



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

Wednesday, September 28, 2016 at 5:30 p.m. – Room 420, Downtown Campus

- Board of Governors:** Pam Ryan (Chair), Claire Marshall, Sumit Ahuja, Chloe Choi, Brenda Aynsley, Mike Tourigny, Dee Dhaliwal, Steve Kukucha, Erin Klis, Garth Manning, Shaima Jaff
- Ex-Officio:** Peter Nunoda (President & CEO), Todd Rowlett (Chair, EdCo)
- Board EA:** Deborah Lucas
- Staff Resources:** Kathryn McNaughton, Karen Wilson, Marlene Kowalski, Shannon Railton (Senior Executive Team)
Dennis Innes, Debbie Sargent (Deans)
- Guests:** Constituency group representatives

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1.	Call to Order	--	P. Ryan	Verbal	--	--
2.	<p>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></p> <p>2.1 Minutes – June29, 2016 Public Board Meeting 2.2 REPORT: Management Discussion & Analysis (MD&A) – Period Ended July 31, 2016 2.3 SUVCC Report 2.4 VCCFA Report</p>			<p>DRAFT Minutes – June 29-16 Public Board Mtg REPORT - Management Discussion & Analysis (MD&A) – P/E Jul 31-16 IN - SUVCC Report VCCFA Report – September 21, 2016</p>	Decision	<p>3 7 17 20</p>
3.	Chair’s Remarks	5 min	P. Ryan	Verbal	Information	--
4.	President’s Remarks	5 min	P. Nunoda	IN – News & Events	Information	30
5.	<p>FINANCIAL REPORTING</p> <p>5.1 Finance & Audit Committee Report 5.2 2015/16 Statement of Financial Information (SOFI)</p>	20 min	C. Choi / M. Kowalski	<p>REPORT - Management Discussion & Analysis (MD&A) – P/E Jul 31-16 DN - Statement of Financial Information (SOFI) Y/E March 31, 2016</p>	<p>Information Decision</p>	<p>7 32</p>
6.	Q1 Goals & Objectives	5 min	M.Kowalski	REPORT: Update Q1 Goals & Objectives	Information	78

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
7.	NEW PROGRAMS AND TUITION	20 min				
	7.1 Dental Technology Sciences Diploma - Approval of implementation & tuition fees		T. Rowlatt	EdCo DN – Implementation of Dental Technology Diploma	Decision	96
			D. Sargent	DN – Tuition Fees - Dental Technology Sciences Diploma	Decision	97
	7.2 Professional Cook 1 & 2 Certificates - Approval of implementation & tuition fees		T. Rowlatt	EdCo DN – Implementation of new PC1 & PC2 Certificates	Decision	101
			D. Innes	DN – Tuition Fees & Implementation of Lab Fee- New PC1 & PC2 Certificate Programs	Decision	103
8.	POLICIES					
	8.1 C.3.14 Curriculum Development & Approval Policy	5 min	T. Rowlatt	DN – Revised Procedures - C.3.14 Curriculum Development & Approval	Decision	108
	8.2 C.3.15 Academic Timetable & Room Booking D.2.3 Student Financial Aid	5 min	K. McNaughton	IN – New policies – C.3.15 & D.2.3	Information	118
9.	Governance Committee Report	5 min	S. Ahuja	Verbal	Information	--
10.	Board of Governors Correspondence	5 min	P. Ryan	Verbal	Information	--
11.	CONSTITUENCY GROUP UPDATES				Information	
	11.1 SUVCC	5 min each	Constituency Reps	Verbal		17
	11.2 CUPE 4627			--		--
11.3 VCCFA	VCCFA Report – Sept 21, 2016				20	
12.	Next meeting date: November 16, 2016	--	--	--		
13.	Meeting Adjourns			Meeting duration: Approximately 1.5 hrs		

DRAFT

**MINUTES OF THE PUBLIC MEETING OF THE BOARD OF GOVERNORS
OF VANCOUVER COMMUNITY COLLEGE
HELD ON JUNE 29, 2016 AT THE DOWNTOWN CAMPUS**

