested update at next meeting	Management	SEP 25 UPDATE: Pending.
2.	Consult with VCCFA on revisions to D.1.4 Policy & Procedures & bring back to the Board at a later date.	VP, People & Culture	SEPT 25 UPDATE: Pending



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 25, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Statement of Financial Information for the year Ended March 31, 2019

BACKGROUND:

The Statement of Financial Information (SOFI) is a Ministry of Finance statutory requirement under the Financial Information Act. The Report is due to the Ministry of Advanced Education, Skills and Training (AEST) on or before September 30, 2019.

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

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

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

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

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

DISCUSSION:

The Chair of the Board is required to approve the Statement of Financial Information and the President is required to approve the Management Report. Once approved the report is sent to the Ministry of Advanced Education, Skills and Training.

The Statement of Financial Information includes the following schedules:

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

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the Statement of Financial Information for the year ended March 31, 2019.

ATTACHMENT: APPENDIX A – Statement of Financial Information Period End March 31, 2019

PREPARED BY: Jamie Choi, Interim VP, Administration & CFO

DATE: September 12, 2019

Vancouver Community College
Statement of Financial Information
Schedules required by the Financial Information Act
For the year ended March 31, 2019

Vancouver Community College
Statement of Financial Information
Required under the Financial Information Act
For the Year Ended March 31, 2019

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Schedule I

Vancouver Community College

Statement of Financial Information Approval¹

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

Joey Hartman
Chair

September 25, 2019

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

Vancouver Community College**Management Report¹**

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

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

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

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

On behalf of Vancouver Community College,

Ajay Patel
Interim President
September 25, 2019

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

Schedule III

Vancouver Community College

Schedule of Debts

As at March 31, 2019, the balance of the capital lease agreement shared between the College and:

- BCIT - \$7,110,122
- CSI Leasing - \$2,595,878
- Ricoh - \$839,495

Schedule IV

Financial Statements of

VANCOUVER COMMUNITY COLLEGE

Year ended March 31, 2019

VANCOUVER COMMUNITY COLLEGE

Statement of Management Responsibility


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

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


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

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

On behalf of Vancouver Community College



Dr. Peter Nunoda
President
May 29, 2019



Jamie Choi
Interim Vice President, Finance & CFO
May 29, 2019



OFFICE OF THE
Auditor General
of British Columbia

INDEPENDENT AUDITOR'S REPORT

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

Qualified Opinion

I have audited the accompanying financial statements of Vancouver Community College (“the entity”), which comprise the statement of financial position as at March 31, 2019, and the statements of operations and accumulated surplus, changes in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In my opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of my report, the financial statements present fairly, in all material respects, the financial position of Vancouver Community College as at March 31, 2019, and the results of its operations, change in its net debt, remeasurement gains and losses and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards (PSAS).

Basis for Qualified Opinion

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified opinion.

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

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

This departure has existed since the inception of the standard, which applies to periods beginning on or after April 1, 2012. Had the entity made an adjustment for this departure in the current year, as at March 31, 2019, the liability for deferred revenue would have been lower by \$0.7 million, the liability for deferred capital contributions would have been lower by \$73.3 million,

revenue, annual surplus and accumulated surplus would have been higher by \$74 million and net debt would have been lower by \$74 million.

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the entity in accordance with the ethical requirements that are relevant to my audit of the entity's financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements.

Responsibilities of Management and Those Charged with Governance for the Financial Statements.

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

In preparing the financial statements, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting when the entity will continue its operations for the foreseeable future.

Auditor's Responsibilities for the Audit of Financial Statements

My objectives are to obtain reasonable assurance about whether the entity's financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decision of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

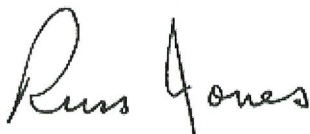


VANCOUVER COMMUNITY COLLEGE
Independent Auditor's Report

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and communicated with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.


Russ Jones, FCPA, FCA
Deputy Auditor General

Victoria, British Columbia, Canada
May 30, 2019



VANCOUVER COMMUNITY COLLEGE

Statement of Financial Position

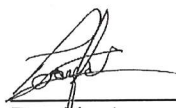
March 31, 2019, with comparative information for 2018

	2019	2018
Financial assets		
Cash and cash equivalents	\$ 27,403,442	\$ 21,488,320
Investments (note 4)	237,500	237,500
Accounts receivable	2,995,234	1,867,191
Due from government and other government organizations (note 5)	1,001,077	1,104,386
Inventories for resale	1,016,721	969,696
	<u>32,653,974</u>	<u>25,667,093</u>
Liabilities		
Accounts payable and accrued liabilities (note 6)	20,969,620	15,905,499
Due to government and other government organizations (note 5)	267,248	168,216
Employee future benefits (note 7)	2,205,000	2,173,000
Deferred tuition fees (note 8)	8,230,493	6,251,895
Deferred revenue (note 9)	3,010,495	3,332,908
Deferred capital contributions (note 10)	73,405,545	75,734,721
Capital lease obligation (note 11)	10,545,495	8,653,713
	<u>118,633,896</u>	<u>112,219,952</u>
Net debt	(85,979,922)	(86,552,859)
Non-financial assets		
Tangible capital assets (note 12)	106,108,936	104,973,826
Inventories held for use	120,659	121,447
Prepaid expenses	361,838	403,827
	<u>106,591,433</u>	<u>105,499,100</u>
Accumulated surplus	\$ 20,611,511	\$ 18,946,241

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

See accompanying notes to financial statements.

Approved on behalf of the Board:



 President



 Chair of the Board

VANCOUVER COMMUNITY COLLEGE

Statement of Operations and Accumulated Surplus

Year ended March 31, 2019, with comparative information for 2018

	Budget	2019	2018
	(note 2 k)		
Revenue			
Province of British Columbia grants and contributions	\$ 59,637,233	\$ 60,301,696	\$ 57,542,378
Province of British Columbia contracts	522,477	1,553,641	1,633,265
Federal Government grants and contracts	3,684,624	4,185,447	3,953,712
Tuition and student fees	33,520,649	33,535,422	28,946,606
Sales of goods and services	6,307,654	6,141,135	5,909,597
Other grants and contracts	72,499	1,468,604	817,806
Miscellaneous income	2,026,550	2,524,251	2,910,245
Investment income	200,000	451,667	260,596
Revenue recognized from deferred capital contributions	5,820,172	5,074,488	5,497,923
	111,791,858	115,236,351	107,472,128
Expenses (note 17)			
Instruction and instructional support	104,771,647	105,777,737	98,283,979
Ancillary operations	6,500,211	6,636,403	6,602,478
Special purpose funds	520,000	1,156,941	1,680,201
	111,791,858	113,571,081	106,566,658
Annual surplus (deficit)	\$ -	\$ 1,665,270	\$ 905,470
Accumulated surplus, beginning of year	18,946,241	18,946,241	18,040,771
Accumulated surplus, end of year	\$ 18,946,241	\$ 20,611,511	\$ 18,946,241

See accompanying notes to financial statements.

VANCOUVER COMMUNITY COLLEGE

Statement of Change in Net Debt

Year ended March 31, 2019, with comparative information for 2018

	Budget (note 2 k)	2019	2018
Annual surplus (deficit)	\$ -	\$ 1,665,270	\$ 905,470
(Acquisition) of tangible capital assets	(3,000,000)	(6,753,677)	(5,438,712)
Amortization of tangible capital assets	8,728,978	8,453,913	8,389,535
Capital lease obligation	903,312	(2,835,346)	(994,728)
	6,632,290	(1,135,110)	1,956,095
(Acquisition) of inventories	-	(120,659)	(121,447)
(Acquisition) of prepaid expenses	-	(361,838)	(403,827)
Use of inventories	-	121,447	112,893
Use of prepaid expenses	-	403,827	263,443
	-	42,777	(148,938)
Decrease (increase) in net debt	6,632,290	572,937	2,712,627
Net debt, beginning of year	(86,552,859)	(86,552,859)	(89,265,486)
Net debt, end of year	\$ (79,920,569)	\$ (85,979,922)	\$ (86,552,859)

See accompanying notes to financial statements.

VANCOUVER COMMUNITY COLLEGE

Statement of Cash Flows

Year ended March 31, 2019, with comparative information for 2018

	2019	2018
Cash provided by (used in):		
Operations:		
Annual surplus (deficit)	\$ 1,665,270	\$ 905,470
Items not involving cash:		
Amortization of tangible capital assets	8,453,913	8,389,535
Revenue recognized from deferred capital contributions	(5,074,488)	(5,497,923)
Change in employee future benefits	32,000	473,604
Change in non-cash operating working capital:		
(Increase) in accounts receivable	(1,128,043)	(15,175)
(Increase) in inventories for resale	(47,025)	(161,317)
Decrease in due from government and other government organizations	103,309	258,341
Decrease (increase) in prepaid expenses	41,989	(140,384)
Decrease (increase) in inventories held for use	788	(8,554)
Increase in accounts payable and accrued liabilities	5,064,121	3,198,592
Increase in due to Province of British Columbia and other government organizations	99,032	16,461
Increase in deferred tuition fees	1,978,598	691,360
(Decrease) increase in deferred revenues	(322,413)	508,842
Net change in cash from operating activities	10,867,051	8,618,852
Capital activities:		
(Acquisition) of tangible capital assets	(6,753,677)	(5,438,713)
Net change in cash from capital activities	(6,753,677)	(5,438,713)
Financing activities:		
Principal (increase) capital lease obligation	(943,564)	(436,544)
Deferred capital contributions received	2,745,312	2,607,239
Net change in cash from financing activities	1,801,748	2,170,695
Net increase in cash and cash equivalents	5,915,122	5,350,834
Cash and cash equivalents, beginning of year	21,488,320	16,137,486
Cash and cash equivalents, end of year	\$ 27,403,442	\$ 21,488,320

See accompanying notes to financial statements.

Interest received during the year was \$451,667 (2018 - \$260,596). Interest paid during the year was \$413,024 (2018 - \$339,395).

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements

Year ended March 31, 2019

1. Authority and Purpose:

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

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

2. Summary of significant accounting policies:

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

(a) Basis of accounting:

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

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

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

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

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

2. Summary of significant accounting policies (continued):

(a) Basis of accounting (continued):

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

(b) Cash and cash equivalents:

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

(c) Financial instruments:

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

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

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

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

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

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

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

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

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

2. Summary of significant accounting policies (continued):

(d) Inventories for resale:

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

(e) Non-financial assets:

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

(i) Tangible capital assets:

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

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

Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets are written down when conditions indicate that they no longer contribute to the College's ability to provide goods and services.

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

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

2. Summary of significant accounting policies (continued):

(ii) Inventories held for use:

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

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

(iii) Prepaid expenses:

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

(f) Employee future benefits:

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

(ii) Sick leave benefits are also available to the College's employees. The costs of these benefits are actuarially determined based on length of service and best estimates of benefit usage, retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected employee average remaining service life. The accrued benefit obligation and the net periodic benefit cost were estimated by an actuarial valuation completed March 31, 2019.

(iii) The College provides long-service and gratuity benefits to the employees. The costs of these benefits are actuarially determined based on length of service and best estimates of benefit usage, retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected employee average remaining service life. The most recent valuation of the College's future employee benefits was completed March 31, 2019.

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

(v) Certain College employees are entitled to the continuation of health and dental benefits while on disability leave. The accrued benefit obligation for currently disabled employees was estimated by an actuarial valuation for accounting purposes at March 31, 2019. The costs of insured benefits reflected in these statements are the employer's portion of the insurance premiums owed for coverage of employees during the period.

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

2. Summary of significant accounting policies (continued):

(g) Revenue recognition:

(i) Fees for services:

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

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

(ii) Contributions:

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

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

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

(iii) Investment income:

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

(h) Expense recognition:

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed."

(i) Asset retirement obligations:

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

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

(j) Foreign currency translation:

The College's functional currency is the Canadian dollar. Transactions in foreign currencies are translated into Canadian dollars at the exchange rate in effect on the transaction date. Monetary assets

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

2. Summary of significant accounting policies (continued):

and liabilities denominated in foreign currencies and non-monetary assets and liabilities which were designated in the fair value category under the financial instrument standard are reflected in the financial statements in equivalent Canadian dollars at the exchange rate in effect on the statement of financial position date. Any gain or loss resulting from a change in rates between the transaction date and the settlement date or statement of financial position date is recognized in the Statement of Operations.

(k) Budget figures:

The budget figures have been derived from the 2018/19 Budget approved by the Board of Governors of the College on April 4, 2018. The budget is reflected in the Statement of Operations and the Statement of Changes in Net Debt.

(l) Measurement uncertainty:

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

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

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

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

- (a) March 31, 2019 – overstatement of the annual surplus by \$1,021,396 (March 31, 2018 – overstatement of the annual surplus by \$2,263,489).
- (b) March 31, 2019 – understatement of the beginning balance of accumulated surplus by \$75,040,975 and an overstatement of deferred operating contributions by \$714,246 and deferred capital contributions by \$73,305,333 (March 31, 2018 – understatement of the beginning balance of accumulated surplus by \$77,449,820 and an overstatement of deferred operating contributions by \$353,851 and deferred capital contributions by \$74,832,480).

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

4. Investments:

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

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

	2019	2018
Due from the Province of British Columbia	\$ 65,787	\$ 125,021
Due from the Federal Government	935,290	979,365
	\$ 1,001,077	\$ 1,104,386
Due to the Province of British Columbia	98,300	15,715
Due to BCIT	168,948	152,501
	\$ 267,248	\$ 168,216

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

6. Accounts payable and accrued liabilities:

	2019	2018
Accounts payable and accrued liabilities	\$ 6,920,851	\$ 4,742,178
Salaries and benefits payable	4,479,583	3,416,552
Accrued vacation payable	2,890,280	2,601,374
Student deposits	6,678,906	5,145,395
	\$ 20,969,620	\$ 15,905,499

7. Employee future benefits:

(a) Pension plan

The College and its employees contribute to the College Pension Plan and Municipal Pension Plan (jointly trustee pension plans). The boards of trustees for these plans, representing plan members and employers, are responsible for administering the pension plans, including investing assets and administering benefits. The plans are multi-employer defined benefit pension plans. Basic pension benefits are based on a formula. As at August 31, 2018, the College Pension Plan has about 14,000 active members, and approximately 8,000 retired members. As at December 31, 2017, the Municipal Pension Plan has about 197,000 active members, including approximately 6,000 from colleges.

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

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

7. Employee future benefits (continued)

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

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

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

The College paid \$6,202,197 (2018 - \$5,885,928) for employer contributions to the plan in fiscal 2019.

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

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

(b) Employee future benefits

	2019	2018
Sick leave	\$ 1,339,000	\$ 1,382,000
Long-service and gratuity	306,000	308,000
Long term disability health & dental benefits	560,000	483,000
Accrued benefit liability, end of year	\$ 2,205,000	\$ 2,173,000

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

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

7. Employee future benefits (continued)

employee service to the accounting date are included in the College's statement of financial position. The accrued benefit obligation and the net periodic benefit costs were estimated by an actuarial valuation completed in March 2019.

- ii. Certain excluded employees (employed prior to August 2010) earn 3 days per year in addition to vacation in accordance with the terms and conditions of their employment contracts. The current gratuity plan for support staff ceased to accumulate as of December 31, 2016, and the balance of gratuity plan will not increase in the future. The accrued benefit obligation for long service days and gratuity plan was estimated by an actuarial valuation for accounting purposes as at March 31, 2019.
- iii. Certain employees of the College are entitled to the continuation of extended health, dental and Medical Service Plan (MSP) benefits in accordance with the terms and conditions of their employment contracts. Coverage is extended to disabled employees, their spouses and dependent children while on disability. Faculty and Exempt employees receive these benefits from their date of disability to the earlier of recovery from disability and return to work or age 65. The accrued benefit obligation for currently disabled employees was estimated by an actuarial valuation for accounting purposes as at March 31, 2019.

	2019	2018
Balance, beginning of the year	\$ 2,173,000	\$ 1,699,397
Current benefit cost	119,000	550,000
Interest cost	66,000	62,000
Benefits paid	(211,000)	(252,000)
Plan amendment	-	(257,000)
Expense for long term disability health & dental benefits	63,000	483,000
Recognized actuarial (gain)/loss	(5,000)	(112,397)
Accrued benefit obligation, end of year	2,205,000	2,173,000
Accrued benefit obligation, end of year consists of:		
Accrued obligation, end of year	\$ 2,129,000	\$ 2,101,000
Unamortized actuarial gains/(losses)	76,000	72,000
Accrued benefit obligation, end of year	\$ 2,205,000	\$ 2,173,000

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

	2019	2018
Discount rates	2.9%	3.2%
Expected future base wage and salary increases	2.50%	2.50%

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

8. Deferred tuition fees:

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

	Opening balance	Receipts during year	Transferred to revenue	2019 Total
Deferred tuition	\$ 6,251,895	\$ 35,514,020	\$ (33,535,422)	\$ 8,230,493

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

9. Deferred revenue:

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

	Opening balance	Receipts during year	Transferred to revenue	2019 Total
Deferred contract	\$ 704,073	\$ 6,719,949	\$ (7,122,043)	\$ 301,979
Deferred contributions	2,628,835	6,453,189	(6,373,508)	2,708,516
Deferred revenue and contribution	\$ 3,332,908	\$ 13,173,138	\$ (13,495,551)	\$ 3,010,495

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

10. Deferred capital contributions:

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

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

10. Deferred capital contributions (continued)

	2019	2018
Balance at beginning of the year	\$ 75,734,721	\$ 78,625,405
Contributions received	2,745,312	2,607,239
Less amortization to revenue	(5,074,488)	(5,497,923)
	\$ 73,405,545	\$ 75,734,721

Deferred capital contributions are comprised of the following:

	2019	2018
Unamortized capital contributions	\$ 73,305,333	\$ 74,832,480
Unspent contributions	100,212	902,241
	\$ 73,405,545	\$ 75,734,721

11. Obligations under capital lease

(a) Annacis Island Campus

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

2020	\$	378,466
2021		390,350
2022		390,350
2023		390,350
2024		390,350
Thereafter		10,092,720
Total minimum lease payments		12,032,586
Less amounts representing interest (at 4.19% per annum)		(4,922,464)
Present value of net minimum capital lease payments	\$	7,110,122
Total interest on the capital lease for the year	\$	299,177

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

11. Obligations under capital lease (continued)

(b) Computer and copier equipment

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

2020	\$	1,199,464
2021		1,091,658
2022		847,399
2023		497,122
2024		45,487
Thereafter		-
Total minimum lease payments		3,681,130
Less amounts representing interest (Nil to 1.85% per annum)		(245,757)
Present value of net minimum capital lease payments		\$ 3,435,373
Total interest on the capital lease for the year		\$ 113,847

Total interest on leases for the year was \$413,024 (2018 – \$339,395).