Board Members:	Pam Ryan (Chair), Erin Klis, Dee Dhaliwal, Shaima Jaff, Stephen Kukucha, Mike Tourigny,
Ex-Officio:	Peter Nunoda, Todd Rowlatt
Board Secretary:	Deborah Lucas
Staff Resources:	Marlene Kowalski, Kathryn McNaughton, Karen Wilson, David Wells, Debbie Sargent
Guests:	Karen Shortt (VCCFA), Daniel Rolloff (CUPE Local 4627)
Regrets:	Kay Vandervalk, Brenda Aynsley, Sumit Ahuja

1. CALL TO ORDER

The meeting was called to order at 5:36 p.m. by P.Ryan. D. Lucas acted as Secretary of the meeting. P. Ryan declared the meeting to be properly called and constituted.

2. APPROVAL OF CONSENT AGENDA

UPON MOTION duly moved, seconded and resolved:

THAT the Consent Agenda of the June 29, 2016 Board of Governors Public meeting was approved, including the following items:

- June 29, 2016 Board of Governors Public meeting agenda.
- Minutes of the June 8, 2016 VCC Board of Governors Public meeting.

3. CHAIRS REMARK'S

P. Ryan recognised the team who have worked on the development of the Nursing Degree Program. It has now received accreditation.

4. PRESIDENT'S REMARKS

- ITA funding – recognition of innovative models that is used in culinary program.
- On June 17th VCC celebrated National Aboriginal Day and reaffirmed VCC's commitment to education for the indigenous community.
- MLA Sam Sullivan visited the Broadway Campus and announced the Provincial Government's funding for students with disabilities. The funds will be distributed to primarily support students in the trades programs at VCC, aligning with the BC Jobs for Skills Blueprint.
- VCC have entered into a 3 year contract with Samsung for the provision of BC's first Samsung Tech Institute. The program will run from the Broadway Campus. Dean of Trades has worked with departments to ensure that current programs are not displaced. Marketing are actively working on recruitment strategies.

5. NEW PROGRAMS AND TUITION

5.1 Post Degree Diploma in Canadian Business Management

Education Council Chair, T. Rowlatt, presented this item to the Board for information purposes. A Post-Degree Diploma in Canadian Business Management program is in development. This program is being designed for international students who already hold a bachelor's degree in any discipline and are interested in business studies in a Canadian context. It will be taught over a 2 year period through VCC's Continuing Studies, working closely with International Education. A Program Advisory Committee that has been established to provide input on the design and structure of the program and to support the practicum placement of students. The program's anticipated start date is September 2017. VCC's Policy C.1.3 Granting of Credentials will be amended in the Fall of 2016, as it currently does not recognize the "post-degree diploma" credential.

5.2 New Program for Environmental Studies Certificate and Courses

The First Year University Transfer (UT) Environmental Studies Certificate is an expansion of the UT offerings at VCC. It leads into 3 bachelor programs at SFU, guaranteeing admission into Year 2 of the SFU program, if a GPA of 2.75 is achieved. There was 13% increase in in UT course registrations in 2015/16. Development of this program was identified as a goal in the 2016/17 Integrated College Plan. EdCo requested minor changes to the admission requirements, before approving the curriculum at a meeting in June 2016. EdCo presented it to the Board to approve the implementation of the credential.

UPON MOTION duly moved, seconded and resolved:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the new credential First Year University Transfer Environmental Studies Certificate program.

D.Wells provided an overview of the Decision Note provided in the meeting materials and responded to the Board's questions around comparable programs at other institutions and tuition comparisons. VCC is the only institution with this guaranteed pathway. FAC reviewed tuition options and recommended a tuition rate that ensures VCC's costs are covered and it would give the college flexibility to respond to changes in the level of enrolment. This option would generate between 14.2% and 21.1% net contribution to VCC overheads.