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

12. Tangible capital assets:

2019	Land	Buildings	Building improvements	Building under capital lease	Furniture and equipment	Leasehold improvements	Computer hardware and software	Computer equipment under capital lease	2019 Total
Cost									
Opening balance	\$ 7,744,768	\$ 144,414,647	\$ 12,278,798	\$ 7,350,333	\$ 25,201,225	\$ 4,202,525	\$ 16,907,471	\$ 1,952,312	\$ 220,052,079
Additions	-	-	3,684,081	-	1,657,539	-	1,412,057	2,835,346	9,589,023
Disposals	-	-	-	-	-	-	-	-	-
Ending	7,744,768	144,414,647	15,962,879	7,350,333	26,858,764	4,202,525	18,319,528	4,787,658	229,641,102
Accumulated amortization									
Opening balance	-	74,871,951	2,366,493	898,377	20,622,532	504,978	15,330,558	483,364	115,078,253
Amortization	-	3,505,395	941,390	245,013	1,802,792	140,086	888,969	930,268	8,453,913
Disposals	-	-	-	-	-	-	-	-	-
Closing balance	-	78,377,346	3,307,883	1,143,390	22,425,324	645,064	16,219,527	1,413,632	123,532,166
Net book value	\$ 7,744,768	\$ 66,037,301	\$ 12,654,996	\$ 6,206,943	\$ 4,433,440	\$ 3,557,461	\$ 2,100,001	\$ 3,374,026	\$ 106,108,936

2018	Land	Buildings	Building improvements	Building under capital lease	Furniture and equipment	Leasehold improvements	Computer hardware and software	Computer equipment under capital lease	2018 Total
Cost									
Opening balance	\$ 7,744,768	\$ 144,414,647	\$ 8,888,987	\$ 7,350,333	\$ 73,868,911	\$ 4,202,525	\$ 25,517,462	\$ 957,584	\$ 272,945,217
Additions	-	-	3,389,811	-	1,418,643	-	630,259	994,728	6,433,441
Disposals	-	-	-	-	(50,086,329)	-	(9,240,250)	-	(59,326,579)
Ending	7,744,768	144,414,647	12,278,798	7,350,333	25,201,225	4,202,525	16,907,471	1,952,312	220,052,079
Accumulated amortization									
Opening balance	-	71,262,087	1,660,900	653,365	68,478,045	364,893	23,511,368	84,639	166,015,297
Amortization	-	3,609,864	705,593	245,012	2,230,816	140,085	1,059,440	398,725	8,389,535
Disposals	-	-	-	-	(50,086,329)	-	(9,240,250)	-	(59,326,579)
Closing balance	-	74,871,951	2,366,493	898,377	20,622,532	504,978	15,330,558	483,364	115,078,253
Net book value	\$ 7,744,768	\$ 69,542,696	\$ 9,912,305	\$ 6,451,956	\$ 4,578,693	\$ 3,697,547	\$ 1,576,913	\$ 1,468,948	\$ 104,973,826

13. Associated organization:

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

The College had the following transactions with the Foundation:

	2019	2018
Foundation contributed awards and bursaries to the College	\$ 778,502	\$ 635,677
Foundation provided project funding and equipment to the College	168,087	68,329
Foundation reimbursed the College for salaries expenses	361,540	367,552
College contributed grants to the Foundation for operating expenses	401,540	407,552

As of March 31, 2019, the College had accounts receivable from the Foundation of \$22,216 (2018 - \$11,521) for expenses that were paid for by the College on behalf of the Foundation. At March 31, 2019, the Foundation had net assets of \$14.5 million (2018 - \$14.1 million).

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

13. Associated organization (continued)

For the year ended March 31, 2019, gift in kind donations from the Foundation to the College were \$37,599 (2018 - \$64,940) of which \$0 (2018- \$0) was recorded as tangible capital assets.

14. Contractual obligations:

(a) Building construction contracts:

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

(b) Operating lease land

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

Payments required under this lease are as follows:

2020	\$	123,558
2021		127,438
2022		127,438
2023		127,438
2024		127,438
Thereafter		3,294,933
Total minimum lease payments		\$ 3,928,243

(c) Service contracts:

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

2020	\$	2,969,220
2021		1,506,129
2022		210,000
2023		210,000
2024		-
Thereafter		-
		\$ 4,895,349

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

15. Contractual rights

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

2020	\$	4,872,177
2021		125,000
2022		104,167
2023		-
2024		-
	\$	5,101,344

16. Contingent liabilities:

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

17. Expenses by object:

The following is a summary of expenses by object:

	2019	2018
Salaries and benefits	\$ 82,383,573	\$ 76,669,687
Supplies and services	12,265,942	11,213,858
Building and telecom	6,816,797	6,562,006
Cost of goods sold	3,650,856	3,731,572
Amortization	8,453,913	8,389,535
	\$ 113,571,081	\$ 106,566,658

18. Financial risk management:

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

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

(a) Credit risk:

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

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements (continued)

Year ended March 31, 2019

18. Financial risk management: (continued)

(b) Market risk:

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

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

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

(c) Liquidity risk:

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

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

Schedule V

Vancouver Community College

Schedule of Guarantee and Indemnity Agreements¹

The number of financial guarantee and indemnity agreements in force which require government approval prior to being given under the Financial Administration Act Guarantees and Indemnities Regulation during the 2018/19 fiscal year was 22.

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

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2019

Employee	Remuneration	Other Expense
Adams, Virginia	93,614	1,663
Aghakian, Patris	87,875	10,630
Aitken, Robert	91,522	7,411
Apouchtine, Leszek	85,751	2,688
Arellano, Jose	87,030	1,414
Ariss, Carrie	90,195	3,070
Aro, Susan	94,775	475
Aulakh, Surinder	118,842	686
Austin, Pat	91,522	380
Au-Wong, Elaine	91,522	1,296
Avery, Wayne	91,522	792
Bach, Donald	91,522	0
Baily, Nancy	91,522	2,371
Balagopal, Raji	90,047	0
Balandy, Ali	77,332	0
Barbati, Pam	91,522	1,996
Barclay, Heather	91,522	3,257
Barillaro, Francesco	97,667	475
Barnes, William	91,522	526
Bauden, Bonnie	91,522	919
Beacham, Brian	118,842	5,290
Beauchamp, Robert	91,522	475
Bedford, Timothy	86,527	0
Beerwald, Denise	92,397	1,216
Bekirov, Aydan	75,204	0
Belton, Susan	91,522	4,776
Bestard, Stacy	86,548	160
Beveridge, Lisa	92,652	629
Bhimji, Azeem	91,522	490
Bird, Carole	95,336	250
Black, Meridy	91,522	4,605
Boras, Susan	92,351	276
Bouchard, Lee	92,964	0
Boulanger, Paula	85,737	628
Brandwood, Linda	91,522	536
Broekhuizen, Shawna	84,231	1,556
Brooke, Karen	91,522	4,509
Brown, Ben	91,522	436
Brown, Michael	91,522	475
Brunt, Caroline	91,522	1,098
Buchanan, Gina	84,611	892
Buckham, Jill	91,522	86
Burke, Melanie	93,136	3,175
Burns, Stephen	76,338	798

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2019

Employee	Remuneration	Other Expense
Burnyeat, Elizabeth	79,322	184
Buxton, Margaret	92,564	468
Caglayan, Alper	91,522	4,975
Caldwell, Robert	91,522	0
Callaghan, Stephanie	78,276	239
Candela, Andrew	87,884	475
Casajoras, Aquilino	83,882	0
Chan, Bonnie	81,659	0
Chan, Pauline	101,816	225
Chan, Phoebe	77,154	2,986
Chang, Norman	103,502	6,615
Chang, Reynaldo	84,051	100
Chauvet, Vincent	94,775	138
Chernen, Joann	91,922	250
Choi, NaYoung	120,359	10,679
Chong, Fionna	91,520	948
Chow, Carol	85,737	482
Chow, Jennifer	90,076	316
Chow, Louis	91,522	1,503
Christie, Judith	94,492	1,102
Chubey, Betty	91,522	506
Clarke, Shirley	77,992	135
Clarkson, Bruce	91,522	250
Coad, Marnie	91,522	0
Coard, Michael	79,861	0
Cofman, Mindi	92,412	664
Cohen, Jason	91,522	2,751
Colettis, Joanna	75,567	475
Collins, John	91,522	35
Colombo, Greg	91,522	460
Contois, Theresa	91,522	168
Copeland, Jason	84,250	0
Copp Mokkonen, Alicia	86,406	250
Corbett, Jennifer	94,513	56
Cory, Paul	82,438	0
Cosco, Frank	98,623	225
Cowie, Tanya	87,226	5,088
Crawford, Paul	85,737	115
Credico, Randall	91,522	484
Cross, David	94,032	1,005
Crump, Tyra	85,452	154
Cunningham, Margaret	93,410	1,913
Curry, Patrick	91,522	289
Cyr, Richard	94,777	6,668
Cyr, Soleille	99,080	4,800

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2019

Employee	Remuneration	Other Expense
Dannhauer, Louise	93,811	4,101
Dauke, Wolfgang	91,522	1,623
David, Regeline	82,656	1,107
Davies, Mandy	97,794	225
Defert, Ingrid	94,775	4,187
Della-Savia, Maurice	91,522	250
Delparte, Linda	91,522	150
Demeulemeester, John	91,522	475
Desbiens, Sarah	91,522	1,716
Devisser, Jason	91,522	2,724
Dilek, Rita	94,774	475
Doak, Sherry	91,522	1,725
Dobko, Alan	91,522	0
Doherty, Anne	91,522	1,852
Donaldson, Sheetal	102,365	154
Dong, Tania	84,602	73
Duinkerke, Adriaan	86,701	921
Duke, David	91,522	0
Duncan, Deirdre	91,095	1,908
Eberl, Bonita	86,378	464
Enders, Tim	91,522	0
Espinoza, Lorena	94,032	3,493
Farley, Richard	91,522	575
Findlay, Susan	91,522	573
Finley, Alayna	91,523	1,155
Forde, Loney	91,522	3,720
Fournie, James	87,032	531
Franceschini, Gary	91,522	5,693
Frias, Andrew	83,842	1,415
Frith, Brendan	85,737	1,346
Gaffney, Scarlet	91,522	932
Gallagher, Zoe	85,383	0
Galy, Glenn	91,522	150
Garnett, Jane	75,571	50
Garofano, Jodi	91,522	1,437
Gates, Kathryn	91,522	2,573
Ghesen, Feras	83,991	5,742
Gibson, Sally	91,522	1,295
Gilbert, Julie	94,775	3,458
Gill, Collin	94,775	1,622
Gill, Kirandeep	87,719	1,658
Gin, Karen	85,737	629
Glatts, Linda	78,785	3,745
Gordon, Joyce	91,522	260
Gossen, Jennifer	105,058	33,220

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2019

Employee	Remuneration	Other Expense
Gregorowicz, Peter	103,502	639
Griffith, Toby	85,737	250
Griffiths, Brett	118,842	9,093
Groot, James	98,182	0
Guspie, Jerry	118,842	275
Hamill, Patrick	91,522	465
Han, Xiaohui	85,702	1,038
Hardy, Amanda	86,701	2,154
Harrison, Jacqueline	91,522	3,361
Heaps, Marilyn	98,674	515
Henderson, Gregory	91,522	330
Higgins, Brianna	94,423	863
Hills, Karen Jane	94,775	326
Hodgson, Darlene	102,011	3,011
Hogan, Paula	76,608	448
Hooley, Eleanor	89,232	652
Horn, Steven	81,610	0
Horvat, Lynn	91,171	475
Howrigan, Cheryl	91,522	0
Ikeda, Kei	75,669	1,198
Innes, Dennis	118,842	19,102
Ivits, Shantel	86,530	4,052
Izumi, Ken	85,781	1,500
Jang, Elizabeth	91,522	650
Jones, Karin	86,318	345
Jovanovic, Katarina	84,706	726
Joyce, Chris	77,849	184
Joyce, Stephen	76,042	0
Kakushkin, Gabriela	91,522	1,475
Karavas, Costa	94,775	733
Kay, Sarah	81,797	217
Keddis, Andu	91,522	1,066
Kee, Ronald	91,848	273
Kelbert, Maureen	93,614	78
Kelly, Alan	83,481	1,293
Keshvardoost, Maasoumeh	93,339	0
Khayambashi, Hassan	91,522	447
Kimoto, Carmen	92,811	559
Kooner, Pavanpreet	88,013	1,375
Kosa, Esther	91,522	407
Kotko, Michelle	76,424	475
Kowalski, Marlene	147,785	35,854
Kremer, Paula	91,522	91
Krentz, Keith	86,271	1,218
Kunka, Robert	94,775	2,395

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2019

Employee	Remuneration	Other Expense
Kuzmina, Elena	93,614	4,975
Laliberte, Shari	85,737	4,475
Lam, Ellen	89,929	879
Larson, Cathy	91,522	3,263
Latter, Janet	87,875	10,768
Lau, Paul	91,522	250
Law, Karen	91,522	475
Lawrence, Gary	91,522	475
Lee, Ryan	91,522	718
Lefavre, Jillian	92,564	40
Leggatt, Carrie	94,775	225
Lew, Shirley	118,842	5,000
Lewis, John	86,122	599
Lie, Linda	82,757	315
Lie, Phillip	91,522	6,529
Liew, Denis	79,861	0
Lin, Shiow	95,890	1,685
Lo Yan, Pik Ling	90,360	728
Longauer, Ray	89,842	250
Lu, Jackie	77,180	6,495
Lui, Louis	91,522	475
Luk, Cindy	91,522	631
Lunn, Barbara	91,522	1,161
Macdonald, Christie	138,852	2,220
Macdonald, Tobias	85,737	1,133
MacKenzie, Michele	91,522	475
Maddern, Trevor	103,332	830
Major, Lorne	91,922	0
Makhmour, Asal	91,522	1,271
Mand, Harjinder K	79,371	250
Mandryk, Natasha	89,523	288
Manning, Garth	96,964	585
Mathern, Mishele	89,863	365
Mauger, Douglas	94,775	8,629
McDonald, Pamela	81,241	4,040
McGarvie, Bruce	94,775	2,172
McIntyre, Gordon	91,522	1,396
Mclvor, Gordon	118,842	1,996
McKay, Sandra	91,522	475
McKenna, Brian	85,737	0
McLeod, Michele	90,074	0
McMorris, Kenneth	93,878	250
McMullen, David	108,733	3,185
McNaughton, Kathryn	165,369	1,967
McNeill, Kimberly	91,522	947

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2019

Employee	Remuneration	Other Expense
McPherson, Ross	104,835	6,313
McRae, Nancy	91,522	989
Menzies, Julia	81,751	436
Messenger, Sherry	91,522	608
Miletic, Susan	91,522	628
Mollerup, Laurence	84,930	2,409
Morlin, Maria	91,522	4,435
Morrison, Ken	91,522	0
Mui, Gary	91,522	736
Munn, Lorrin	91,522	2,263
Murphy, Caroline	91,522	1,228
Murphy-Clare, Danielle	85,259	0
Nagai-Price, Chikage	85,149	725
Nesbitt, Nancy	105,487	2,162
Nielsen, Christopher	88,830	52
Novak, Signy	96,559	1,457
Nunoda, Peter	184,953	18,400
O'Keefe-Mandarino, Shannon	83,990	0
Oldenburg, Kristina	87,479	337
Orimaco, Helen	85,737	3,731
Otto, Margaret	103,502	1,759
Overton, Catherine	91,522	250
Paassen, Monique	94,181	2,049
Palma, Ronald	77,054	3,500
Parisotto, Heidi	94,775	631
Parker, Jane	91,522	341
Patterson, John	92,028	412
Pavlovic, Sicilija	91,522	225
Perras, Laurent	94,775	4,125
Petrone, Albert	94,775	14
Pfaff, Roland	91,522	0
Phillips, Brian	91,522	999
Pierce, Tami	95,694	5,075
Pitton, Carla	78,504	5,275
Popow, Robin	91,522	7,249
Potter, Chris	91,522	250
Radivojevic, Vesna	91,759	9
Rahmati, Nadia	98,556	884
Randall, Daniela	91,409	142
Rasmussen, Leah	96,079	718
Rastan, Mandana	91,522	225
Ravensbergen, Ian	91,522	475
Ready, Nora	92,618	78
Reed, Heidi	84,322	161
Rehnby, Lorraine	85,737	475

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2019

Employee	Remuneration	Other Expense
Reimer, Bonnie	91,522	2,853
Richards, Skye	91,522	0
Riquelme, Robert	91,409	62
Ritchie, Alexander	91,522	1,099
Roberts, Helen	94,775	516
Rogers, Sean	91,522	778
Romashenko, Alex	91,522	767
Rose, Donna	76,845	67
Rosko, Michelle	93,614	1,570
Rossol, Pamela	91,522	0
Roszell, William	83,304	0
Rowlatt, Todd	94,510	0
Rubner, Wayne	91,522	66
Rudko, Alison	75,125	2,221
Ruppe, Herbert	89,967	458
Ryan, David	91,522	0
Salimian, Hamid	85,737	138
Sam, Andrea	91,523	0
Samson, Rosalyn	91,522	2,707
Sandhu, Herraj	89,601	1,206
Saraw, Jasjit	87,830	257
Sartori, Clodine	154,645	601
Sauve, Claire	78,521	2,919
Sawkins, Tanis	103,884	16,850
Schappert, Janita	92,000	4,183
Schubert, Allison	82,609	3,725
Scott, Nigel	84,534	616
Sellwood, Andy	98,623	606
Seremba, Bwanika	86,701	2,680
Sestak, Cindy	88,968	465
Shehadeh, Jacqueline	92,128	3,218
Shin, Jane	118,842	8,376
Shorter, Dennis	90,527	168
Shortt, Karen	97,001	408
Sidhu, Gurpreet	77,736	282
Sigmund, Diana	85,737	1,020
Sigston, Janice	89,478	0
Simpson, Emily	92,000	824
Singh, Ron	89,472	471
Smith, Richard	83,085	0
Spolowicz, Ralph	97,255	0
Sproston, Derek	92,265	123
Squires, Ellen	82,002	449
Sran, Gurpreet	91,522	796
Steele, Michael	91,522	2,376

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2019

Employee	Remuneration	Other Expense
Steele, Natalie	93,717	606
Stevenson, David	81,553	5,316
Sucloy, Lorraine	91,522	677
Sukic, Ysabel	93,614	3,984
Supeene, Lisa	91,522	1,619
Szeto, Ann	91,522	528
Tada, Rose	91,522	2,664
Tanaka, Marcia	94,985	1,266
Terpstra, Jadene	85,916	676
Tetrault, Jennifer	84,602	1,304
Theny, Janet	94,775	103
Thomson, Taryn	93,117	1,660
Tiagi, Raaj	89,632	0
Ting, Elle	98,623	7,873
Tittel, Michael	92,397	834
To, Naomi	91,522	909
Touahria, Suzanne	94,775	6,339
Tran, Teresa	94,443	1,308
Trettenero, Mario	91,524	69
Tsang, Barry	94,623	0
Tunnah, Michael	91,522	475
Turone, Ellen	75,887	0
Van, Diem Ly	94,032	225
Vassallo, Cateno	79,113	0
Vera, Maria De La Paz	93,879	472
Vestergaard, Laurie	94,021	1,903
Wagner, Lisa	97,854	3,421
Wakabayashi, Pamela	88,968	4,714
Wallace, Judith	78,001	666
Wansink, Elmer	118,539	21,236
Warick, Rachel	79,932	2,311
Wells, David	118,842	1,781
Westerman, Tate	93,377	0
Wheatley, Aimee	76,400	804
Wheatley, Matthew	91,522	400
Wightman, Kelly	80,685	3,598
Wiik, Maija-Liisa	126,744	1,544
Wilson, Karen	130,385	2,141
Wiwchar, Sheri	94,909	294
Wong, Doreen	87,525	537
Wong, Jennifer	84,602	470
Woods, Alison	91,885	189
Workman, Doug	91,522	1,199
Worrall, Blair	80,284	0
Wright, Julie	91,522	1,328

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2019

Employee	Remuneration	Other Expense
Yang, Chee Kwong	80,845	120
Yee, Susan	90,527	240
Young, Barbara	91,522	631
Yue, Chung-Bun	86,701	2,712
Zakher, George	87,644	250
Zakoor, Jo-Ellen	105,960	1,150
Zalezsak, Ella-Fay	93,614	3,436
Zelitt, Sarah	83,849	659
Zemp, Luzia	91,559	590
Total paid to employees with remuneration more than \$75,000	33,839,606	657,852
Total paid to employees with remuneration less than \$75,000	<u>32,026,409</u>	<u>303,366</u>
Total paid to all employees	65,866,015	961,218
Other Salary costs *	<u>16,517,558</u>	<u>-</u>
Total Salaries and benefits & restructuring costs per Financial Statements	<u><u>82,383,573</u></u>	<u><u>961,218</u></u>

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

Schedule VII

Vancouver Community College
Schedule of Remuneration and Expenses
For the Board of Directors
For the year ended March 31, 2019

	Position	Remuneration	Other Expenses
Aynsley, Brenda	Board Member	1,540.25	
Corrales, Armor Valor	Board Member	689.67	
Davies, Elizabeth	Board Member	1,295.04	
Dhaliwal, Pardeep	Board Member	666.68	
Hartman, Jocelyn	Board Chair from Aug 1, 2018	1,226.08	
Hashemi, Zahra	Board Member	1,072.81	1,808.97
Klis, Erin	Board Member	-	1,746.13
Lau, Chloe	Board Member	1,992.37	
Manning, Garth	Board Member	-	
Nicolas, Rene-John	Board Member	1,992.37	
Puri, Tarun	Board Member	1,149.44	
Rahsid, Mahin	Board Member	613.04	
Rajagopalan, Shobha	Board Member	1,287.37	
Ryan, Pam	Board Chair to July 31, 2018	881.26	
Ting, Elle	Board Member	-	
Tourigny, Richard	Board Member	1,992.37	
		<hr/>	<hr/>
		<u>16,398.75</u>	<u>3,555.09</u>

* Board Members have waived their board remuneration partially or fully

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

Schedule VIII

Vancouver Community College

Statement of Severance Agreements¹

There was one (1) severance agreement under which payments commenced between the College and its non-unionized staff during Fiscal 2018/19.

This agreement was for payment of eight months pay.

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

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2019

Vendor	Amount
Acklands - Grainger Inc	25,338
Air Canada	57,748
AKZENTZ Professional Nail Products	29,474
Al Scott Lock And Safe	38,366
Alberta Sales Auto-Quip Sales & Service LTD	27,002
Albion Fisheries	51,789
AlSCO Canada	233,601
Alvis Tsui (FSS) Inc.	26,009
Amazon	70,672
AMF Media Group (Armanino Canada ULC)	30,974
Aon Reed Stenhouse Inc	26,246
Associated Health Systems	43,164
BC Federation Of Students	229,897
BC Hydro & Power Authority	867,356
BCIT	142,400
BCNet	590,004
Bell Canada	26,512
Best Service Pros Ltd	1,260,117
Black & McDonald	2,728,980
Broadway Refrigeration	59,906
Brooks-Corning Co Ltd	26,159
BSIbio Packaging Solutions	67,824
C3M Construction Group Inc	215,434
Camosun College	57,808
Canada Cutlery Inc.	35,022
Canada Post Corporation	33,130
Canadian Edge International Corp.	88,205
Canbridge Business Group Ltd.	29,154
Central Web Offset Limited	53,898
Chef's Hat Inc	75,992
Chernoff Thompson Architects	108,369
Cherwell Software	27,686
Children's Arts Umbrella Association	146,439
Citrix Systems Inc	99,549
City Elevator Ltd	30,777
City Of Vancouver	161,617
Colleges and Institutes Canada	30,845
Columbia Dentoform Corp.	29,495
Commissioner Of College Superannuation	9,007,612
Commissioner Of Municipal Superannuation	2,675,470

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2019

Vendor	Amount
Compass (Tranlink)	34,388
Compugen Inc	184,883
Compugen Inc. (USD)	34,008
Cornerstone Planning Group	30,185
Corporate Express Canada Inc	280,969
Creative Energy Vancouver Platforms Inc.	94,389
CSI Leasing Canada Ltd.	793,196
CUPE Local 4627	334,170
DA Architects + Planners	35,962
Dannyco Professional	39,768
DAS Consulting	37,775
Deluxe Seafood Vancouver	126,358
Dentsply Canada Ltd	57,511
Dermalogica	38,968
DIALOG BC Inc.	98,219
EBSCO	28,811
Editions du Renouveau Pedagogiques	31,762
Ellucian Technologies Canada ULC	185,680
EMC Corporation of Canada	509,606
Eminence Organic Skin Care	37,106
EMS Software, LLC.	34,701
Energy Network Services Inc.	201,377
ESC Automation	247,496
Feature Millwork Inc	47,145
Fikowski, Jill M.	27,200
Finning International Inc	122,441
Flow Consulting	29,047
Flynn Canada Ltd	110,292
FMEP Payment Services	35,175
FortisBC Natural Gas	60,743
Fraser Health Authority	38,400
Freshpoint Foodservice	303,048
Fulcrum Management Solutions Ltd.	41,762
Fusion Security Inc.	104,033
Genumark Promotional Merchandise Inc.	38,071
Georgia Straight	34,838
Glacier Communications Inc.	31,920
Go Go Canada Enterprise Ltd	26,015
Google	82,458
Gordon Food Service Canada Ltd.	237,796
Graphic Office Interiors	85,259

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2019

Vendor	Amount
Gregg Distributors (B.C.) Ltd.	130,517
Henry Schein/ Zahn Canada	206,722
Heritage Food Service Group of Canada Ltd.	49,868
Heritage Office Furnishings	85,432
Holaco Construction (1997) Ltd	836,349
Holmes & Brakel (B.C.) Inc.	88,750
HSK Travel	36,668
Hu-Friedy Mfg Co LLC	41,863
ILSC Education Group	49,167
Impark	43,289
Island Key Computer Ltd	43,841
Ivoclar Vivadent Inc	32,182
J & K Poultry Ltd	87,609
Joeun Education Consulting Education (JnD Education Ltd)	35,430
John Wiley And Sons Canada Ltd	112,449
Kao Canada Inc.	146,408
KDS Construction Ltd	132,889
Kilgore International Inc	37,038
Kim Okran ISC (Vancouver Head Office)	45,957
Kingdom Beauty Supplies Ltd	112,804
Lamar Companies	45,294
Lincoln Electric Company of Canada LP	72,498
Lisa Southern Barrister and Solicitor	34,659
Login Brothers Canada	130,090
Long View Systems Corporation	674,333
Lordco Parts Ltd	36,744
M Square Business Solutions Inc.	384,763
M3 Architecture Inc	34,660
Mac Tools	41,907
Make up Forever	31,475
Meadow Valley Meats	88,769
Medical Services Plan	535,301
Microserve V8205	25,559
Millennium Computer Systems Ltd	32,984
Minister of Finance	324,189
Mitchell Press Ltd	29,231
Mitel Networks Corporation	71,825
Monte Cristo Bakery	79,899
Morneau Shepell Ltd	40,408
Mount Pleasant Neighbourhood House	38,150
Musqueam Indian Band	30,000

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2019

Vendor	Amount
Native Education Centre	2,078,895
NEC-Native Education College	36,000
Nelson Education Ltd	119,662
Newton's High Quality Meats Ltd	69,835
Noaisys	36,877
Oriac Trading Co Ltd	83,911
Pacific Blue Cross	3,586,521
Pacific Community Resources Society	31,500
Pacific Immigrant Resources Society	57,301
Pacific Restaurant Supply, Inc.	29,127
Paladin Security Group Ltd	915,849
Patterson Dental	68,192
Pattison Outdoor Advertising	77,538
Pearson Education Canada	182,660
Pepsi Bottling Group	91,612
Plotform	27,804
Portables Plus Limited	59,435
Prince	38,148
Prism Engineering Ltd	118,209
ProActive Hazmat & Environmental Ltd.	31,332
ProQuest LLC (CAD)	47,995
PSEA	31,500
R E D Real Estate Design	64,388
Receiver General For Canada	17,442,860
Revolution Resource Recovery Inc.	153,886
RFS Canada	179,984
Ricoh Canada Inc	172,889
Ritchie Bros. Auctioneers (Canada) Ltd.	39,890
Roper Greyell LLP	125,138
Russell Hendrix Foodservice Equipment	72,892
Sable Industries Inc	34,715
Saputo Foods Limited	159,672
Saskatchewan Polytechnic - Moose Jaw Campus	131,250
Scalar Decisions Inc	206,577
SFU - BC Electronic Library Network	123,634
SFU - Electronic Health Library of BC	28,166
Shell Energy North America (Canada) Inc.	101,600
Snap-on Tools of Canada Ltd	82,854
Snow Cap Enterprises Ltd	184,350
Standard Life	661,645
Steeves and Associates	42,138

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2019

Vendor	Amount
Sto:Lo Aboriginal Skills & Employment	333,283
Students' Union of VCC	1,276,515
Sun Life Assurance Of Canada	1,335,774
Sundown Consulting Services	48,153
Sunlife Of Canada	35,746
SVM Services Canada, Ltd.	30,002
Sysco Vancouver	529,004
TELUS Mobility	69,427
The Academy of Tomorrow Education Inc.	67,613
The Chair Academy	41,029
The Colborne Architechural Group Pacific Inc.	100,493
ThyssenKrupp Elevator	46,468
Toronto Star Newspapers Limited	53,052
Total Energy Systems Ltd	27,355
Translink - U-Pass	1,906,014
UAP INC	28,402
Unilogik Systems Inc.	71,456
University of Northern Iowa	43,322
UVANU Recruit Canada	33,696
VCC Faculty Association	831,879
VCC Foundation	383,400
Veritiv Canada Inc.	67,920
Western Compensation & Benefits Consultants	36,600
White & Peters Ltd	194,772
Worksafe BC	240,306
Total paid to vendors greater than \$25,000	65,317,059
Total paid to vendors \$25,000 or less	5,576,653
Grand Total	70,893,712
Employee and Employer Deduction Payments	-35,463,642
Capital Asset Additions/Depreciation	-1,135,114
Flow Through Payments	-7,230,069
Accruals and Other	4,122,621
Total Operating Expenses per Financial Statements	31,187,508

Schedule X

Vancouver Community College

Statement of Cash Flows for Capital Fund¹

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

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



INFORMATION NOTE

PREPARED FOR: Finance and Audit Committee

DATE: September 11, 2019

ISSUE: Financial Performance (for the Four Months ended July 31, 2019)
Procurement Status Update

2019/20 OPERATING OVERVIEW (APRIL 2019 – JULY 2019)

Revenue for the period was \$38.7 million compared to budget of \$38.2 million (\$557K above plan) and prior year of \$35.8 million (\$2.9 million above prior year) (**Table 4**). Domestic tuition revenue is down for the period by \$302K compared to budget and has been offset by higher international revenue of \$262K. (**Table 1, 2 and 3**).

The School of Hospitality, Food Studies and Applied Business domestic revenue was \$56K lower than budget. However, international revenue was up by \$109K. The School of Arts and Science was \$40K lower than the domestic tuition revenue budget. The School of Trades, Technology and Design domestic tuition revenue was lower than budget by \$67K, with an increase in international revenue of \$95K. The School of Health and Science domestic tuition revenue was down by \$81K.

Total expenses for the period were \$39 million compared to budget of \$39.3 million (\$252K above budget) and prior year of \$35.8 million (\$3.3 million above prior year).

The deficit for period was \$317K compared to a budget deficit of \$1.13 million (\$809K more favourable than budget) and prior year surplus of \$8,000 (\$324K less favourable than prior year).

2019/20 FORECAST TO BUDGET OVERVIEW

2019/20 Forecast (4 months actual + 8 months forecast) in **Table 5** shows that VCC is projecting a breakeven position. Revenue is forecasted to be \$121.2 million compared to budget of \$121.1 million (\$75K above budget and prior year of \$115.2 million (\$5.9 million higher than prior year). Expenses are forecasted to be \$121.2 million compared to budget of \$121.1 million (\$75K higher than budget) and prior year of \$113.6 million (\$7.6 million higher than prior year).

Please note that the September 2019 actual enrolment has not been included in this forecast yet.

ATTACHMENTS: Table 1, 2 and 3: Summary – Revenue by School
Table 4 – Statement of Operations for the Four Months ended July 31, 2019
Table 5 – Statement of Operations: 2019/20 Forecast with Four Months Actual (Ended July 31, 2019) and Eight Months Forecast
Table 6 – Procurement Status update

PREPARED BY: Jamie Choi, Interim VP Administration and CFO

DATE: September 4, 2019

SUMMARY - REVENUE BY SCHOOL

TABLE 1:

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

	2019/20 Actuals (Apr 2019 - Jul 2019)	2019/20 Budget (Apr 2019 - Jul 2019)	Variance Favourable / (Unfavorable)	2018/19 Actuals (Apr 2018 - Jul 2018)	Variance Favourable / (Unfavorable)
CENTRE FOR CONTINUING STUDIES	1,044,861	1,114,457	(69,596)	1,060,277	(15,416)
SCHOOL OF ARTS AND SCIENCES	330,857	371,165	(40,308)	339,266	(8,409)
SCHOOL OF HEALTH	1,080,978	1,162,314	(81,336)	1,128,654	(47,676)
SCHOOL OF HOSP, FOOD & BUSINESS	532,751	588,733	(55,982)	499,268	33,483
DIVISION OF LIBRARY, TEACH & LEARN	310,356	302,827	7,529	270,869	39,487
SCHOOL OF TRADES, TECH & DESIGN	659,545	726,400	(66,855)	599,251	60,294
	3,959,348	4,265,896	(306,548)	3,897,585	61,763

TABLE 2:

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

	2019/20 Actuals (Apr 2019 - Jul 2019)	2019/20 Budget (Apr 2019 - Jul 2019)	Variance Favourable / (Unfavorable)	2018/19 Actuals (Apr 2018 - Jul 2018)	Variance Favourable / (Unfavorable)
CENTRE FOR CONTINUING STUDIES	39,405	12,336	27,069	28,419	10,986
SCHOOL OF ARTS AND SCIENCES	110,227	93,438	16,789	104,924	5,303
SCHOOL OF HEALTH	25,091	10,077	15,014	27,403	(2,312)
SCHOOL OF HOSP, FOOD & BUSINESS	3,471,864	3,362,979	108,885	2,049,235	1,422,629
DIVISION OF LIBRARY, TEACH & LEARN	0	0	0	2,624	(2,624)
SCHOOL OF TRADES, TECH & DESIGN	2,333,151	2,238,126	95,025	1,791,628	541,523
	5,979,738	5,716,956	262,782	4,004,233	1,975,505

TABLE 3:

Combined Domestic and International Revenue by School

	2019/20 Actuals (Apr 2019 - Jul 2019)	2019/20 Budget (Apr 2019 - Jul 2019)	Variance Favourable / (Unfavorable)	2018/19 Actuals (Apr 2018 - Jul 2018)	Variance Favourable / (Unfavorable)
CENTRE FOR CONTINUING STUDIES	1,084,266	1,126,793	(42,527)	1,088,696	(4,430)
SCHOOL OF ARTS AND SCIENCES	441,084	464,603	(23,519)	444,190	(3,106)
SCHOOL OF HEALTH	1,106,069	1,172,391	(66,322)	1,156,057	(49,988)
SCHOOL OF HOSP, FOOD & BUSINESS	4,004,615	3,951,712	52,903	2,548,503	1,456,112
DIVISION OF LIBRARY, TEACH & LEARN	310,356	302,827	7,529	273,493	36,863
SCHOOL OF TRADES, TECH & DESIGN	2,992,696	2,964,526	28,170	2,390,879	601,817
	9,939,086	9,982,852	(43,766)	7,901,818	2,037,268

STATEMENT OF OPERATIONS – COMPARISON TO BUDGET AND PRIOR YEAR

For the Four Months Ended July 31, 2019

TABLE 4:

(In \$ Thousands)	2019/20 Actuals (Apr 2019 - Jul 2019)	2019/20 Budget (Apr 2019 - Jul 2019)	Variance favourable /(unfavourable)	Comments	2018/19 Actuals (Apr 2018 - Jul 2018)	Variance favourable /(unfavourable)
Province of B.C. Grants	19,314	18,546	769	Operating grant received \$450K higher; ITA \$285K higher - ITA revenue overage is due to timing difference	18,638	676
Adult Upgrading Grant	208	218	(10)		218	(10)
Sales of goods and services	1,833	1,842	(9)		1,895	(62)
Tuition and student fees	11,030	11,006	23	Table 1,2 and 3	9,047	1,983
ABE/EAL Tuition Free Grant	1,494	1,653	(159)	EAL program \$100K; CF program \$25K; ABE \$28K less than budget	1,488	6
Other grants, fees & contract services	1,994	2,138	(144)	Timing difference in contracts execution	2,042	(48)
Miscellaneous income	727	607	119		531	196
Donation income (Foundation Related)	221	249	(28)		208	13
Amortization of deferred capital contributions	1,722	1,787	(65)		1,623	99
Investment income	195	133	62		106	89
REVENUES	38,737	38,179	557		35,795	2,942
SALARY AND BENEFIT EXPENSES	28,731	29,447	716	Contracts/Curriculum development salaries lower than budget; many admin vacant positions so benefit expense are lower too	26,599	2,132
Supplies and general expenses	2,543	2,277	(267)	Software cost up by \$135K; Travel cost up by \$100K; \$35K increased for the Foundation	2,261	282
ABE Financial Aid	208	218	10		218	(10)
Bursary/Scholarship (donation related)	221	249	28		208	13
Professional fees	1,398	1,085	(313)	Agency fee YTD increased by \$114K. Legal fees increased by \$95K	773	625
Building and telecom	2,022	2,107	85		2,107	(85)
Cost of Goods Sold	1,161	1,077	(84)		1,058	103
Depreciation Expense	2,770	2,846	76		2,564	206
OPERATING EXPENSES	10,322	9,858	464		9,188	1,134
TOTAL EXPENSES	39,054	39,305	(252)		35,788	3,266
NET SURPLUS (DEFICIT)	(317)	(1,126)	809		8	(324)

*ABE : Adult Basic Education

*CF: College Foundation

STATEMENT OF OPERATIONS – COMPARISON TO BUDGET AND PRIOR YEAR

2019/20 Forecast with Four Months Actual (Ended July 31, 2019) and Eight Months Forecast

TABLE 5:

(In \$ Thousands)	2019/20 Current Forecast (4 + 8)	2019/20 Budget	Variance favourable /(unfavourable)	Comments	2018/19 Actuals	Variance favourable /(unfavourable) - 1920 current fcst vs 1819 actuals
Province of B.C. Grants	55,923	55,647	276	ITA funding reduced by \$200K	55,026	896
ABE Grant	399	399			406	(7)
Sales of goods and services	6,206	6,215	(9)		6,141	65
Tuition and student fees	39,306	39,283	23		33,535	5,771
ABE/EAL Tuition Free Grant	5,415	5,573	(159)	EAL program \$100K; CF program \$25K; ABE \$28K less than budget	4,869	546
Other grants, fees & contract services	5,533	5,677	(144)	Timing difference in contracts execution	7,208	(1,675)
Miscellaneous income	1,954	1,834	119		1,791	162
Donation income (Foundation Related)	672	700	(28)		733	(62)
Amortization of deferred capital contribution	5,295	5,360	(65)		5,074	221
Investment income	462	400	62		452	10
REVENUES	121,164	121,089	75		115,236	5,928
SALARY AND BENEFIT EXPENSES	87,220	87,752	532	Contracts/Curriculum development salaries lower than budget; many admin vacant positions so benefit expense are lower too	82,384	4,836
Supplies and general expenses	9,122	8,863	(259)	Software cost up by \$135K; Travel cost up by \$100K	7,417	1,705
ABE Financial Aid	399	399			406	(7)
Bursary/Scholarship	672	700	28		733	(62)
Professional fees	5,011	4,586	(426)	Agency fee YTD increased by \$113K. Legal fees increased by \$95K. \$150K increased to deliver various IT projects	3,709	1,302
Building and telecom	6,483	6,540	58		6,817	(334)
Cost of Goods Sold	3,795	3,711	(84)		3,651	145
Depreciation Expense	8,461	8,538	76		8,454	8
OPERATING EXPENSES	33,944	33,338	(607)		31,188	2,757
TOTAL EXPENSES	121,164	121,089	75		113,571	7,593
NET SURPLUS (DEFICIT)					1,665	(1,666)

*ABE : Adult Basic Education

*CF: College Foundation

MAJOR PROCUREMENT ACTIVITY OVER \$200K

Procurement Status Update

The following table provides a status update on procurement activity over \$200K. **Changes and new activity are highlighted in yellow.**

TABLE 6:

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status	FAC Approval Required?
Recurrent Needs						
Citrix	IT Software Licenses	19-Sep-15	27-Oct-19	\$303,000	Projected spend for 5yrs over \$200K. Contract extended for one year.	No, for information purposes only
Prism Engineering Ltd	Energy Management Services. BC Hydro supports this work with a \$50K annual rebate	1-Apr-19	31-Mar-24	\$600,000	Contract awarded to Prism Engineering Ltd	No, projected 5 year spend is over \$200K but less than \$500K/year. For FAC information purposes only.
Imperial Parking Canada Corp	Parking Management	13-May-19	12-May-24	Revenue Contract	Contract awarded to Imperial Parking Canada Corp.	No, for information purposes only
External Audit Services	Financial Services	2020	2025		Planning Stage	Yes, Decision Note sent to FAC Sept 11, 2019
Various vendors	General Consumables for School of Health Sciences	various	various	\$500,000	Planning/Solicitation Stage	No, projected 5 year spend is over \$200K but less than \$500K/year. For FAC information purposes only.
Various vendors	Automotive Parts for School of Transportation	various	various	\$500,000	Planning/Solicitation Stage	No, projected 5 year spend is over \$200K but less than \$500K/year. For FAC information purposes only.