UPON MOTION duly moved, seconded and resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the implementation of tuition fees, effective September 1, 2016, of \$150 per credit (\$450 for each 3-credit course) the following new University Transfer courses required for satisfaction of the proposed Environmental Studies Transfer Certificates:

- Environmental Resource Management
- Global Environmental Systems
- Environmental Sciences

5.3 New Program Visual Communication Design

On February 24, 2016, the Board approved the continued development of the Visual Communication Design diploma and certificate (formerly known as Digital Graphic Design). The program has undergone

substantial change to meet industry needs and to provide opportunities for graduates to pursue degree options. The new courses have been designed to incorporate technical, theoretical, and applied skills. Students in the diploma program will be able to exit after first year with a certificate and return to the second year of the diploma program at a later time if they wish. Education Council requested minor changes to the curriculum and approved it at a meeting in May 2016. EdCo presented it to the Board to approve the implementation of the credentials.

UPON MOTION duly moved, seconded and resolved:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the new credentials Visual Communications Design Diploma and Visual Communication Design Certificate (formerly called Digital Graphic Design).

D. Sargent responded to the Board's questions around laddering opportunities and tuition comparatives. She commented that after extensive research, it was determined that BCIT is a direct competitor. There are attributes to BCIT's program that VCC cannot offer, such as 24 hour lab access and a greater selection of graphic programs. The Program Advisory Committee (PAC) has been actively involved in the program proposal process and Kwantlen and Vancouver Island University have expressed interest in introducing graduates to their degree programs. Tuition options had been provided to the Finance & Audit Committee for review and discussion. FAC presented their recommendation to the Board for approval.

UPON MOTION duly moved, seconded and resolved:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the following tuition fees, effective September 1, 2016, for the new Visual Communications Design Certificate and Visual Communications Design Diploma:

- \$15,692.07 for the two year Diploma (\$141.37/credit 111 credits)
- \$7,916.72 for the Certificate (\$141.37/credit 56 credits)

6. POLICIES

6.1 D.6.1 Lending and Borrowing College Equipment

This policy is primarily used by the library for the lending of equipment e.g. laptops, iPads. Departments were consulted and the language was changed to clarify that departments are not required to lend equipment. EdCo reviewed the policy at a meeting in June 2016 and are presenting it to the Board for approval. There were no questions.

UPON MOTION duly moved, seconded and resolved:

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at the meeting, the D.6.1 Lending and Borrowing College Equipment policy and procedures.

7. EDUCATION COUNCIL CHAIR REPORT

T. Rowlett referred to the Info Note provided in the meeting materials. It included a status summary of education policy development and EdCo and Curriculum Committee approved curriculum for the period January to June 2016. He informed the Board that EdCo approved changes to the C.1.1 Grading, Progression, Withdrawal policy, which now requires all Program Content Guides to be updated with a new grading standard chart. The policy sets out a recommended percentage range. The board

questioned the requirement for a different percentage for certain departments. T. Rowlatt explained that ITA funded programs may require separate grading standards and departments are due to submit their recommendations to EdCo on June 28, 2016.

8. BOARD OF GOVERNORS CORRESPONDENCE

The Board has received the Request for Appointment (RFA) package from the Board Resourcing & Development Office. This correspondence addresses term renewal applications for members C. Choi, M. Tourigny, C. Marshall and B. Aynsley.

9. CONSTITUENCY GROUP UPDATES

Student Union of Vancouver Community College (SUVCC)

A representative from the SUVCC was not present.

CUPE Local 4627

CUPE Local 4627 Executive representative, D. Rohloff addressed the Board.

Layoff notice was given to support staff with positions in the Broadway bookstore. Concern was expressed that staff were made aware of the bookstore closure by Brinks security personnel and that a Director of Commercial Services will be overseeing the bookstore operations moving forward. P. Nunoda confirmed that there was no breach in confidentiality from Management.

CUPE will be providing a report to Board for review over summer. P. Ryan requested that it be sent to the Board EA to distribute.

Vancouver Community College Faculty Association (VCCFA) or (FA)

VCCFA President, K. Shortt congratulated P. Ryan and S. Ahuja on their reappointment to the Board and thanked all Board members for their contribution to VCC.

The FA is excited to see the College moving in a positive direction with the introduction of the new Visual Communication and Design Diploma and new UT courses. They will continue to lobby against high tuition fees by addressing it in the Fall at a provincial platform through the Federation of Post-Secondary Educators.

10. NEXT MEETING

The next Board of Governors Public Board meeting will be held on September 28, 2016.