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status	FAC Approval Required?
Known New Opportunities						
Fire Sprinkler Project - Phase I				\$200,000	Planning Stage	No, for information purposes only
Fire Sprinkler Project - Phase II				\$800,000	Planning Stage	Yes
Washroom Renovation Phase III				\$300,000	Contract awarded to KDS Construction for \$220K. Work complete.	No, projected spend is over \$200K but less than \$500K. For FAC information purposes only.
Downtown 1st Floor Renovation (International Educ and Student Dev)				\$800,000	Contract awarded to Holaco Construction for \$560K. Work has commenced.	Yes, Decision Note sent to FAC Sept 19, 2018
Automotive Classroom Enlargement				\$600,000	Contract awarded to Holaco Construction for \$765K. Final cost \$830K - Project Complete	Yes, Decision Note sent to FAC Sept 19, 2018
Wireless Infrastructure Upgrade	Phase I (FY 18/19) Downtown Campus - \$700K Phase II (FY 19/20) Broadway Campus - Approx. \$1M			\$1,700,000	Contract awarded to Longview. Phase 1 equipment purchased.	Yes, Decision Note sent to FAC Nov 19, 2018
Broadway Lighting Project				\$200,000	Contract awarded to Energy Network Services for \$227K. Work complete.	No, projected spend is over \$200K but less than \$500K. For FAC information purposes only.
Classroom Renewal (Salon and Spa classrooms)				\$350,000	Contract awarded to ICE Development for \$346K. Work ongoing.	No, for FAC information purposes only
DTN Ground Floor Classroom Renovation (Computer Tech Program)				\$500,000	Contract awarded to Holaco Construction for \$500K. Work complete.	No, for FAC information purposes only
DTN Bookstore Redesign				\$250,000	Contract awarded to Hodgson, King, and Marble Ltd for \$332K. Work ongoing.	No, for FAC information purposes only
BWY 5th Floor Washroom Renovation				\$300,000	Contract awarded to Holaco Construction for \$200K. Work ongoing.	No, for FAC information purposes only
Access Control Project				\$1,600,000	Planning Stage	Yes, Decision Note sent to FAC Sept 11, 2019
DTN Plaza Membrane Replacement				\$500,000	Planning and design stage	Yes, Decision Note sent to FAC Sept 11, 2019
BCNET Common Needs Projects:						
Revolution Resource Recovery Inc.	Waste and recycling removal and handling services	1-Aug-15	15-Jul-20	>\$500k	BCNET Source planning to carry out a sectorwide procurement for waste management services.	No, projected 5 year spend is over \$200K but less than \$500K/year. For FAC information purposes only.

Notes:

Recurrent Needs - open recurrent contracts expiring before September 30, 2020

Known New Opportunities - New opportunities revealed by end user departments

BCNET Common Needs Projects - Group purchasing opportunities



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 25, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Ministry of Advanced Education, Skills & Training – Five-Year Capital Plan for the period of 2020/21 to 2024/25

BACKGROUND:

Each year the Ministry of Advanced Education, Skills & Training (AEST) requests Five-Year Capital plan submissions from all public post-secondary institutions. The current submissions are for the period 2020/21 to 2024/25 and identify the institution's project priorities and capital requirements. This will enable AEST to develop capital priorities for future consideration should funding become available.

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

The request for the Five-Year Plan was issued on May 6, 2019, with a deadline for submissions of June 28, 2019. Due to such a short time line, VCC was not able to submit the Plan for Board approval prior to this deadline in June. Therefore, as per the AEST guidelines, VCC submitted a draft Five-Year Plan in order to meet the due date and now requires Board of Governors approval.

The VCC Five-Year Plan has not changed from what the Board approved and submitted in 2018. However, the costing information for each project has been updated to reflect current construction costs.

DISCUSSION:

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

- #1 - Culinary Arts Training Space Renewal – total project cost \$14M
- #2 - Automotive Trades Training Space Expansion – total project cost \$21M
- #3 - Dental Program Space Renewal – total project cost \$14.5M
- #4 - Laboratory and Training Space Renewal – total project cost \$6.5M
- #5 - Broadway A Building Envelope Renewal – total project cost \$19.5M

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

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve in principle the Five-Year Capital Plan for the period of 2020/21 to 2024/25.

ATTACHMENT: APPENDIX A – Individual 5 Year Capital Plan Submissions

PREPARED BY: Jamie Choi, Interim VP, Administration & CFO
Director of Facilities

DATE: September 12, 2019

Five-Year Capital Plan (2020/21 – 2024/25)

Attachment 2: Project Overview

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

1.0 Current Situation

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

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

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

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

VCC has been hosting culinary and baking competitions in collaboration with Hawkswork Restaurant, the Korean Consulate, Nespresso and The Chaine De Rotisseurs. VCC has also been collaborating with the Italian Consulate and The Italian Chamber of Commerce to offer Italian culinary classes for the general public. Our current facilities are not set up for these types of events.

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

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

Program	Student FTE 2018-19	Current Number of Cohorts
Baking & Pastry Arts	73.21	4
Baking – International 5 Month program	15.20	1
Baking & Pastry Arts - ESL	12.70	1
Baking Apprenticeship	43.00	3
Baking & Pastry - Artisan Int'l	34.70	2
Subtotal Baking Courses	178.81	
Asian Culinary Arts	26.37	2
Subtotal Asian Culinary Arts	26.37	
Culinary Arts – Professional Cook 1	119.78	12
Culinary Arts – Culinary Arts ESL	12.23	1
Culinary Arts – Professional Cook 2	57.32	12
Culinary Arts – Culinary Arts Satellite Prg	39.27	4
Culinary Arts – Culinary Arts Apprenticeship	137.00	12
Culinary Arts – Introduction to Culinary Skills Training (ICST)	16.8	
Culinary Arts – Diploma	104.20	4
Hospitality Management Diploma	332.10	4
Subtotal Culinary Cook Courses	818.6	
Total	962.00	

Although many pieces of equipment have been replaced under the Trades & Technology Equipment funding program, the kitchen and lab spaces and infrastructure associated with these programs have not been upgraded to match. Equipment layouts are based on traditional food service concepts which no longer reflect new programming and curriculum outcomes. Floor finishes are functionally deficient; exhaust, ventilation, lighting and plumbing infrastructure must be adapted to suit current and emerging trends in the food service industries. This project would update program areas for Culinary department, including the student run server areas, and the Baking and Pastry Arts labs.

2.0 Project Description

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

Space Type	Area (nsm)	Scope of renewal
Culinary Kitchens	1080	<ul style="list-style-type: none"> • Revise layouts, plumbing, electrical, and ventilation infrastructure to reflect new curriculum • Refinish floors and ceilings • Some renovations to walls • Replacement of built in freezers/coolers
Student-Run Restaurants and Servery	467	<ul style="list-style-type: none"> • Alter layouts and infrastructure to optimize student learning opportunities and outcomes to reflect current food industry standards
Baking & Pastry Labs	570	<ul style="list-style-type: none"> • Revise layouts, plumbing, electrical, and ventilation infrastructure to reflect new curriculum • Refinish floors and ceilings • Some renovations to walls • Replacement of built in freezers/coolers
Butchery	153	<ul style="list-style-type: none"> • Revise layouts, plumbing, electrical, and ventilation infrastructure to reflect new curriculum • Refinish floors and ceilings • Some renovations to walls • Replacement of built in freezers/coolers
Total	2270	

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

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

3.0 Project Objectives

The project objectives include:

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

4.0 Options Considered

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

Option	Advantages	Disadvantages
Status Quo	<ul style="list-style-type: none"> • Least capital cost 	<ul style="list-style-type: none"> • Teaching space is not aligned with new curriculum or industry needs • Facilities and equipment are not attractive to students taking programs • Decline in revenue from enrollment and program related food services
Build New Facilities on Same Site	<ul style="list-style-type: none"> • Ability to redesign and reconfigure space and food concepts 	<ul style="list-style-type: none"> • Most costly alternative • Other programs are disrupted

Option	Advantages	Disadvantages
	for greater success	<ul style="list-style-type: none"> • Implementation is difficult due to need to locate alternate facilities through the demolition and construction period
Lease Facilities in Nearby Buildings	<ul style="list-style-type: none"> • Ability to modify leased facilities without disrupting existing cohorts 	<ul style="list-style-type: none"> • Greater cost to reconfigure and outfit space as teaching kitchens • Ongoing cost of leasing space for programs that are VCC core programs • Loss of department coherency • Inefficiencies moving cooking supplies to various locations • Loss of identity with VCC for both students and public • Reduction in revenue from program related food services
Renovate Existing Space in a Phased Development Preferred Option	<ul style="list-style-type: none"> • Makes use of the existing facility's core and support services • Supports focused approach to update key spaces within limited area • Maintains familiar location ensuring VCC program branding continues 	<ul style="list-style-type: none"> • Requires an implementation plan to renovate while programs are operating • Does not showcase programs as much as may otherwise be possible in a whole asset replacement

5.0 Project Outcomes

The project will result in the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	Renewal of plumbing, electrical and ventilation and finishes that are beyond service life expectations.
Cost Effectiveness	<ul style="list-style-type: none"> • Increased offerings in Culinary and Baking & Pastry programs • Ability to increase Continuing Studies program

Factor	Project Outcome
	offerings <ul style="list-style-type: none"> • Anticipated reduction in food production costs • Anticipated reduction in maintenance and cleaning costs
Strategic Alignment	<p><u>Ministry Priorities</u></p> <p><i>1.1 Align post-secondary education training and programs with labour market demand to achieve a highly skilled workforce:</i> The project is aligned with labour market demands for beverage and food services workers as well as managers of food and beverage services.</p> <p><i>1.3 Increase participation and successful completion of all students:</i> The project will be more attractive to students and support increased completion rates.</p> <p><i>2.1 Develop a highly internationalized education system:</i> The project is expected to appeal to and attract additional cohorts of international students.</p> <p><i>2.2 Build on our strengths to enhance the quality of our post-secondary education:</i> The project builds on the strengths of the current VCC program and facilities to deliver programs with greater quality.</p>
Quality Education	Quality education is supported by providing training facilities aligned with new curriculum reflecting current job market demands.
Energy & Emission Reduction	Energy and emissions would be reduced by aligning infrastructure with new equipment provided by Trades & Technology Equipment funding program.

6.0 Project Cost/Funding

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

Cost Element	Amount	Comment/Assumption
Pre-design	\$ 40,000	
Planning & Design	\$ 1,386,000	Allows for phasing
Renovations	\$ 11,804,000	Includes escalation

Contingency \$ 770,000 10% of construction cost

Total	\$14,000,000	Excludes Taxes
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The majority of project costs are anticipated to be funded by the Ministry.

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

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

7.0 Key Risks

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

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

8.0 Project Schedule

Project Phase	2020/21	2021/22	2022/23	2023/24	2024/25
Programming	█				
Design		█			
Construction					
Support / Temp Swing space		█			
Culinary Facilities			█		
Baking and Pastry Facilities				█	
Student run Restaurants / Servery					█

Five-Year Capital Plan (2020/21-2024/25)

Attachment 2: Project Overview

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

1.0 Current Situation

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

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

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

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

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

Program	Student FTEs (2019-20) (Projected)	Number of Cohorts
Auto Service Technician (AST)	70.00	5
Auto Tech Apprenticeship	182.00	14
Apprenticeship – On Line	16.00	4
AST Diploma International	101.63	6

Program	Student FTEs (2019-20) (Projected)	Number of Cohorts
Auto Collision Repair	56.28	4
Auto Prep Apprenticeship	14.00	1
Auto Paint Apprenticeship	14.00	1
Auto Glass Apprenticeship	14.00	1
Auto Collision Apprenticeship	84.00	4
ACR Diploma International	96.63	5
Total	648.54	

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

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

2.0 Project Description

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

Planning and design of the entire Automotives Trades training space would occur in 2020/21 but construction could be completed in two phases:

Phase 1: Construction of temporary support space, plus
Renovation of Auto Service Tech labs

Phase 2: Renovation of the Auto Collision and Refinishing labs

3.0 Project Objectives

The project objectives include:

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

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

4.0 Options Considered

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

Option	Advantages	Disadvantages
Status Quo	<ul style="list-style-type: none"> • Maintains VCC's programs • Least capital cost 	<ul style="list-style-type: none"> • Overcrowded and potentially unsafe facilities • Operational inefficiencies
Build New Auto Trades Facility at Broadway Campus	<ul style="list-style-type: none"> • Alleviates space constraints • Increase capacity of VCC programs • Easy to implement 	<ul style="list-style-type: none"> • High cost • Long time frame for project delivery
Renovate Existing Space Preferred Option	<ul style="list-style-type: none"> • Relatively less expensive • Shorter time frame for project delivery • Makes best use of space support facilities on campus 	<ul style="list-style-type: none"> • Not as functionally ideal as new facility • Yard still highly constrained

5.0 Project Outcomes

The proposed project will have the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	<ul style="list-style-type: none"> • Expand and modernize the Auto Trades training space to align with industry developments • Reduces health, safety and occupational risks at Broadway Campus by alleviating current crowded conditions

	<ul style="list-style-type: none"> • Provides opportunity for infrastructure improvements and efficiencies during renovation process
Cost Effectiveness	<ul style="list-style-type: none"> • Makes use of existing support facilities
Strategic Alignment	<ul style="list-style-type: none"> • Increased capacity to work with industry in upgrading training for their apprentices and red seal technicians • The project aligns with labour market demand for skilled auto service technicians and auto collision technicians
Quality Education	<ul style="list-style-type: none"> • The project will align training facility layout and operations with curriculum and with job market demands

6.0 Project Cost/Funding

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

Cost Element	Amount	Comment/Assumption
Pre-design	\$ 55,000	
Planning & Design	\$ 2,200,000	
Renovations:		Includes escalation
Phase 1	\$ 9,747,000	Temp support and Auto Service lab
	\$ 1,400,000	Hazardous material remediation
Phase 2	\$ 6,498,000	Auto Collision and Refinishing labs
Contingency	\$ 1,100,000	10% of construction cost
Total	\$21,000,000	Excludes Taxes

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





7.0 Key Risks

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

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

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

8.0 Project Schedule

Project Phase	2020/21	2021/22	2022/23	2023/24	2024/25
Pre-design					
Planning -Design					
Renovations					
Phase 1: Temp support + Auto Service Tech labs					
Phase 2: Auto Collision + Auto Refinishing					

Five-Year Capital Plan (2020/21-2024/25)

Attachment 2: Project Overview

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

1.0 Current Situation

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

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

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

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

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

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

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

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

Program	Student FTEs (2019-20) (Projected)	Number of Cohorts
Dental Technology Sciences	21	3
Dental Hygiene	41	2
Certified Dental Assisting	148	1
Dental Reception Co-ordinator	40	2
Denturist (program under review)	0	0
Total	250	11

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

The CDA onsite program has also been required to limit the amount of clinic time to our students due to the lack of clinic space. With 86 students in the program and only 12 chairs available per day, the time is quite limited. The clinic time available to our students needs to be increased in order for us to be competitive with other institutes' programs.

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

The Ministry of Social Development and Poverty Reduction provides denturist fee coverage for those living in poverty. The physical situation of our campus allows us to reach out to community members to provide denturist services. The Denturist Program requires a separate Denturist Clinic to better serve this function.

2.0 Project Description

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

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

Functional programming, planning and design of the dental space would occur in 2020/2021. Construction will be phased, in order to minimize impact on the department's operation.

3.0 Project Objectives

The project objectives include:

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

4.0 Options Considered

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

Option	Advantages	Disadvantages
Status Quo	<ul style="list-style-type: none"> • Maintains VCC's programs • Least capital cost 	<ul style="list-style-type: none"> • Poor functionality • Shortage of clinical spaces • Aged infrastructure • Students' lack of access to current dental technology
Build New Dental Facility at Downtown Campus	<ul style="list-style-type: none"> • Ability to re-design and reconfigure space to suit the very needs of the programs. 	<ul style="list-style-type: none"> • Most costly option • Disruption to Dental Programs and other programs in the campus • Implementation is difficult as space at VCC downtown campus is in high demand.
Build New Dental Facility at Broadway Campus	<ul style="list-style-type: none"> • Ability to re-design and reconfigure space to suit the very needs of the programs. • Adjacent to rest of VCC's healthcare programs • No disruption to existing program 	<ul style="list-style-type: none"> • Second most costly option • Loss of current presence.
Renovate Existing Space Preferred Option	<ul style="list-style-type: none"> • Maintain familiar locations ensuring continuity of VCC's core programs and local dental care patients 	<ul style="list-style-type: none"> • Not as functionally ideal as new facility • Total area is constrained by

	<ul style="list-style-type: none"> Makes best use of existing use facility's core and support services 	available floor area
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5.0 Project Outcomes

The proposed project will have the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	<ul style="list-style-type: none"> Improve and modernize the Dental care education space to align with industry developments and current technologies Provides opportunity for infrastructure improvements and efficiencies during renovation process
Cost Effectiveness	<ul style="list-style-type: none"> Make use of existing support facilities Anticipated reduction in infrastructure maintenance cost after an overall renewal of all systems
Strategic Alignment	<p><u>Ministry Priorities</u></p> <p><i>1.1 Align post-secondary education training and programs with labour market demand to achieve a highly skilled workforce: According to British Columbia 2024 Labour Market Outlook, Dental Hygiene and Dental Assisting are both listed as high opportunity health occupations in BC.</i></p> <p><i>1.3 Increase participation and successful completion of all students: The project will be more attractive to students and support increased completion rates.</i></p> <p><i>2.2 Build on our strengths to enhance the quality of our post-secondary education: The project builds on the strengths of the current VCC programs and facilities to deliver programs with greater quality.</i></p>
Quality Education	<ul style="list-style-type: none"> Quality education is supported by providing training facilities aligned with new curriculum reflecting current job market demands.

6.0 Project Cost/Funding

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

Cost Element	Amount	Comment/Assumption
Pre-design	\$ 40,000	
Planning & Design	\$ 1,600,000	
Renovations	\$ 12,060,000	Includes escalation
Contingency	\$ 800,000	10% of construction cost
Total	\$ 14,500,000	Excludes Taxes

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

7.0 Key Risks

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

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

8.0 Project Schedule

Project Phase	2020/21	2021/22	2022/23	2023/24	2024/25
Pre-design	■				
Planning-Design	■	■			
Renovation					
Phase 1		■	■	■	
Phase 2				■	■

Five-Year Capital Plan (2020/21-2024/25)

Attachment 2: Project Overview

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

1.0 Current Situation

Vancouver Community College has been experiencing increasing enrollment in University Transfer/College Foundation (UT/CF) Programming particularly in relation to Lab and Computer Sciences. Between 2014/15 and 2018/19 there was a 20% increase in the number of courses in this area. Within the UT programming in the STEM fields, (Science, Technology, Engineering and Math) the growth is even more pronounced, with enrollment increasing 50% over the same period of time. This is a program growth area for VCC. It is essential for the college to upgrade and enlarge laboratories and related training spaces to meet current and increasing demand.

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

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

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

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

Program	Current Area (sq m)
UT/CF Physics	125
UT/CF Biology	230
UT/CF Chemistry	275

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

2.0 Project Description

Creation of two new large science lab training spaces along with operational renovation of three other science lab training spaces that will be sufficient for university level science courses.

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

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

3.0 Project Objectives

The project objectives include:

- Undertake a full compliment of 1st and 2nd year science courses
- Accommodate growth in program enrollment
- Alleviate current overcrowded conditions
- Increase student safety in labs
- Increase overall operational effectiveness of the UT programs

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

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

4.0 Options Considered

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

Option	Advantages	Disadvantages
Status Quo	<ul style="list-style-type: none"> • Least capital cost 	<ul style="list-style-type: none"> • Overcrowded facilities • Operational inefficiencies • Loss in market share
Build New Science Lab Facility at Broadway Campus	<ul style="list-style-type: none"> • Alleviates space constraints • Ensures state of the art facilities and equipment • Easy to implement 	<ul style="list-style-type: none"> • High cost • Long time frame for project delivery
Renovate and	<ul style="list-style-type: none"> • Relatively less expensive 	<ul style="list-style-type: none"> • Not as functionally ideal

Option	Advantages	Disadvantages
Expand Science Lab Space at Broadway Campus Preferred Option	<ul style="list-style-type: none"> • Shorter time frame for project delivery • Makes best use of space support facilities on campus 	as new facility

5.0 Project Outcomes

The proposed project will have the following outcomes:

Factor	Project Outcome
Infrastructure Improvements	<ul style="list-style-type: none"> • Renewal of ventilation, electrical and plumbing services to meet needs of university level Science and Technology programs • Reduced health, safety and occupational risks by alleviating current crowded conditions
Cost Effectiveness	<ul style="list-style-type: none"> • Ability to deliver larger sections in the Lab Science and Computer Science classes, consistent with pedagogical class size targets • Makes use of support facilities that are already available
Strategic Alignment	The project aligns with labour market demand for engineering and computer software professions.
Quality Education	The project will align training facility quality, layout, and operations with curriculum demands.

6.0 Project Cost/Funding

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

Cost Element	Amount	Comment/Assumption
Pre-design	\$ 20,000	
Planning & Design	\$ 720,000	
Renovations to Broadway	\$5,400,000	Includes escalation
Contingency	\$ 360,000	10% of construction cost

Total	\$6,500,000 Excludes Taxes
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The majority of project costs are anticipated to be funded by the Ministry.

7.0 Key Risks

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

Key Risk	Mitigation Strategy
Maintaining operation of existing programs during extensive renovations.	<ul style="list-style-type: none"> • Work on labs and training support spaces will be undertaken on a staggered schedule such that no more than 1-2 labs are unavailable within a given semester. • Schedule disruptive renovations to align with shifting program intakes.
Difficult to make space functionally suitable due to existing structural bay sizes.	Test multiple layout and organization scenarios to identify the most functional scenario balanced against the scope of renovations.

8.0 Project Schedule

Project Phase	2020/21	2021/22	2022/23	2023/24	2024/25
Programming	■				
Planning-Design	■	■			
Construction					
UT – Physics		■	■		
UT – Biology			■	■	
UT – Chemistry				■	■
Multi Use Learning Labs		■	■	■	■

Five-Year Capital Plan (2020/21-2024/25)

Attachment 2: Project Overview

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

1.0 Current Situation

Vancouver Community College's Broadway A campus consists of multi-level reinforced concrete structure buildings with steel stud exterior wall assemblies. The exterior walls are face sealed stucco with single pane glazing in aluminum frames. The complex was constructed in 1982 and has an FCI of 0.61.

2.0 Project Description

After 37 years, the building envelope is well beyond its expected service life and is showing signs of deterioration. Both RJC Envelope Consultants and VFA engineering reports recommend replacement of these building systems.

Exterior Wall and Window/Skylight Assemblies

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

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

3.0 Project Objectives

The project objectives include:

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

4.0 Options Considered

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

Option	Advantages	Disadvantages
Status Quo	<ul style="list-style-type: none"> • Least capital cost 	<ul style="list-style-type: none"> • Potential failure of building envelope systems. Health and Safety risks related to indoor air quality • Operational energy inefficiencies and increased risk of future emergency repairs • Continued high GHG emissions • Reduced ability to attract and retain students and staff
Whole Asset Replacement	<ul style="list-style-type: none"> • Ability to incorporate current envelope and energy conservation assemblies 	<ul style="list-style-type: none"> • Highest capital cost
Phased Building Envelope Renewal Project Preferred Option	<ul style="list-style-type: none"> • Maintain current and ongoing education programs • Makes best use of existing facilities core and support services • Reduce operating and energy costs 	<ul style="list-style-type: none"> • Requires implementation plan to minimize disruption during construction • Extended time frame for project delivery

5.0 Project Outcomes

The proposed project will have the following outcomes:

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

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

6.0 Project Cost/Funding

Cost Element	Amount	Comment/Assumption
Exterior wall and window replacement	\$17,550,000	Phased
Contingency	\$ 1,950,000	
Total	\$19,500,000	Excludes Taxes

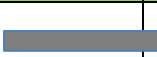


The majority of project costs are anticipated to be funded by the Ministry.

7.0 Key Risks

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

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

8.0 Project Schedule

Project Phase	2020/21	2021/22	2022/23	2023/24	2024/25
Design & Tender documents					
Permits and Tender					
Construction					
Exterior walls and windows					



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 25, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Initiate a Request for Proposal process to invite proposals for a college-wide access control system upgrade or replacement at an expected cost of approximately \$1.6 million over 3 years.

BACKGROUND:

VCC's access control hardware and software provider for the past 10 years has been Keyscan 7.2. This system is vulnerable to compromise by unskilled and minimally motivated criminals, which is primarily as a result of the credential readers being a dated technology. The current access control system, Keyscan System 7.2, is at "End of Life" and is no longer supported by the manufacturer. The existing system is excessively high in administrative overhead and there is minimal integration between the college's security systems (intrusion detection, access control, guard operations, visual surveillance).

DISCUSSION:

High Level Business Case

VCC recently engaged 3Si, an access control consultant to provide support for this project. 3Si have informed VCC that most current access control manufacturers can address the issues identified above.

This project will be split into three phases that will span three fiscal years. For phase 1 (FY 19/20), VCC hopes to upgrade the existing hardware and software. For phase 2 (FY 20/21), VCC plans to install additional hardware and software at the Broadway Campus. For phase 3 (FY 21/22), VCC plans to install additional hardware and software at the Downtown Campus.

All three phases of the project will be using restricted Routine Capital funding from the Ministry of Advanced Education, Skills and Training (AEST), which \$400K has been allocated this fiscal. Subsequent funding from AEST is expected to be \$600K/year for phase 2 and 3. VCC would be in a position to move forward with phase 2 earlier if additional funding is made available prior to the end of the current fiscal year.

Proposed Procurement Strategy

The College's Procurement Services Department will manage the Request for Proposal process following its standard procurement practices. The selection of a manufacturer will be a function of cost, integrator support, and user experience.

BENEFITS OF PROCEEDING:

- Mitigates many of the risks associated with the vulnerabilities of the College's current access control system
- Complies with Purchasing Policy and offers the best value to VCC
- Funded by AEST

IMPLICATIONS OF NOT PROCEEDING:

- Access control system continues to be vulnerable to attacks
- Running a system that is no longer supported by the manufacturer

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors authorize VCC to enter into a Request for Proposal process for a college-wide access control system upgrade or replacement with an expected value of approximately \$1.6 million over 3 years.

PREPARED BY: Surinder Aulakh, Director, Safety, Security & Risk
Trevor Maddern, Director, Procurement

DATE: September 12, 2019



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 25, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
New Program: Trades Instructor Short Certificate

BACKGROUND:

The Trades Instructor Short Certificate is a new program designed by the School of Instructor Education (SIE) as a shortened version of its Provincial Instructor Diploma Program (PIDP) for those certified to teach in postsecondary trades. This flexible, accelerated program is structured as seven (7) credits over four (4) courses that can be taken in any order.

Developed in consultation with the Industry Training Authority (ITA), this proposed program offers a foundational-level introduction to teaching skills, curriculum, and assessment used by the ITA. Whereas the traditional PIDP includes more reflective writing, the Trades Instructor Short Certificate will include debriefs that support experiential learning and instructors modelling to students.

Upon successful completion of the program, students will be able to meet the following learning outcomes:

- *Design, deliver and evaluate adult learning and teaching reflecting various vocational instructional approaches*
- *Create and manage a positive and engaging vocational learning environment that promotes respect for the diversity of learners*
- *Act in an ethical and professional manner when working in an adult vocational educational setting*
- *Integrate critical reflection and self-regulated learning into personal and instructional practices*
- *Demonstrate and promote critical thinking as a professional*

The Trades Instructor Short Certificate curriculum will also apply towards the PIDP, so that students will be able to carry over credits should they decide to take the longer program. PIDP students will also have the option of completing this short certificate program as partial fulfillment of the elective credits included in the PIDP.

The ITA is excited to see this program option made available to trades instructors, and while it cannot officially require this instruction, it will endorse it. Furthermore, ITA training materials continue to be harmonized across Canada, creating an opportunity for this program to attract instructors from outside British Columbia.

There has also been considerable interest within VCC for the proposed Trades Instructor Short Certificate, and it is expected that the shorter format will be an excellent fit for faculty professional development (PD) days.

DISCUSSION:

The curriculum has been reviewed by Education Council and Curriculum Committee. Curriculum Committee members inquired about the reflective writing component, an expected part of the traditional PIDP, which is replaced by debriefs in the short certificate program; it was noted at that time that the use of debriefs was intended to support experiential learning and instructor modelling. In response to a question posed at Curriculum Committee, SIE also confirmed that the Trades Instructor Short Certificate credits could be applied to the PIDP.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Trades Instructor Short Certificate credential.

ATTACHMENTS: APPENDIX A – Program Content Guide (PCG)

PREPARED BY: Elle Ting, Chair, Education Council

DATE: February 4, 2019



Trades Instructor Short Certificate

Program Content Guide

Effective Date: April 2020

Goal

This short certificate will address the unique needs of being a trades/vocational instructor. Various teaching and learning methodologies and philosophical approaches in the delivery of vocational and apprenticeship training will be addressed with a focus on the methodologies and documents of the Industry Training Authority (ITA). The certificate will be of interest to current and potential instructors who want to develop their skills in teaching in vocational and trades training contexts.

Admission Requirements

English 11 or Communications 12 with a C-, or equivalent.

Applicants will be required to have a trade certification and be currently teaching or preparing to teach in a vocational setting, or receive departmental approval.

Prior Learning Assessment & Recognition (PLAR)

You can request Prior Learning Assessment Recognition (PLAR) for some courses in the Trades Instructor Short Certificate (TISC) program based on informal education, previous experience and current level of knowledge and skills.

Please contact the office and request Prior Learning Assessment Recognition (PLAR) for one course at a time. You will be directed to the Department Leader who will supply you information about completing PLAR. You may apply for a maximum of 2 credits of PLAR and transfer credit.

Please contact the office for fees charged for PLAR.

Process:

1. Apply and meet all the entrance requirements for the TISC.
2. Contact the program office to request PLAR for a particular course.
3. Speak with the Department Leader and compile the particular information and evidence requested to substantiate your request.
4. Complete the application for PLAR and submit payment.
5. See Policy D.3.5 for more information about VCC's PLAR procedures.

Program Duration

7 credits (105 hours)

Completion time will vary depending on individual circumstances. The program is designed to allow for flexibility, and may be completed at an accelerated pace. The program must be completed within 3 years.

Program Learning Outcomes

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

1. Design, deliver and evaluate adult learning and teaching reflecting various vocational instructional approaches.

2. Create and manage a positive and engaging vocational learning environment that promotes respect for the diversity of learners.
3. Act in an ethical and professional manner when working in an adult vocational education setting.
4. Integrate critical reflection and self-regulated learning into personal and instructional practices
5. Demonstrate and promote critical thinking skills as a professional.

Instructional Activities, Design and Delivery Mode

Instructional strategies may include interactive lecture, presentations, assignments, guest speakers, discussions, group work, field trips, case studies.

Courses may be offered in online, face-to-face, and blended formats.

Evaluation of Student Learning

Evaluation of student learning is based on completion of course assignments. Due dates and criteria for successful completion of each course assignment will be outlined by the instructor at the beginning of each course.

Students must achieve a grade of "S" in every course to be awarded the credential.

Upon successful completion of this program, the student will receive a Trades Instructor Short Certificate.

Recommended Characteristics of Students

Students should have:

- a willingness to participate in a wide variety of instructional strategies, both face-to-face and online
- the ability to work independently and with others

Courses

Course #	Course Name	Credits
TRAI 3001	Industry Training Authority Fundamentals	1.0
TRAI 3002	Trades Specific Facilitating Learning	2.0
TRAI 3003	Assessment and Evaluation of Vocational Training	2.0
TRAI 3004	Trades Specific Student Engagement Techniques	2.0

Total Program Credits: 7.0

Transcript of Achievement

The evaluation of learning outcomes for each student is prepared by the instructor and reported to the Student Records Department at the completion of each course.

The transcript typically shows a letter grade or S/U (successful/unsuccessful) for each course. The grade point equivalent for a course is obtained from letter grades as follows:

Grading Standard

Grade	Percentage	Description	Grade Point Equivalency
A+	98-100		4.33
A	94-97		4.00
A-	90-93		3.67
B+	85-89		3.33
B	80-84		3.00
B-	75-79		2.67
C+	70-74		2.33
C	65-69		2.00
C-	60-64		1.67
F	0-59	Failing Grade	0.00
S	60 or greater	Satisfactory – student has met and mastered a clearly defined body of skills and performances to required standards	N/A
U		Unsatisfactory – student has not met and mastered a clearly defined body of skills and performances to required standards	N/A
I		Incomplete	N/A
IP		Course in Progress	N/A
W		Withdrawal	N/A
Course Standings			
R		Audit. No Credit	N/A
EX		Exempt. Credit granted	N/A
TC		Transfer Credit	N/A

Grade Point Average (GPA)

1. The course grade points shall be calculated as the product of the course credit value and the grade value.
2. The GPA shall be calculated by dividing the total number of achieved course grade points by the total number of assigned course credit values. This cumulative GPA shall be determined and stated on the Transcript at the end of each Program level or semester.
3. Grades shall be assigned to repeated courses in the same manner as courses taken only once. For the purpose of GPA calculation of grades for repeated courses, they will be included in the calculation of the cumulative GPA.

VCC Education and Education Support Policies

There are a number of **Education** and **Education Support** policies that govern your educational experience at VCC, please familiarize yourself with them. The policies are located on the VCC website at:

<http://www.vcc.ca/about/governance--policies/policies/>



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 12, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Tuition Fees for Trades Instructor Short Certificate

BACKGROUND:

The fees for this new credential were originally presented to Finance and Audit Committee (FAC) on May 15, 2019. The committee did not agree with the cost analysis methodology used to make the recommendation and agreed that the item be tabled for Management to reconsider tuition. FAC's recommendation was to consider increasing cost per credit to \$200, from the recommended \$175 that was presented.

The Trades Instructor Short Certificate is based on core courses in Provincial Instructor Diploma Program (PIDP), with a focus on vocational/trades instruction and on the methodologies of the ITA's national standards. Credits from this program can be applied to the PIDP. This certificate is designed for new and current instructors in vocational and trades training across Canada. There is no equivalent in BC, possibly nationally. The ITA endorses this program and interest in the credential from other institutions has grown quickly.

DISCUSSION:

This short certificate is comprised of four courses (7 credits).

- TRAI 3001 Industry Training Authority Fundamentals (1 credit; we anticipate high demand for this course delivered as a 2-day workshop)
- TRAI 3002 Trades Specific Facilitating Learning (2 credits)
- TRAI 3003 Assessment and Evaluation of Vocational Training (2 credits)
- TRAI 3004 Trades Specific Student Engagement Techniques (2 credits)

All credits can be applied toward PIDP. The fee for PIDP courses is \$166/credit.

The assumed cost for indirect student support is 25% (opposed to the standard 38%) to reflect the blended and online delivery format for most of the courses. We anticipate TRAI 3001 will be delivered primarily off-site.

	FEE PER CREDIT	COST OF CREDENTIAL	NET CONTRIBUTION
OPTION 1	\$166	\$1162	-3.7%
OPTION 2	\$175	\$1225	1.6%
OPTION 3	\$200	\$1400	13.9%

The options were presented to Senior Executive on September 4, 2019 and the recommendation to implement Option 3, \$1,400 (\$200 per credit), was approved for FAC review. This maintains a fair tuition rate that reflects this program's unique offering in the province and country.

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of \$1,400 (\$200 per credit) for the new Trades Instructor Short Certificate, effective January 1, 2020.

ATTACHMENT: APPENDIX A - Financial Analysis

PREPARED BY: Shirley Lew, Dean, Library, Teaching & Learning Services

DATE: September 12, 2019

School of Instructor Education
 Trades Instructor Short Certificate
 Course TRAI 3001 Industry Training Authority Fundamentals
 Org Code: t.b.d.

APPENDIX A

Scenarios	Option 1: \$175 Tuition per Credit	Option 2: \$166 Tuition per Credit	Option 3: \$200 Tuition per Credit
Tuition per credit	\$ 175	\$ 166	\$ 200
Tuition per student	\$ 175	\$ 166	\$ 200
No. of Intakes	1	1	1
No. of students per intake - Domestic	20	20	20
No. of students per intake - International	0	0	0
Total students (with X FTE attrition) - Domestic	20	20	20
Total students (with X FTE attrition) - International	0	0	0
Student FTE	20	20	20
Contact Hours per course	20	20	20
Number of courses	1	1	1
Contact Hours per year	840	840	840
Instructor FTE required per intake	0.02	0.02	0.02
Number of credits	1	1	1
Tuition Fee per Credit -Domestic	\$ 175	\$ 166	\$ 200
Support Staff FTE	0.00	0.00	0.00
Operational costs	\$ 0	\$ 0	\$ 0
Revenue per credit per student	\$ 175	\$ 166	\$ 200
Cost per credit per student	\$ 172	\$ 172	\$ 172
Revenue per student	\$ 175	\$ 166	\$ 200
Cost (breakeven tuition fee) per student	\$ 172	\$ 172	\$ 172
Breakeven tuition fee per credit per student	\$ 172	\$ 172	\$ 172
Tuition fees per student - Domestic	\$ 175	\$ 166	\$ 200

Revenue

Tuition revenue -Domestic	\$ 3,500	\$ 3,320	\$ 4,000
Total revenue	\$ 3,500	\$ 3,320	\$ 4,000

Instructor

Salary (step 1)	\$ 2,226	\$ 2,226	\$ 2,226
Benefits (23.8%)	\$ 529	\$ 529	\$ 529
Total instructor costs	\$ 2,755	\$ 2,755	\$ 2,755

Support Staff

Salary	\$ -	\$ -	\$ -
Benefits (28.3%)	\$ -	\$ -	\$ -
Total support staff costs	\$ -	\$ -	\$ -
Total labour cost	\$ 2,755	\$ 2,755	\$ 2,755

Operational costs

Operational Expenses	\$ -	\$ -	\$ -
Total operational costs	\$ -	\$ -	\$ -

Indirect student support

Indirect student support (25%)	\$ 689	\$ 689	\$ 689
Total indirect student support	\$ 689	\$ 689	\$ 689

Total expenditures	\$ 3,444	\$ 3,444	\$ 3,444
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Net contribution to VCC overhead / (Deficit)	\$ 56	\$ (124)	\$ 556
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Net contribution to VCC overhead / (Deficit)	1.6 %	-3.7 %	13.9 %
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School of Instructor Education
Trades Instructor Short Certificate
Course TRAI 3002, 3003, 3004

Org Code: t.b.d.

	\$166 Tuition per Credit	\$175 Tuition per Credit
Tuition per credit	\$ 166	\$ 175
Tuition per student	\$ 331	\$ 350
No. of Intakes	1	1
No. of students per intake - Domestic	20	20
No. of students per intake - International	0	0
Total students (with X FTE attrition) - Domestic	20	20
Total students (with X FTE attrition) - International	0	0
Student FTE	20	20
Contact Hours per course	40	40
Number of courses	1	1
Contact Hours per year	840	840
Instructor FTE required per intake	0.05	0.05
Number of credits	2	2
Tuition Fee per Credit -Domestic	\$ 166	\$ 175
Support Staff FTE	0.00	0.00
Operational costs	\$ 0	\$ 0
Revenue per credit per student	\$ 166	\$ 175
Cost per credit per student	\$ 172	\$ 172
Revenue per student	\$ 331	\$ 350
Cost (breakeven tuition fee) per student	\$ 344	\$ 344
Breakeven tuition fee per credit per student	\$ 172	\$ 172
Tuition fees per student - Domestic	\$ 331	\$ 350

Revenue

Tuition revenue -Domestic	\$ 6,621	\$ 7,000
Total revenue	\$ 6,621	\$ 7,000

Instructor

Salary (step 1)	\$ 4,452	\$ 4,452
Benefits (23.8%)	\$ 1,060	\$ 1,060
Total instructor costs	\$ 5,512	\$ 5,512

Support Staff

Salary	\$ -	\$ -
Benefits (28.3%)	\$ -	\$ -
Total support staff costs	\$ -	\$ -
Total labour cost	\$ 5,512	\$ 5,512

Operational costs

Operational Expenses	\$ -	\$ -
Total operational costs	\$ -	\$ -

Indirect student support

Indirect student support 25%	\$ 1,378	\$ 1,378
Total indirect student support	\$ 1,378	\$ 1,378

Total expenditures	\$ 6,890	\$ 6,890
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Net contribution to VCC overhead / (Deficit)	\$ (269)	\$ 110
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Net contribution to VCC overhead / (Deficit)	-4.1 %	1.6 %
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DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 25, 2019

ISSUE: **RECOMMENDATION FOR APPROVAL:**
New Program: Train the Trainer Short Certificate

BACKGROUND:

The Train the Trainer Short Certificate program is a repackaging of the three (3) core courses of the Provincial Instructional Diploma Program (PIDP) that is intended to formalize an under-recognized exit option that has existed within the PIDP since the 1980s.