11. TERMINATION

There being no further business, the meeting adjourned at 6:28 p.m.



FINANCIAL PERFORMANCE

Management Discussion & Analysis

for the Four Months Ended July 31, 2016

PERFORMANCE HIGHLIGHTS

2016/17 Four Months Operating Overview

VCC is trending above budget for the first four months of fiscal 2016/17. Although enrolments and tuition revenues are down slightly from budget (due mainly to the timing of program delivery), this has been offset by lower expenses for the period. The college is closely monitoring enrolments, revenues and expenses to ensure budget targets that were established in the 2016/17 Integrated College Plan are being met.

Revenues for the period are \$32.9 million compared to budget of \$33.5 million (\$674K below plan) and prior year of \$31.5 million (\$1.4 million above prior year) (Table 2). Tuition and student fees revenue is below budget by \$823K, reflecting lower International revenue (\$480K) in the School of Hospitality, Food Studies & Applied business, mainly due to the timing of program delivery. Professional Cook 1 & 2 programs have experienced softer enrolments resulting in \$120K in lower revenue and the School of Arts and Sciences softer enrolments translates into \$170K lower in revenue.

Expenses for the period are \$33.3 million compared to budget of \$34.2 million (\$902K below budget) and prior year of \$33.9 million (\$600K below the current year). The main cost saving of \$772K is in salaries and benefits and is due to recruitment lag and timing of program delivery.

The net deficit for the four months ended July 31, 2016 is \$494K compared to a budget deficit of \$813K (\$319 lower deficit) and prior year of \$2.6 million (\$2.1 million lower than current year).

Table 1:
Summary Enrolment Full-Time-Equivalent (FTEs)

Monthly FTE Report - April - July 2016 By School

Total Student FTE by School		Year to Date		
		FTE Budget	FTE Actual	FTE Variance
CCS	Centre for Continuing Studies	162.67	143.33	-19.34
CIN	Centre for International Education	135.35	117.93	-17.42
SAS	School of Arts & Sciences	533.81	496.98	-36.83
SHS	School of Health Sciences	286.69	257.67	-29.02
SHP	School of Hospitality, Food Studies & Applied Business	253.46	217.23	-36.23
SIE	School of Instructor Education	97.58	87.55	-10.03
CTT	School of Trades, Technology & Design	251.95	242.40	-9.55
Total		1,721.51	1,563.09	-148.87

Forecast FTE Report - April - July 2016 By School

Total Student FTE by School		ACTUAL FTE by School by Year					2016-17 Forecast and Budget	
		2011-12	2012-13	2013-14	2014-15	2015-16	Forecast Total FTE 2016-17	Budget Total FTE 2016-17
CCS	Centre for Continuing Studies	859.09	926.57	727.23	624.97	641.30	586.14	605.48
CIN	Centre for International Education	253.54	257.20	304.23	378.20	507.12	588.05	605.47
SAS	School of Arts & Sciences	3,438.61	3,555.40	3,520.54	2,880.70	2,091.57	1,990.72	2,027.55
SHS	School of Health Sciences	858.00	792.15	852.18	844.38	813.43	861.22	890.24
SHP	School of Hospitality, Food Studies & Applied Business	1,249.93	1,231.85	1,167.61	1,008.66	1,000.55	1,141.46	1,177.70
SIE	School of Instructor Education	287.46	288.50	305.45	279.68	266.51	263.35	273.37
CTT	School of Trades, Technology & Design	926.45	861.94	966.16	951.08	919.42	954.46	964.00
Total		6,946.64	7,913.62	7,843.41	6,967.68	6,239.90	6,385.40	6,543.82