Under the current system, the Train the Trainer option is managed by the School of Instructor Education (SIE). For a nominal fee (~\$30), PIDP graduates can also receive a Train the Trainer [print] certificate from the School of Instructor Education. However, this arrangement only exists as a perk for PIDP learners savvy enough to pursue it; SIE department head Dr. Doug Mauger aptly describes Train the Trainer as an “Easter egg” within PIDP. As awarding of the certificate is internal to SIE, this option is unacknowledged on students’ transcripts.

Formalizing Train the Trainer as a VCC program and marketing it as a short certificate would make it attractive to businesspeople seeking short-term training; it is expected that it could act as a pathway for learners into the longer PIDP program.

Upon successful completion of the program, students will be able to meet the following learning outcomes:

- *Design, deliver and evaluate adult learning and teaching on a continuum of instructional approaches.*
- *Integrate critical reflection strategies to stay current in education and bring about change in one’s own practice.*
- *Act in an ethical and professional manner when working in an adult education setting.*

DISCUSSION:

The curriculum has been reviewed by Education Council and Curriculum Committee. As per suggestions made at the April 16, 2019 Curriculum Committee meeting, the language around PLAR (Prior Learning Assessment and Recognition) has been corrected to reflect the consideration of informal training and the unavailability of PLAR in one of the courses, PIDP 3220.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Train the Trainer Short Certificate credential.

ATTACHMENTS: APPENDIX A – Program Content Guide (PCG)

PREPARED BY: Elle Ting, Chair, Education Council

DATE: June 6, 2019



Train the Trainer Short Certificate

Program Content Guide

Effective Date: April 2020

Goal

The Train the Trainer Short Certificate (TTSC) provides students with the foundational knowledge, skills, and attitudes needed to instruct adults needed to plan, deliver, and evaluate learning.

Admission Requirements

- English 11 or Communications 12 with a C-, or equivalent
- Evidence of subject matter expertise (diploma, bachelor's degree, trades certification, substantial workplace experience) or departmental approval

Prior Learning Assessment & Recognition (PLAR)

You can request Prior Learning Assessment Recognition (PLAR) for some courses in the Train the Trainer program based on informal education, previous experience and current level of knowledge and skills.

Please contact the office and request Prior Learning Assessment Recognition PLAR for one course at a time. You will be directed to the Department Leader who will supply you information about completing PLAR. You may apply for a maximum of 3 credits of PLAR and transfer credit. Please contact the office for fees charged for PLAR.

Process:

1. Apply and meet all the entrance requirements for the TTSC
2. Contact the program office to request PLAR for a particular course.
3. Speak with the Department Leader about the PLAR process and compile the particular information and evidence requested to substantiate your request.
4. Complete the application for PLAR and submit payment.
5. See Policy D.3.5 for more information about VCC's PLAR procedures.

Program Duration

8 credits (120 hours)

Completion time will vary depending on individual circumstances. The program is designed to allow for flexibility, and may be completed at an accelerated pace.

The program must be completed within 3 years.

Program Learning Outcomes

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

1. Design, deliver and evaluate adult learning and teaching on a continuum of instructional approaches.
2. Integrate critical reflection strategies to stay current in education and bring about change in one's own practice.
3. Act in an ethical and professional manner when working in an adult education setting.

Instructional Activities, Design and Delivery Mode

A wide variety of instructional strategies is used in the program. Instructional strategies may include interactive lecture, presentations, assignments, guest speakers, discussions, group work, field trips, and case studies.

Courses may be offered in online, face-to-face, and blended formats. PIDP 3220 must be taken face-to-face.

Evaluation of Student Learning

Evaluation of student learning is based on completion of course assignments. Due dates and criteria for successful completion of each course assignment will be outlined by the instructor at the beginning of each course. Students must achieve a minimum grade of C- in PIDP 3210 and PIDP 3230, and S in PIDP 3220 in order to be awarded the Train the Trainer Short Certificate.

Recommended Characteristics of Students

The TTSC is appropriate from those with no teaching experience to those with substantial teaching experience but little training in instructional skills. Students should have:

- a willingness to participate in a wide variety of instructional strategies, both face-to-face and online
- basic computer skills
- the ability to work independently and with others

Courses

Course #	Course Name	Credits
PIDP 3210	Curriculum Development	3.0
PIDP 3220	Delivery of Instruction	2.0
PIDP 3230	Evaluation of Learning	3.0

Total Program Credits: 8.0

Transcript of Achievement

The evaluation of learning outcomes for each student is prepared by the instructor and reported to the Student Records Department at the completion of each course.

The transcript typically shows a letter grade or S/U (successful/unsuccessful) for each course. The grade point equivalent for a course is obtained from letter grades as follows:

Grading Standard

Grade	Percentage	Description	Grade Point Equivalency
A+	98-100		4.33
A	94-97		4.00
A-	90-93		3.67
B+	85-89		3.33
B	80-84		3.00
B-	75-79		2.67
C+	70-74		2.33
C	65-69		2.00
C-	60-64		1.67
F	0-59	Failing Grade	0.00
S	60 or greater	Satisfactory – student has met and mastered a clearly defined body of skills and performances to required standards	N/A
U		Unsatisfactory – student has not met and mastered a clearly defined body of skills and performances to required standards	N/A
I		Incomplete	N/A
IP		Course in Progress	N/A
W		Withdrawal	N/A
Course Standings			
R		Audit. No Credit	N/A
EX		Exempt. Credit granted	N/A
TC		Transfer Credit	N/A

Grade Point Average (GPA)

1. The course grade points shall be calculated as the product of the course credit value and the grade value.
2. The GPA shall be calculated by dividing the total number of achieved course grade points by the total number of assigned course credit values. This cumulative GPA shall be determined and stated on the Transcript at the end of each Program level or semester.
3. Grades shall be assigned to repeated courses in the same manner as courses taken only once. For the purpose of GPA calculation of grades for repeated courses, they will be included in the calculation of the cumulative GPA.

VCC Education and Education Support Policies

There are a number of **Education** and **Education Support** policies that govern your educational experience at VCC, please familiarize yourself with them. The policies are located on the VCC website at:

<http://www.vcc.ca/about/governance--policies/policies/>



INFORMATION NOTE

PREPARED FOR:	Board of Governors
DATE:	September 25, 2019
ISSUE:	Education Council Chair Report to Board of Governors

NEW PROGRAM CONCEPT: VIRTUAL REALITY/AUGMENTED REALITY (VR/AR) DESIGN AND DEVELOPMENT DIPLOMA

The proposed Virtual Reality/Augmented Reality (VR/AR) Design and Development Diploma program concept, developed by faculty lead Dr. Jacqueline Shehadeh (Department Head, Science) in consultation with other departments and stakeholders, is the result of a collaboration between VCC and Vancouver Film School (VFS) to deliver a “progressive immersive technologies curriculum.”

Vancouver is quickly becoming a hub of the advanced tech sector, with more than 75,000 people currently working in this field and the tech worker count expected to more than double by 2027.¹ While supply of highly qualified personnel (HQP) in technology has so far kept pace with demand, the rapid growth of this area, combined with the ephemeral nature of technology in general, means that many more people will have to be trained to meet the sector’s burgeoning need for skilled labour.

Addressing the anticipated shortage of qualified applicants in occupations that have VR/AR integration as a common denominator (Visual Effects Supervisor, Graphic Designer, 3D Artist, etc.), the program’s design is buttressed by the following key outcomes:

- *Development of skills with VR/AR applications*
- *Creation of immersive experiences for multiple contexts*
- *Portfolio of VR/AR work for a variety of sectors*

Students in this program would complete foundational courses at VCC, move on to take VR/AR courses at VFS, and then end with an extended practicum overseen by VCC, with VCC issuing the final credential.

There is one comparable VR/AR program in the Lower Mainland: BCIT’s Applied Virtual Reality and Augmented Reality program, which is comprised of four (4) courses delivered by its School of Computing and Academic Studies, and offers graduates a statement of completion. However, this program is more “boutique” in its design and is meant just to offer a taste of VR/AR to interested students; that is, it does not train students for work in VR/AR industries.

¹ Wilson, Kate. “Demand for tech talent up 25 percent in Vancouver.” *The Georgia Straight*. 30 May 2019. <https://www.straight.com/tech/1247521/demand-tech-talent-vancouver-25-percent-2018>

The VCC Senior Leadership team has approved the development of this program, and the program concept received Curriculum Development Funding in 2019-2020 towards the early stages of planning and documentation. The Ministry of Advanced Education has also expressed its support for this proposed public-private joint programming. Further consultation is set to take place as this proposed program continues to take shape.

QUALITY ASSURANCE PROCESS AUDIT (QAPA) SUMMARY

In a letter from the Degree Quality Assessment Board (DQAB) Secretariat addressed to former VP, Academic, Students and Research Dr. Kathryn McNaughton and dated August 16, 2019, VCC received an official summary of its Quality Assurance Process Audit (QAPA) results, thus concluding a comprehensive sixteen (16)-month review process.

In confirming that VCC does not have to submit a follow-up progress report and that the QAPA review committee “commend[s] VCC on its quality assurance practices,” the letter is effectively a “gold star” in recognition of the college’s rigour in maintaining quality and procedural transparency.

DQAB’s letter alludes to some next steps, which may include a check-in with DQAB at the one (1)-year mark following the receipt of the summary (August 2020). Education Council intends to inquire about these at future Quality Assurance Committee (QAC) meetings and report any significant developments to the Board.

The full summary document has been attached for the Board’s review.

ATTACHMENTS: Appendix A – QAPA Summary
Appendix B – Education Council Annual Report 2018

PREPARED BY: Elle Ting, Chair, Education Council

DATE: September 17, 2019



APPENDIX A

DEGREE QUALITY
ASSESSMENT BOARD

File#: 60-100-70/VCC

August 16, 2019

Sent via email: kmcnaughton@vcc.ca

Kathryn McNaughton
Vice-President Academic, Students & Research
Vancouver Community College

Dear Dr. McNaughton:

I am writing to you about the Vancouver Community College (VCC) Quality Assurance Process Audit (QAPA). The Quality Assurance Audit Committee (Committee) reviewed the QAPA panel report and VCC's response at its July 31, 2019 meeting. The Committee would like to commend VCC on its quality assurance practices. The Committee determined that VCC is not required to provide a follow-up progress report.

I have attached the QAPA Summary, the formal document that will be posted on the Degree Quality Assessment Board website. The summary includes excerpts from the Institution Report and the panel report, both lightly edited for length and for consistency with the QAPA scope. Ministry staff will be in touch to discuss the next steps.

On behalf of the Committee, I would like to thank VCC for completing this process. If you have questions or concerns, please contact the Secretariat at DQABSecretariat@gov.bc.ca.

Sincerely,



Doug Owrām
Chair

Attachment

2018/19 QUALITY ASSURANCE PROCESS AUDIT VANCOUVER COMMUNITY COLLEGE

The Summary was prepared by the Degree Quality Assessment Board Secretariat using the Institutional Report, the Expert Panel Report, and the Response to the Expert Panel Report. Vancouver Community College was one of three public post-secondary institutions to undertake the Quality Assurance Process Audit in 2018/19.

Introduction

The Terms of Reference for the Degree Quality Assessment Board establish that audits will be based on information provided by public post-secondary institutions to ensure that rigorous, ongoing program and institutional quality assessment processes have been implemented.

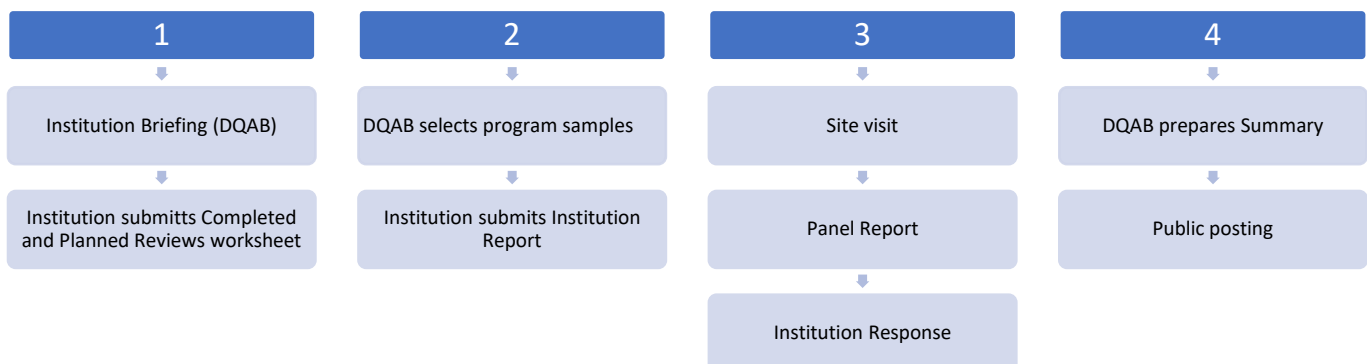
The main objectives of the quality assurance process audit (QAPA) are to ascertain that the institution:

- a) Continues to meet the program review policy requirements outlined in the DQAB's *Exempt Status Criteria and Guidelines* and the *Degree Program Review Criteria and Guidelines*, as applicable to the institution;
- b) Has and continues to meet appropriate program review processes and policies for all credential programs; and
- c) Applies its quality assurance process in relation to those requirements and responds to review findings appropriately.

The QAPA assessment is focused on answering questions in two categories:

1. Overall process
 - a. Does the process reflect the institution's mandate, mission, and values?
 - b. Is the scope of the process appropriate?
 - c. Are the guidelines differentiated and adaptable to respond to the needs and contexts of different units, e.g. faculties or departments or credential level?
 - d. Does the process promote quality improvement?
2. Review findings
 - a. Were the responses to the sample program review findings adequate?
 - b. Does the process inform future decision making?
 - c. Are the review findings appropriately disseminated?

Figure 1: QAPA Process



Vancouver Community College – Institutional Context

Vancouver Community College (VCC, the College) is the oldest government public postsecondary college in BC. The College delivers more than 120 programs to a diverse and multicultural student population. VCC's vision statement "The first choice for innovative, experiential learning for life" is aspirational and captures the essence of the College community. It is a declaration that focuses on our future direction and aligns with the College's core values: Student Success; Excellence; Diversity; and Stewardship.

VCC programs are structured to meet the social and economic needs of a dynamic, urban community with hands-on, industry-relevant education and training through small classes and intensive practical learning. It works in cooperation with other educational institutions, licensing and accrediting bodies, employers, community groups and governments to offer flexible, responsive, and innovative instruction.

Table 1: Student enrollment (2017-2018)

	Undergraduate	Graduate	Degree Programs	Non-Degree Programs
Full-time equivalent (FTE)	6,105	44	240	5,909

VCC delivers programming across three campuses: Broadway, Downtown, and Annacis Island. The majority of VCC program offerings are directly related to skills that are needed for in demand occupations in health, trades, hospitality, technology, sales and service, business and management. It also offers programs in arts and sciences; food studies; continuing studies; and instructor education.

Table 2: Program offerings (2017-2018)

Credential Type	# of Programs
Citation	3
Certificate	86
Apprenticeship	13
Diploma	31
Post Degree Diploma	1
Undergraduate Degree	3

Institution Self-Study

The VCC QAPA review was initiated with an Institution Briefing on April 12, 2018 at the Broadway campus. The Institution Briefing provides an overview of the QAPA process and the documentation institutions are requested to submit.

At its meeting on June 4, 2018, the Quality Assurance Audit Committee reviewed the Completed and Planned Review worksheet submitted by VCC and selected three program

reviews for sampling. The selected samples are those that the DQAB considers to be representative of various areas of the institution's educational activities. The program reviews selected were: Provincial Instructors Diploma & Online eLearning Certificate; Bachelor of Science in Nursing; and Jewellery Art & Design Diploma. On September 17, 2018, VCC submitted its Institution Report.

Self-Evaluation Approach

Dr. Kathryn McNaughton, Vice President Academic, Students, and Research has served as a member of the Quality Assurance Audit Committee (QAAC) since inception. The preparation of the institution report was a collaborative effort led by the Office of the Vice President Academic, Students, and Research.

Participation in QAPA was listed as a priority in the 2018/19 Integrated College Plan. In preparation for the audit, the C.3.2 Program Review and Renewal Policy was fully reviewed and significant revisions to the institution's review processes were made. Those changes were approved by Education Council and the Board of Governors in April 2018.

The self-study included consultation from the following:

- President
- Vice President, Academic, Students, and Research
- Vice President, Administration and CFO
- Chair, Program Review and Renewal Committee
- Chair, Education Council
- Academic Coordinator, VP Academic Office
- Academic Deans
- Registrar
- Dean, Student Development
- Dean, Library, Teaching and Learning Services
- Director, Institutional Research
- Instructional Associates, Centre for Teaching, Learning, and Research
- Department Leaders

Additional input on quality assurance at VCC was sought from academic and student service leaders across the institution at a June 2018 meeting of the Leaders' Forum.

A webpage has been created to provide information to the internal and external community on the College's steps towards quality assurance <http://www.vcc.ca/about/governance--policies/qualityassurance/>.

Quality Assurance Policy and Practices

The quality assurance mechanisms support a wide variety of programs that range across the institution and credentials awarded. The *Colleges and Institutes Act* identifies Education Council as the body with ultimate authority over the quality of programming. In discharging this responsibility, Education Council created the Program Review and Renewal Committee (PRRC), a standing committee that has established a set of policies and procedures

supporting the continuous improvement of programming. Institutional Research plays an important role in providing accurate and relevant data for deans and department leaders as they prepare yearly reports. Each Dean and Department Leader also develops action plans which guide the ongoing implementation and improvement of each program. Through departmental action plans, key goals and activities are identified.

Academic planning at VCC is an iterative process, beginning at the department level, when Department Leaders and Faculty members identify their goals and priorities in their Department Plans. The Academic Plan reflects all aspects of teaching and learning at VCC and feeds into the Integrated College Plan which sets the overall direction of the College.

Policy A.3.2 Policy Development and Maintenance sets out the guidelines for creating policies that comply with legal and regulatory requirements, achieve the College's vision and values, enhance operational effectiveness, manage risk, and set standards for the conduct of the College's affairs. The procedures outline a comprehensive review, consultation and governance approval process for all new and revised policy documents. All VCC policies are scheduled for review every five years. Academic policies are vetted through the Education Policy Committee and then Education Council. Administrative policies are vetted through the Administration Policy Committee and the Operations Council. All draft policies are open for College community feedback for 15 days, and are reviewed by internal governance processes a second time. Policies requiring Board of Governors approval are then sent to the appropriate Board standing committee and then to the Board.

VCC is in the process of designing a teaching and learning framework to support individual learner success. This Framework will include: a philosophy on principles of adult learning; achievable challenges in both didactic and experiential learning settings; provision of choice within parameters; classroom environments which are open to questioning and critique; and a recognition of the value of ongoing self-reflection. The Framework recognizes the key role played by Faculty participation in professional development, applied research and scholarship in informing learner focused classroom practice.

The Centre for Teaching, Learning, and Research (CTLR) provides support to departments and Faculty in the design, development, and/or revision of programs and courses. The CTLR office consists of four Instructional Associates who provide pedagogical and administrative leadership and support to VCC Faculty and two eLearning Support and Media Development members who provide support and training on educational technologies, including VCC's Moodle learning management system and design/production of digital media for online learning.

Learning outcomes are a foundational component of all VCC curricular programs. All course outlines and Program Content Guides include a full description of learning outcomes. A college-wide consultation process was initiated in May 2017 to determine the Institutional Learning Outcomes (ILOs) which best represented VCC's diverse learners and graduates. The consultation process consisted of facilitated sessions where individuals identified, discussed, selected and then rated a number of ILOs. These sessions were conducted at both academic and non-academic department meetings, governance committee meetings, union executive meetings, and Program Advisory Committees.

The following initiatives also support quality assurance and practice:

- faculty professional development;
- scholarship and research initiatives;
- performance management systems for faculty; and
- strategic enrolment management to support student success and retention, including a commitment to the highest quality educational experience for Indigenous students.

Program Development

The process for new program development starts with the submission of a Concept Paper that assesses the necessity/viability of offering a new program. It outlines the research, educational value, marketability, and other related issues related to the request for a new credential. The Concept Paper must be approved by both the Vice President Academic, Students, and Research, and the Vice President Finance and CFO prior to developing the program curriculum materials.

Program design identifies the student profile, program goals, program learning outcomes, delivery modes/learning environment, key concepts and skills, program map which clusters concepts and skills into courses, identification of high level assessments, mapping to external bodies such as articulation, accrediting/regulatory body and industry requirements, and alignment with entry to practice competencies as required.

Once courses for the program have been identified, course blueprints are developed that identify course goals, course learning outcomes, learning environment, student assessments/course evaluation plan, and teaching and learning activities to support student achievement of the evaluation plan. Faculty development needs are identified during the program and course development process. CTLR supports Faculty in developing teaching and evaluation strategies that align with program and course learning outcomes.

VCC is committed to the use of systematic, transparent practices and procedures for the development of curriculum that engage relevant stakeholders and align with the College's governance process. The processes in place ensure that all curricula is consistent with the College's mission, goals, educational priorities and plans; meets the College's standards of excellence; is based on the needs of the community; and promotes responsible use of College resources. Curriculum development is also guided by provincial Ministry guidelines, professional and industry association requirements, accreditation bodies and credentialing policies at other postsecondary institutions with which the College may wish to articulate. The College uses an online curriculum development software to manage the development and approval through a web portal and email notifications of curricula. Program curriculum must be approved within the system at each stage by relevant reviewers.

A core principle of the approval process is meaningful consultation with internal and external stakeholders to ensure high quality curriculum and a smooth approval and implementation process. Depending on the nature and scope of the changes to curriculum, consultation might involve the department Faculty and the Registrar's office for a small change or all areas of the College for a new program. The Department Leader and Dean must approve all proposals

prior to undergoing governance review, and are responsible for ensuring appropriate consultation has taken place.

All new programs and courses must be approved by Education Council. The Board of Governors approves the implementation of any new programs with advice from Education Council. Approval of minor changes to curriculum has been delegated to Curriculum Committee by Education Council. All other changes to curriculum must be approved by Education Council.

The College's Curriculum Development Funds support projects that advance and expand the College's educational programming. These funds support the exploration of new ideas, fostering creativity and innovation in program offerings as well as efficiency and effectiveness in program delivery. In line with the College's planning process, proposals that are identified in the Integrated College Plan and Academic Plan will be given priority along with recommendations and action plans resulting from program reviews, program renewal activities and external accreditations. The CD Funds supports the development/revision of programs and courses up to the program and course mapping stage.

Program Review

VCC's program review and renewal process is outlined in C.3.2 Program Review and Renewal Policy and Procedures. The intent is to ensure high quality programming and a process of ongoing and continuous improvement to programs. The main principles of the process are:

- A focus on currency, relevancy, and quality;
- Guided by the College's mandate, vision, and values, and integrated into the wider planning activities of the College;
- Done collaboratively and focused on improving the educational quality of the programs;
- Evidence-informed; and
- Reasonable in scope, and flexible enough to ensure the process is relevant and meaningful to all program circumstances.

Annual Program Review is completed by all programs with the focus on understanding the current state of the program and to plan for continuous improvement to support program quality and student success reflective of the College's values. Program Review is primarily based on data compiled for each program by the Institutional Research department on an annual basis. Student profile data, Student Outcomes Data from the B.C. Student Outcomes Survey and the VCC Student Survey, and Student Enrolment data are typically the sources of the information provided. The previous year's departmental action plan is also included.

Using the data from the past five years as a starting point, program departments are asked to reflect on program quality, teaching practices, business aspects, and to identify trends, successes, and barriers to success. They provide an update on the previous year's departmental action plan and an action plan for the coming year. The Dean of the program provides additional comments. The reports are provided to the Vice President Academic, Students and Research and to the PRRC who meet with each Dean to identify overall College trends.

Program Renewal is a more comprehensive, forward-looking and formative process that looks to revitalize a program through a collaborative and consultative process that includes extensive consultation with stakeholders and an external review. During the program renewal process, department leaders and Faculty are supported by Instructional Associates from the Centre for Teaching, Learning and Research and the members of the Program Renewal Steering Committee. This support ensures that the program renewal school-level process is thorough, systematic and results in actionable items.

Two to five renewals are scheduled in a typical year. Degree programs are required to undergo renewal every five to seven years. Other programs are scheduled for renewal as needed to address issues identified during the annual program review, a significant change in the field/industry, or at the request of the department. The process is evidence-informed and addresses all aspects of the learning environment.

A typical program renewal includes: 1) an internal self-study report; 2) an external review report; 3) a summary report that includes recommendations and institutional responses; and 4) an action plan for changes to the program. The internal self-study includes an environmental scan, a section on program curriculum and instruction, Faculty and staff, student outcomes, student support services, program planning and administration, and the physical environment. The Renewal Steering Committee is chaired by an Instructional Associate from CTLR and includes the program Dean and Department Leader, a member of Institutional Research, program Faculty, and a program staff member.

Numerous VCC programs (primarily in the Health Sciences) are required to conduct reviews by external accrediting bodies. The Program Review and Renewal Policy allows, where elements of the external review are consistent with College requirements, for the accreditation review to substitute for a program renewal. The program must report on the accreditation findings to the Vice President Academic, the PRRC, and Education Council.

Accountability and follow through is a central part of the process. The Department Leader and the Dean will monitor and report out on the action plans from annual program reviews, program renewals, and program accreditation. The action plans are tracked by the Program Review and Renewal Committee. Major trends, goals, needs, and barriers are summarised and shared with Education Council.

QAPA Review

The QAPA panel conducting the assessment were Dr. Robin Fisher, panel chair, and panel members Dr. John Boraas and Ms. Kathy Siedlaczek. The site visit was held on November 21 and 22, 2018. In addition to the panel, Ms. Dao Luu, a member of the DQAB Secretariat, also attended the site visit.

The QAPA panel submitted its report on December 5, 2018. VCC provided a response on March 14, 2019.

The panel concluded that the College is on a path of program review and renewal, and have developed significant policy structures, and are actively building toward this long-term goal. The review team noted that it was impressed throughout the visit by the very collegial culture at and the way that it was carrying the institution through the challenges of developing a strong

quality assurance environment. The panel saw this as fundamental to the good work being done on improving programs. Overall, the panel commended the College for its vision and the development of a collaborative and relational institution. The panel report provided commendations, affirmations and recommendations.

Commendations are areas where the institution has shown exemplary practice. Areas of exemplary practice:

- The well thought out and developed policy structure around quality assurance and that, while many these policies are relatively recent, VCC has instituted a much more robust set of review processes that include program development and two kinds of reviews – annual reviews for all programs and periodic program renewal reviews when appropriate.
- There is a great deal of enthusiasm for this work at all levels of the institution and uniformly among faculty in the three programs that met with us. There is clear momentum on this work with widespread involvement at all levels.
- As well as having learning outcomes at the course and program level, VCC has recently taken the major step of establishing a set of Institutional Learning Outcomes.
- There is support for quality improvement through the Centre for Teaching, Learning and Research and the Faculty Associate model is helpful and provides “horsepower” necessary to move forward projects. Templates are being developed to assist the faculty in programs to carry out reviews and this work encourages faculty involvement.
- Lastly, and most importantly, there is evidence that all of this work is leading to improved program quality, a better educational experience and higher levels of student satisfaction and success.

Affirmations are areas where the institution has identified weaknesses and intends to correct it. Areas the institution identified for improvement:

- VCC was clear that the implementation of the new policies is a work in progress as, indeed, quality assurance work always is. They are committed to continuing this work and understand the benefits that it brings to their programs.
- Having established a set of Institutional Learning Outcomes they understand that they now have to be integrated with the course and program learning outcomes and then assessment methods need to be established. This too is a work in progress and the institution understands that. VCC is in the process of developing a program of internal communication and engagement on Institutional Learning Outcomes which is an important first step along the path of implementation.
- VCC is moving to encouraging the development of scholarship within a College environment. The Nursing program appears to be a leader in this development and it is being encouraged and resourced at initial levels by the College leadership.
- The College is also providing some resources of time and money to the program review process and the implementation of recommendations.
- The institution is undertaking a gap analysis between accreditation reviews and their own program review/renewal process. We commend this analysis because accreditation and program reviews are different processes with somewhat different outcomes. Accreditation is about defending and explaining against accreditation standards while program review can be about a more appreciative model to explore areas of weakness or concern. At the same time we understand the reluctance in programs like Nursing about doing two full

blown reviews and so suggest that if there is a need for an internal review that it be done through an existing process like the annual review. Internal program review can also be used to encourage curriculum program changes, gather evidence, and request funding which are purposes different from accreditation.

- VCC is developing strong policies and processes around new program development and this work is going on hand-in-hand with the work on quality improvement.
- VCC is working on a program of professional development for program leaders and the review team saw this as an important new initiative to train leaders, among other things, in program quality assurance.
- We recommend that the institution give some thought to program review in the trades programs. They are aware of this need and indicated that it was on the agenda for future work.

Recommendations are areas needing improvement. Areas for the panel identified for improvement:

- We are concerned that there are not adequate resources of time and money to conduct annual reviews and also complete enough program renewals to cover all programs in a reasonable period of time. We therefore wonder if the annual reviews for each program could be reduced to once every two or three years or could the process be streamlined to make it less of a drain on resources. The frequency of annual reviews could otherwise be a drain on forward momentum.
- VCC should develop a clearer set of expectations for external program review panels.
- Some process for establishing whether the recommendations that come out of program reviews/renewals are achievable and that what is not possible is clearly acknowledged and those that are possible are then prioritized.
- As noted, VCC is developing a well-considered program development policy and process and we have a few suggestions about that development. We think that evaluation could be built into program development more strongly. We noted that a lot of work goes into the early stages before the first approval of the concept document and wonder if some form of “notional” approval could come earlier. We did hear from the institution that there is a good deal of informal discussion before the concept stage.
- More, and more public, communication of the processes and results of program reviews would be beneficial by, for example, enhancing the website devoted to this information, or establishing other mechanisms to build capacity and share learning across the College.

VCC acknowledged the recommendations in its response to the panel's report and provided an action plan addressing each of the recommendations.



VCC Education Council ANNUAL REPORT January 1 – December 31, 2018

2018 HIGHLIGHTS

- Academic Plan 2018-2023
- Academic Schedule 2019-2020
- Campus Master Plan Process
- CourseLeaf Implementation
- English Language Proficiency Requirements Website Update
- Enrolment Plan 2018-19
- Institutional Learning Outcomes (ILOs)
- Integrated College Plan 2018-19
- New Health Sciences Admission Requirements Summary Grid
- Online Learning Strategy
- Quality Assurance Process Audit (QAPA)

PROPOSALS FOR NEW PROGRAMS

Education Council accepted the following concept papers for information:

- | | |
|---|--------------------|
| • Computer Systems Technology Diploma | February 13, 2018 |
| • Access to Salon and Spa Citation | September 11, 2018 |
| • Access to Computer System Technology Citation | September 11, 2018 |
| • Transportation Trades Sampler Citation | September 11, 2018 |
| • Mechanical Technician Certificate | September 11, 2018 |
| • Provincial Instructor Diploma Program | October 9, 2018 |
| • Certificate in Educational Leadership | October 9, 2018 |
| • Gladue Report Writing Short Certificate | November 13, 2018 |

MEETINGS

Education Council met on the second Tuesday of each month, except for July and August. There was a consent resolution in July.

2018 meeting dates:	January 9	February 13	March 13
	April 10	May 8	June 12
	September 11	October 9	November 13
	December 11		

MEMBERSHIP

Chair: Todd Rowlatt

Vice-Chair: Jo-Ellen Zakoor

Executive: Todd Rowlatt, Jo-Ellen Zakoor, Taryn Thomson, Paul Yeung

Faculty, Transportation Trades	Robert Kunka	Nov 2017–Oct 2019
Faculty, Arts and Sciences	Janet Theny	Nov 2016–Oct 2018
	Natasha Mandryk	Nov 2018–Oct 2020
Faculty, College-at-Large	David Branter	Nov 2016–Apr 2018

Faculty, College-at-Large	Denise Beerwald	Jun 2018–Oct 2018 Nov 2018–Oct 2020
Faculty, Arts and Sciences	Andrew Candela	Nov 2016–Oct 2018 Nov 2018–Oct 2020
Faculty, Health Sciences	Jo-Ellen Zakoor Heidi Parisotto	Nov 2017–Sep 2018 Nov 2018–Oct 2019
Faculty, Hospitality, Food Studies & Applied Business	Mike Tunnah John Demeulemeester	Nov 2016–Jun 2018 June 2018–Oct 2018 Nov 2018–Oct 2020
Faculty, Student Development	Nona Coles	Nov 2016–Oct 2018 Nov 2018–Oct 2020
Faculty, College-at-Large	Taryn Thomson	Nov 2017–Dec 2018
Faculty, Instructor Education; Centre for Teaching, Learning & Research; Music, Dance & Design	Elle Ting	Nov 2017–Oct 2019
Faculty, Library & Learning Centre	Todd Rowlatt	Nov 2017–Oct 2019
Registrar	Dave McMullen	Jan 2018–Dec 2018
Dean, School of Health Sciences	Debbie Sargent Jo-Ellen Zakoor	Jan 2018–Jun 2018 Oct 2018–Dec 2018
Dean, School of Arts and Sciences	David Wells	Jan 2018–Dec 2018
Vice President, Academic, Students & Research	Kathryn McNaughton	Jan 2018–Dec 2018
Broadway Campus	Kimberly Sanchez	Nov 2017–Jun 2018
Broadway Campus	Ilyes Belhacene	Nov 2018–Oct 2019
Broadway Campus	Vacant	Nov 2017–Oct 2018 Nov 2018–Oct 2019
Downtown Campus	Ali Sayad Mousavi Azad	Nov 2017–Jun 2018
Downtown Campus	Dharuv Puri	Nov 2018–Oct 2019
Downtown Campus	Vacant	Nov 2017–Oct 2018 Nov 2018–Oct 2019
Support Staff, College-at-Large	Karen Crossett	Nov 2017–Oct 2019
Support Staff, College-at-Large	Paul Yeung	Nov 2017–Oct 2019
VCC President	Peter Nunoda	Ex Officio

EDUCATION COUNCIL ELECTIONS

Education Council had its elections for this year at its December 2017 meeting. All elections were by acclamation. The following members were elected for the period of January–December 2018:

- Chair of Education Council: Todd Rowlatt
- Vice Chair of Education Council: Jo-Ellen Zakoor
- EDCO Executive Members: Taryn Thomson and Paul Yeung
- Chair of Appeals Oversight Committee: Debbie Sargent
- Chair of Curriculum Committee: David Branter
- Chair of Education Policy Committee: Michael Tunnah
- Chair of Program Review and Renewal Committee: Jo-Ellen Zakoor

Several by-elections were held for committee chairs. All elections were by acclamation. The following members were elected:

- Chair of Curriculum Committee: Todd Rowlatt (June–December 2018)
- Chair of Education Policy Committee: John Demeulemeester (June–December 2018)
- Chair of Appeals Oversight Committee: Andrew Candela (September–December 2018)
- Chair of Program Review and Renewal Committee: Elle Ting (October–December 2018)

EDCO PLANNING DAY

Education Council held a half-day planning day on June 4, and a full planning day on December 7, 2018. In December, Disability Services discussed student accommodations, and the Indigenous Education and Community Engagement (IECE) department presented the Indigenous Education Protocol and the 7 Principles. In the afternoon, members of EDCO's four standing committees were invited to a lunch to thank them for their valuable service to the College, followed by planning meetings for the Curriculum and Education Policy Committees.

STANDING COMMITTEES

CURRICULUM COMMITTEE

Chair: David Branter (Jan 2018–Apr 2018)

Todd Rowlatt (Jun 2018–Dec 2018)

Curriculum Committee ensures that College curriculum development and revisions are consistent with approved processes and are undertaken in compliance with educational policies. The Committee provides quality assurance helping to ensure College curricula reflect sound pedagogical practices. Curriculum Committee is the first stop in the curriculum approval governance process, as its recommendations are formally considered by Education Council for approval or for advice to the Board of Governors.

In 2018 Curriculum Committee approved 8 proposals and recommended 51 proposals to Education Council.

Approved by Curriculum Committee:

- Minor revision to the CCAC 1084 Communications for Health Sciences course description
- Updates to the course pre-requisites for BIOL 1120, ENGL 1100, MATH 1111, and PYSC 1100
- Update to the CLFE 0311 Career Literacy Foundations course outline
- Removal of the pre-requisites for PSYC 1100 and PSYC 1200
- Update to HRCA 1391 pre-requisites to include HRCA 1390
- Name change for the Professional Cook 1 + Catering program
- Updates to the pre-requisites for CULI 1507
- Updates to Provincial Instructor Diploma Program content guide and course outlines for both PIDP and ONEL

Approved by Education Council and/or Board of Governors:

New Programs:

Associate of Arts Degree (pending Board approval)
 Associate of Science Degree
 Bachelor of Applied Science in Dental Hygiene
 Business & Project Management Post-Degree Diploma
 Computer Systems Technology Diploma
 Counselling Skills Foundational Certificate
 Heavy Mechanical Technology Diploma
 Trades Instructor Short Certificate (pending Board approval)

Suspended Programs:

Applied Technology for the Visually Impaired Certificate
 Interior Design Certificate (approved by Board of Governors February 13, 2019)
 Office Administration for the Visually Impaired Certificate
 TESOL Certificate and Diploma

Arts & Sciences

New Courses:

BIOL 2100	Cell Biology	MUSC 1064	Preparatory Class Piano 2
BIOL 2110	Microbiology 1	MUSC 1301	Musicianship 1
BIOL 2210	Microbiology 2	MUSC 1303	Theory and Practice of Music 1
BIOL 2134	Genetics 1	MUSC 1305	Music in Context 1
BIOL 2234	Genetics 2	MUSC 1310	Individual Instruction 1
BIOL 2200	Biochemistry	MUSC 1401	Musicianship 2
CHEM 2130	Organic Chemistry 1	MUSC 1403	Theory and Practice of Music 2
CHEM 2230	Organic Chemistry 2	MUSC 1405	Music in Context 2
ELSK 0730	Communication for Engineering and Technology	MUSC 1410	Individual Instruction 2
ELSK 1006	IELTS Test Prep – Academic	MUSC 2301	Musicianship 3
ELSK 0925	EAL Pathway to University Transfer English	MUSC 2302	Electronic Music 1
ENGL 0985	English 12 First Peoples Part 1	MUSC 2303	Theory and Practice of Music 3
ENGL 0995	English 12 First Peoples Part 2	MUSC 2305	Musicology 1
ENGL 0992	Technical and Professional English	MUSC 2307	Social Media Skills
MATH 0863	Business/Technical Math 11 Part 1	MUSC 2310	Individual Instruction 3
MATH 0873	Business/Technical Math 11 Part 2	MUSC 2317	Jazz Improvisation 1
MTSK 0750	Math 10 Skills Part 1	MUSC 2401	Musicianship 4
MTSK 0760	Math 10 Skills Part 2	MUSC 2402	Electronic Music 2
MUSC 1010	Preparatory Individual Instruction 1	MUSC 2403	Theory and Practice of Music 4
MUSC 1011	Preparatory Musicianship 1	MUSC 2405	Musicology 2
MUSC 1013	Preparatory Music Theory 1	MUSC 2407	Career Opportunities for Musicians 1
MUSC 1020	Preparatory Individual Instruction 2	MUSC 2410	Individual Instruction 4
MUSC 1021	Preparatory Musicianship 2	MUSC 2417	Jazz Improvisation 2
MUSC 1023	Preparatory Music Theory 2	MUSC 2490	Performance Ensemble
MUSC 1054	Preparatory Class Piano 1	VOVI 0100	Introduction to Assistive Technology for the Visually Impaired

- Revisions to the Music Diploma program content guide and seven courses: MUSC 1030, MUSC 1031, MUSC 1033, MUSC 1155, MUSC 1255, MUSC 1399 and MUSC 1499
- Changes to the ASL & Deaf Studies program, including moving the courses from non-credit to credit-based
- Revisions to the University Transfer Science Certificate to include assured and competitive transfer pathways to SFU
- Revisions to the grading standard for ENGL 0661 Fundamentals of English 6A and ENGL 0662 Fundamentals of English 6B
- Revisions to admissions requirements for the University Transfer Arts Certificate program and the University Transfer Pathway to Health Sciences Certificate program

Continuing Studies

New Courses:

CNSK 1502	Foundations of Counselling	CNSK 1507	Diversity, Inclusion and Culture
CNSK 1503	Theories of Counselling	CNSK 1508	Assessment Practices
CNSK 1504	Introduction to Family Systems	CNSK 1509	Personal and Professional Development
CNSK 1505	Individual Counselling Skills	CNSK 1510	Indigenous Perspectives
CNSK 1506	Lifespan Development	CNSK 1511	Practicum

- Updates to Medical Device Reprocessing Technician admission requirements
- Revisions to CNSK 1401 Basic Counselling Skills and CNSK 1505 Individual Counselling Skills
- Renaming the credential from “Citation” to “Short Certificate” for the Renal Dialysis Technician program