**Statement of Operations – Comparison to Budget and Prior Year
For the Four Months Ended July 31, 2016**

**Table 2:
2016/17 Actuals vs Budget and Prior Year**

(In \$ Thousands)	2016/17 Actuals (April - July 2016)	2016/17 Budget (April - July 2016)	Variance favourable /(unfavourable)	Comments	2015/16 Actuals (April - July 2015)	Variance favourable /(unfavourable)
Province of B.C. Grants	17,855	17,852	3		17,649	206
ABE Grant	1,121	1,004	117		1,052	68
Sales of goods and services	1,851	1,866	-15		1,949	-98
Tuition and student fees	7,663	8,486	-823	School of Hospitality Food & Business international revenue lower by \$480K & domestic revenue lower by \$120K. Mostly due to timing difference but cook 1 & 2 programs experienced soft enrolment. School of Arts, Science revenue lower by \$170K.	6,765	898
Other grants, fees & contract services	2,041	2,067	-26		1,647	394
Miscellaneous income	394	310	84		593	-199
Donation income (Foundation Related)	133	127	7		139	-5
Amortization of deferred capital contribution	1,776	1,791	-15		1,619	157
Investment income	41	46	-6		46	-6
REVENUES	32,875	33,549	-674		31,460	1,415
SALARY AND BENEFIT EXPENSES	23,247	24,019	772	Administrators unfilled position salary reductions \$175K; overall faculty salaries reduced \$300K; Benefits expenses reduced accordingly.	23,794	-547
Supplies and general expenses	1,864	2,076	212	Overall Supplies expenses not spent.	2,182	-318
ABE Financial Aid	1,121	1,000	-121		1,052	68
Bursary/Scholarship (donation related)	133	93	-40		152	-19
Professional fees	739	742	3		538	201
Building and telecom	2,050	2,088	38		2,145	-94
Cost of Goods Sold	1,294	1,217	-77		1,216	79
Depreciation Expense	2,844	2,959	115		2,814	30
OPERATING EXPENSES	10,046	10,176	-130		10,099	-53
TOTAL EXPENSES	33,293	34,195	-902		33,893	-600
NET SURPLUS (DEFICIT) BEFORE ONE TIME COSTS	-418	-646	228		-2,434	2,016
Severance	75	167	91		157	-81
Total Severance	75	167	91		157	-81
NET SURPLUS (DEFICIT)	-494	-813	319		-2,590	2,097

2016/17 YEAR END FORECAST

2016/17 Forecast to Budget Overview

The 2016/17 Forecast (4 months actual + 8 months forecast) in **Table 3** shows that VCC is projecting breakeven and is in line with a balanced budget as per the Integrated College Plan. Revenue is forecasted to be \$304K lower than budgeted but this is offset by lower expenses of \$305K.

Statement of Operations – Comparison to Budget and Prior Year
2015/16 Forecast with Four Months Actual (Ended July 31, 2016) and Eight Months Forecast

Table 3:
2016/17 Forecast vs Budget and Prior Year

(In \$ Thousands)	2016/17 Forecast (4 + 8)	2016/17 Budget	Variance favourable / (unfavourable)	Comments	2015/16 Actuals	Variance favourable / (unfavourable)
Province of B.C. Grants	53,288	53,568	-280		53,411	-122
ABE Grant	3,198	3,000	198		2,744	454
Sales of goods and services	6,305	6,321	-15		6,386	-80
Tuition and student fees	30,439	30,770	-331	Tuition for 4 months April - July (\$150K) that were not offered removed. UT engineering is lower by \$50K. ESL Baking Int'l Revenue target (\$80K) was corrected. CS tuition for Q1 is lower by \$42K for 4 months. Due to timing difference, other mandatory fees were lower than budget.	26,278	4,162
Other grants, fees & contract services	5,883	5,908	-26		6,483	-601
Miscellaneous income	1,059	980	80		1,668	-609
Donation income (Foundation Related)	391	380	11		619	-228
Amortization of deferred capital contribution	5,438	5,374	64		5,224	214
Investment income	146	152	-6		166	-20
REVENUES	106,148	106,452	-304		102,979	3,169
SALARY AND BENEFIT EXPENSES	72,248	72,512	264	Expense reduction for unfilled positions and future reductions for some positions are reflected.	71,656	592
Supplies and general expenses	6,497	6,766	269	Supplies and expenses not spent.	6,357	140
ABE Financial Aid	3,198	3,000	-198		2,744	454
Bursary/Scholarship	391	380	-11		619	-228
Professional fees	3,215	3,172	-43		2,809	406
Building and telecom	6,645	6,706	61		6,377	268
Cost of Goods Sold	4,368	4,290	-77		4,539	-171
Depreciation Expense	9,087	9,127	40		8,942	145
OPERATING EXPENSES	33,400	33,440	-41		32,387	1,013
TOTAL EXPENSES	105,648	105,952	-305		104,043	1,604
NET SURPLUS (DEFICIT) BEFORE ONE TIME COSTS	500	500			-1,065	1,565
Year End VDI/ERIP/1415 recall list true up					2,474	-2,474
ACCESS & other Severance	500	500			588	-88
Total One Time Costs	500	500			3,062	-2,562
NET SURPLUS (DEFICIT)	-	-			-4,126	4,126