Health Sciences

New Courses:

DENT 1505	Dental Radiography 1	HRCA 1130	Health and Healing 1
DENT 2995	Dental Radiography 2	HRCA 1140	Common Health Challenges 1
DENT 3745	Dental Radiography 3	HRCA 1230	Health and Healing 2
DNTL 1107	Dental Radiography Module	HRCA 1240	Common Health Challenges 2

- Changes to admission requirements for the Dental Reception Coordinator and Certified Dental Assisting (Distance) programs
- Changes to admission requirements and course modifications for the Certified Dental Assisting (Onsite) program, including three new courses
- Updates to admission requirements for NURS 1602 Human Anatomy & Physiology
- Updates to admission requirements for the Pharmacy Technician Diploma program
- Updates to the Acute Care for Health Care Assistants Citation program
- Updates to the Health Care Assistant Certificate (ESL Cohort), including the separation of two courses into four new courses
- Renaming the credential from “Citation” to “Short Certificate” for the Acute Care for Health Care Assistants program

Hospitality, Food Studies & Applied Business

New Courses:

CULI 1517	Flavour Principles & Menus IE	MGMT 2023	Scope Management
CULI 1520	Korean Cuisine	MGMT 2024	Risk and Procurement Management
HOSP 4365	Independent Study Project	MGMT 2025	Project Scheduling Cost Management
HOSP 4375	Hospitality Revenue and Analysis	MGMT 2027	Integration Management
MGMT 1011	Information Technology Management	MGMT 2028	Quality and Resource Management
MGMT 2006	Business Analysis and Systems Design	MGMT 2029	Communication Stakeholder Management
MGMT 2021	Project Management Fundamentals	MGMT 2030	Capstone
MGMT 2022	Project Leadership		

- Updates to the Legal Administrative Assistant Full-Time program admission requirements
- Updates to the Culinary Arts Diploma (International Cohort) program
- Creation of separate program content guides for the Bachelor of Hospitality Management Daytime and Executive Cohort programs and two new courses for the Executive Cohort
- Revisions to the Professional Cook 1 ITA Youth Certificate program
- Updates to the admission requirements for Professional Cook 1 Plus and Professional Cook 2
- Revisions to PLAR for the Bachelor of Hospitality Management program
- Revisions to admission requirements for the Hospitality Management Diploma program

School of Instructor Education

New Courses:

PIDP 3300	Teaching Adults with the Brain in Mind	TRAI 3001	Industry Training Authority Fundamentals
PIDP 3310	Intercultural Competence	TRAI 3002	Trades Specific Facilitating Learning
PIDP 3320	Facilitating Learning Online Fundamentals	TRAI 3003	Trades Specific Assessment and Evaluation
PIDP 3330	Facilitating Learning Online Design	TRAI 3004	Trades Specific Student Engagement Techniques
PIDP 3340	Collaborative Learning in the College Classroom		

- Updates to the Provincial Instructor Diploma Program, including revisions to the admission requirements, course list and instructional strategies

Trades, Technology & Design

New Courses:

ACRD 1135	Detailing 1	ACRD 2240	Advanced Refinishing
ACRD 1140	Welding, Heating and Cutting Steel 1	ACRD 2250	Mechanical and Electrical Systems
ACRD 1155	Estimating, Planning and Scheduling 1	ACRD 2255	Estimating, Planning and Scheduling 4
ACRD 1220	Construction and Components 2	ACRT 1120	Welding, Heating and Cutting Steel 1
ACRD 1240	Welding, Heating and Cutting Steel 2	ACRT 1121	Automotive Detailing
ACRD 1255	Estimating, Planning and Scheduling 2	ACRT 1205	Transition to Industry
ACRD 2135	Detailing 2	ACRT 1230	Welding, Heating and Cutting Steel 2
ACRD 2140	Refinishing Tools & Equipment	ACRT 1240	Welding, Heating and Cutting Steel 2
ACRD 2145	Surface Preparation and Masking	ARPT 1170	Refinishing Tools and Equipment
ACRD 2150	Using Refinishing Materials and Equipment	ARPT 1180	Technical Information and Documents
ACRD 2155	Estimating, Planning and Scheduling 3	ARPT 1181	Workplace Planning and Scheduling
ACRD 2236	Auto Glass Repair and Replacement	ARPT 1190	Using Materials and Equipment
		ARPT 1195	Components and Pre-Delivery

ATAP 4011	Automotive Service Technician Harmonized Apprentice Level 4	CSTP 2103	IT Development Project 1
CSTP 1101	Organizational Behaviour	CSTP 2104	Advanced Programming 1
CSTP 1102	Data Communications and Networking 1	CSTP 2105	IT Development Project Management 1
CSTP 1103	Data and Document Management Fundamentals	CSTP 2106	Security 1
CSTP 1104	Operating Systems Fundamentals	CSTP 2107	Internet Programming & Web Applications 2
CSTP 1105	Introduction to Programming	CSTP 2108	Mathematics of Computation
CSTP 1106	Web Site Development	CSTP 2201	Advanced Operating Systems
CSTP 1107	Workplace Communication	CSTP 2202	Systems Administration 2
CSTP 1201	Introduction to Database Management	CSTP 2203	Enterprise Server Administration
CSTP 1202	Hardware	CSTP 2204	IT Development Project 2
CSTP 1203	Systems Administration 1	CSTP 2205	Advanced Programming 2
CSTP 1204	Systems Analysis and Design	CSTP 2206	Advanced Mobile Application Programming
CSTP 1205	Intermediate Programming	CSTP 2207	IT Development Project Management 2
CSTP 1206	Internet Programming & Web Applications 1	CSTP 2208	Career Path Search
CSTP 1207	Technical Communication	CSTP 2301	Emerging Technologies
CSTP 1301	Systems Project	CSTP 2302	Systems Administration 3
CSTP 1302	Mobile Applications Programming	CSTP 2303	Security 2
CSTP 1303	Systems Project Management	DRFT 1330	Advanced Road Design
CSTP 1304	Website Interface Design	DRFT 1331	Civil Utility Services
CSTP 2101	Database Management Systems	HAIR 1100	Hairstylist Foundation 1
CSTP 2102	Enterprise Systems Support	HAIR 1200	Hairstylist Foundation 2
		HAIR 1300	Hairstylist Foundation 3

Deactivated Courses:

DRFT 1320 Architectural Concepts

DRFT 1386 Residential Wood Framing

- Updates to English and Math admission requirements for the Architectural Technician Certificate, CAD Technician Citation, Civil/Structural Technician Certificate, and Steel Detailing Technician Certificate programs
- Revisions to the program content guide and courses for the Hairstylist Certificate program
- Revisions to the Civil/Structural Technician Certificate program, including the creation of two new courses and deactivation of two courses
- Revisions to the program content guide and courses for the Auto Collision Repair Technician Certificate and the Auto Collision Repair Technician Certificate (High School Cohort) programs
- Revisions to five apprentice courses: ACAP 1001, ACAP 2001, ACAP 3001, ARAP 1001 and APAP 1001
- Revisions to courses and program content guide for the Auto Refinishing Prep Technician Certificate program
- ITA-mandated revisions to courses and program content guide for the Auto Collision and Refinishing Diploma program
- Name change and revisions to admission requirements for the Esthetics Certificate program
- Renaming the credential from "Citation" to "Short Certificate" for the CAD Technician program
- Revisions to the Automotive Service Technician Harmonized Foundation Certificate program

MEETINGS

Curriculum Committee met on the third Tuesday of each month, except in July.

2018 meeting dates:	January 16	February 20	March 20
	April 17	May 15	June 19
	August 21	September 18	October 16
	November 21	December 18	

MEMBERSHIP

Alison Rudko, Associate Registrar, International Education (from June 2018)
 Andy Sellwood, Faculty, Centre for Teaching, Learning & Research
 Claire Sauv , Senior Program Coordinator, Continuing Studies
 David Branter, Faculty, Music, Dance & Design (to April 2018)
 Denis Seremba, Associate Registrar
 Emily Simpson, Faculty, Library & Learning Centre
 Ilyes Belhacene, Student Representative (from November 2018)
 Jacquie Harrison, Faculty, Instructor Education
 Jo-Ellen Zakoor, Vice-Chair, Education Council (Ex Officio)
 Karen Crossett, Support Staff, Records
 Kathryn McNaughton, Vice President, Academic, Students & Research
 Ken McMorris, Faculty, Language Studies
 Lorena Espinoza, Faculty, Music, Dance & Design
 Natalie Wood-Wiens, Manager, Indigenous Education & Community Engagement (from June 2018)
 Natasha Mandryk, Faculty, Arts & Sciences (from December 2018)
 Rachel Warick, Student Development
 Reynaldo Chang, Faculty, Hospitality, Food Studies & Applied Business (from April 2018)
 Robert Kunka, Faculty, Transportation Trades
 Sarah Zelitt, Student Development (from November 2018)
 Sheetal Donaldson, Faculty, Health Sciences
 Shirley Lew, Dean, Library and Teaching & Learning Services
 Tami Pierce, Director, Indigenous Education & Community Engagement (from June 2018)
 Todd Rowlatt, Chair, Education Council (Ex Officio)
 Vacant, Faculty, Arts & Sciences (to December 2018)
 Vacant, Student Representative (to November 2018)

EDUCATION POLICY COMMITTEE

Chair: Mike Tunnah (Jan 2018–Jun 2018)

John Demeulemeester (Jun 2018–Dec 2018)

The members of Education Policy are responsible for the development and review of VCC’s educational policies. The committee reviews existing policies on a five-year cycle, and helps in the creation of new policies. Members aim to ensure the policies are sound, consistent, and fair, as well as striving to make each policy readable, clear and practical. Education Policy Committee acts in an advisory role to Education Council on all policy review-related matters.

In 2018, Education Policy Committee reviewed 15 policies and recommended 11 policies to Education Council.

Approved by Education Council and/or Board of Governors:

- C.1.1 Grading, Progression and Withdrawals
- C.1.3 Granting of Credentials
- C.1.6 Registration

- C.3.2 Program Review & Renewal
- C.3.14 Curriculum Development and Approval
- D.1.2 Selection of Library Materials
- D.2.2 Awards
- D.3.6 Admissions

Rescinded by Education Council and/or Board of Governors:

- D.2.1 Student Academic Medal Awards
- D.3.8 Criminal Record Check

In Governance Review:

- A.1.2 Student Appeal to the Board
- C.1.4 Assignment of Credits to Courses
- C.3.7 Student Field Trips
- C.3.8 Transportation of Students
- D.1.4 Curriculum/Instructional Materials Created within the College

MEETINGS

Education Policy Committee met on the second Wednesday of each month, except for July and December.

2018 meeting dates:	January 10	February 14	March 14
	April 11	May 9	June 13
	August 8	September 12	October 10
	November 14		

MEMBERSHIP

- Alison Woods, Faculty, Arts & Sciences
- Cheryl Howrigan, Faculty, Language Studies
- Dennis Innes, Dean, Hospitality, Food Studies & Applied Business
- Ella-Fay Zalezsak, Faculty, Library & Learning Centre
- John Demeulemeester, Faculty, Hospitality, Food Studies & Applied Business
- Karen Brooke, Faculty, Instructor Education
- Kathryn McNaughton, Vice President, Academic, Students & Research
- Ken Morrison, Faculty, Music, Dance & Design
- Les Apouchtine, Associate Registrar
- Maija Wiik, Faculty, Student Development
- Marilyn Heaps, Faculty, Centre for Teaching, Learning & Research
- Matt Stevenson, Program Coordinator, Centre for Continuing Studies
- Mike Tunnah, Faculty, Hospitality, Food Studies & Applied Business (to June 2018)
- Moreah Hamend, Faculty, Health Sciences
- Natalie Wood-Wiens, Manager, Indigenous Education & Community Engagement (from Sep 2018)
- Nicole Degagne, Coordinator, Curriculum & Policy
- Paul Yeung, Support Staff, Admissions
- Tami Pierce, Director, Indigenous Education & Community Engagement (from Sep 2018)
- Tanny Marks, Arbiter of Student Issues (Ex Officio)
- Todd Rowlatt, Chair, Education Council (Ex Officio)
- Wendy LaFrance, Student Development (Designate)
- Vacant, Student Representative
- Vacant, Faculty, Transportation Trades

APPEALS OVERSIGHT COMMITTEE

Chair: Debbie Sargent (Jan 2018–Jun 2018)
Andrew Candela (Sep 2018–Dec 2018)

The Appeals Oversight Committee is responsible for defining the standard processes through which VCC conducts its appeals. Members are responsible for ensuring consistency and fairness across all of VCC's appeals procedures, including redefining appeals policies for the betterment of the College and all those involved. The Appeals Oversight Committee is also one of the key resources for training for appeal panels through its [annual] Tribunal Training Day. Appeals Oversight Committee acts in an advisory capacity to Education Council on all appeals-related matters. One of the committee's main projects in 2018–2019 was the development of an online Tribunal Training Moodle course, which has been promoted on myVCC and is open for all members of the college community to access and utilize prior to sitting on appeal tribunals. The committee is in the process of integrating appeals-related resources into a consistent space and package.

MEETINGS

The Appeals Oversight Committee met four times: February 7, April 4, June 6 and October 3.

MEMBERSHIP

Andrew Candela, Faculty, Arts & Sciences (from September 2018)
Andy Sellwood, Faculty, Centre for Teaching, Learning & Research (from June 2018)
Dave McMullen, Registrar (to September 2018)
Debbie Sargent, Dean, Health Sciences (to June 2018)
Denis Seremba, Associate Registrar (from October 2018)
Denise Beerwald, Faculty, Health Sciences (from October 2018)
Dennis Innes, Dean, Hospitality, Food Studies & Applied Business
Gordon McIvor, Dean, Continuing Studies
Jane Shin, Dean, Student Development (to April 2018)
Janet Theny, Faculty, Arts & Sciences
Jo-Ellen Zakoor, Faculty, Health Sciences (to September 2018)
Nona Coles, Student Development (Designate) (from April 2018)
Tanny Marks, Arbiter of Student Issues (Ex Officio)
Todd Rowlatt, Chair, Education Council (Ex Officio)
Vacant, Faculty (to June 2018)
Vacant, Student Representative

PROGRAM REVIEW AND RENEWAL COMMITTEE

Chair: Jo-Ellen Zakoor (Jan 2018–Sep 2018)
Elle Ting (Oct 2018–Dec 2018)

The Program Review and Renewal Committee is responsible for guiding fundamental aspects of VCC, such as program review, program renewal, and CD fund allocation. Members of the Program Review and Renewal Committee ensure all of these processes are clearly defined, and are constantly on the lookout for new and better methods to improve integral College processes.

In 2018–2019 the College underwent the Quality Assurance Process Audit (QAPA), a process commissioned by the Ministry of Advanced Education, Skills & Training (AEST) and developed by the Degree Quality Assurance Board (DQAB) to support “rigorous, ongoing program and institutional quality assessment” ([QAPA webpage](#)).

Following months of preparation and dialogue, VCC hosted a panel of three (3) assessors who completed a 1.5-day site visit on November 21–22, 2019, as part of the external review phase of the QAPA process. The QAPA assessment team was chaired by Dr. Robin Fisher of the Degree Quality Assessment Board (DQAB) and included Mr. John Boraas (Vice President-Education, Camosun College) and Ms. Kathy Siedlaczek (Associate

Dean, Academic Planning and Quality Assurance, BCIT). During this site visit, the assessors met with representatives from the three (3) sample programs (Bachelor of Science in Nursing, Jewellery, and School of Instructor Education), as well as a cross-sectional group that included those directly involved with quality assurance work at VCC.

The site visit and subsequent review culminated in the assessors' report, which was received by VCC on December 10, 2018. The report was extremely positive: the assessors praised VCC's "well thought out and developed policy structure around quality assurance" and its committed, collaborative approach to quality improvement. The key recommendation put forth in the report was for the College to reexamine the frequency of [annual] program reviews.

As per the QAPA Framework Timeline, VCC had ninety (90) days to respond to the report and created a response in the form of an action plan, which was approved by Education Council on March 12, 2019 and submitted to the QAPA assessment team on March 25, 2019. A letter dated August 16, 2019 confirmed that VCC successfully completed the QAPA process with no need for a follow-up progress report.

CURRICULUM DEVELOPMENT FUNDS 2018/19

The College sets aside an annual budget for curriculum development funds that support projects related to our educational programming. It is meant to support new ideas, and foster creativity and innovation. The budget is \$400,000. Education Council's Standing Committee on Program Review and Renewal provides advice to the Vice President, Academic, Students & Research in allocating the funds.

The request for funds was overwhelming – over \$1.1 million was requested. As a result, the committee gave priority to: 1) projects identified in the Academic or department-level plans; 2) projects currently in-progress needing additional funds for completion; 3) projects arising from Program Reviews or Renewals; and 4) projects needed for program accreditation.

The funded projects were:

1. Renewal of Bachelor of Music Degree program
2. LINC: Curriculum Module Bank, Blended Learning Master Shell and Welcome LINC
3. New Moodle course development in CCA–Computer Studies–Intermediate: Intro to Word Processing and Computing Skills
4. EAL Pathways: blended learning–completion of ELSK 0720; development of ELSK 0815 and ELSK 0820
5. EAL Pathways: digitizing Portfolio Based Language Assessment
6. EAL Pathways: development of lower-level introductory options (ELSK 0415 and ELSK 0420)
7. EAL Pathways: part-time option for ELSK 0930 Intensive Academic Reading and Writing
8. Renewal of Applied Business programming
9. New curriculum development: Professional Baking
10. New program development: Business and Project Management Post-Degree Diploma
11. Development of student success strategies for the Hospitality Diploma program
12. Upgrade and expansion of Automotive Service Technician (AST) E-pprentice/Moodle courses
13. Development of new Mechanical Technician Certificate to align with other certificates in the CAD & BIM Technologies department
14. Major program revision for Civil Structural Technician Certificate
15. Program development: Heavy Mechanical Technology (HMT) International Diploma
16. Renewal of PIDP (Provincial Instructor Diploma) and ONEL (Online e-Learning Certificate)
17. Renewal of VCC's Counselling Skills programs: development of the Addiction Counselling Advanced Certificate
18. Merchandising Associate Certificate revision and online course development

19. Gladue Report Writing Program credential and online development to expand pilot into a VCC credentialed program
20. Renewal of Leadership program area (suite of seven certificate programs)
21. Makeup Artistry Certificate program: preparation for program renewal
22. Bachelor of Applied Science in Dental Hygiene: to complete the DQAB external review process
23. Bachelor of Science in Nursing: Progression and Unsafe Practice
24. Denturist Sciences Program: to complete development of the new Denturist program
25. Review and realignment of two courses in the Health Care Assistant/ESL program to improve student success
26. Revisions to Occupational/Physical Therapist Assistant program (part 3 of curriculum plan)
27. Practical Nursing (PN)/Access to Practical Nursing (APN) curriculum updates
28. New program development: Pre-Health Sciences

MEETINGS

Program Review and Renewal Committee met on the fourth Tuesday of each month, except for July, August, and December.

2018 meeting dates:	January 23	February 21	February 27
	March 2 (CD Funds)	April 24	May 22
	June 26	September 25	October 23
	November 27		

MEMBERSHIP

Brett Griffiths, Dean, School of Trades, Technology & Design
 Brian Beacham, Director, Institutional Research (to September 2018)
 Claire Sauvé, Senior Program Coordinator, Continuing Studies
 Elle Ting, Faculty, Centre for Teaching, Learning & Research (from October 2018)
 Garth Manning, Faculty, Centre for Teaching, Learning & Research
 Janet Latter, Manager, Institutional Research (from September 2018)
 Jo-Ellen Zakoor, Faculty/Dean, Health Sciences
 Kathryn McNaughton, Vice President, Academic, Students & Research
 Kimberly Sanchez, Student Representative (to June 2018)
 Marilyn Heaps, Faculty, Centre for Teaching, Learning & Research
 Paul Yeung, Support Staff, Admissions
 Pervin Fahim, Coordinator, Office of the Vice President, Academic, Students & Research
 Shirley Lew, Dean, Library, Teaching & Learning Services
 Todd Rowlatt, Chair, Education Council (Ex Officio)
 Ysabel Sukic, Faculty, School of Hospitality, Food Studies & Applied Business (from June 2018)
 Vacant, Faculty (to June 2018)
 Vacant, Student Representative (from July 2018)

PREPARED BY: Elle Ting, Chair, Education Council

DATE: September 3, 2019