Major Procurement Activity over \$200K

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

**Table 4:
Procurement Status Update**

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Recurrent Needs					
Spicers	Fine Paper	19-Mar-13	31-Dec-16	\$175,000	Planning stage. Working with EDCO to define and aggregate need for group purchasing. Contract extended for final one year option
Mitel Networks	Telephone System Support		31-Mar-17		Contract awarded to Mitel Networks on July 01, 2016
Citrix	IT Software Licenses	19-Sep-15	19-Sep-17	\$180,000	Projected spend for 5 yrs over \$200k. Contract extended for one year
PJS Systems	Audio Visual Equipment, Support and Installation Services	10-Apr-12	31-Mar-17	\$1,200,000	Planning stage
White & Peters	Automotive Supplies	1-Jul-15	30-Jun-16	\$100,000	Planning stage. Working with the end user to define number of opportunities and method of solicitation. Month to month

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Known New Opportunities					
Partial Roof Replacement - BWY				>\$200,000	Planning stage. Currently procuring for a roofing consultant
Culinary Renovation - DTN				>\$200,000	Planning stage
Automotive Renovation				>\$200,000	Planning stage
Physics Lab Renovation				>\$200,000	Director of Facilities informed Purchasing that project is on hold
ASDT Common Needs Projects:					
Trade Equipment	Trade Equipment			>\$200,000	Decision Note submitted for September 14 meeting
Uniglobe Travel	Travel Management Company	TBD		>\$200,000	ASDT Agreement executed. Option to opt in available to all Post Secondary Institutions. VCC to study feasibility of agreement in relation to the unique needs of the college

2016/17 Risk Assessment Update

The 2016/17 Integrated College Plan identified a number of risks with ratings associated with achieving the plan as well as potential opportunities. The Risk Register (Table 5) has been updated to reflect any changes. The main change to the register is that the Labour relations rating has moved from a medium (M) to low (L) with the conclusion of collective bargaining.

Risk Rating

L	Low
M	Medium
H	High

**Table 5:
Risk Register**

Risk associated with achieving the 2016/17 Integrated College Plan and budget

Rating	Risk	Mitigation
L	Reduced overall government funding as a result of continued government budget constraints	<ul style="list-style-type: none"> • Create a deficit mitigation plan that would include cuts in programming, costs and organizational restructure (right sizing) • Increase revenue from other sources such as continuing studies, contract training, international students and strategic partnerships
L	Below-target enrolment compared to plan	<ul style="list-style-type: none"> • On-going monitoring of enrolments by deans, department heads and leadership • Address soft enrolment by target marketing and increase in student recruitment efforts
L	Decrease in ITA funding – is dependent on the performance of all post-secondary institutions in BC	<ul style="list-style-type: none"> • On-going monitoring of enrolments • Maintain proactive relationship with ITA to ensure any changes in funding formula is known in advance • Ensure program curriculum meets ITA expectations
M	Uncertainty around future Language Instruction for Newcomers to Canada (LINC) program (after 2016/17 extension expires)	<ul style="list-style-type: none"> • Reduce contract liability by offering voluntary departure incentives to faculty • Cross train faculty to transition to pathways programs

L	2016/17 financial targets not realized	<ul style="list-style-type: none"> • Strong emphasis on budgeting process and establishing realistic budgets • Monthly financial review and forecasting • Comprehensive monthly cost analysis • Reduce manual processes by streamlining, automating and continuous improvement to create efficiencies
L	Labour relations with Faculty Association and CUPE	<ul style="list-style-type: none"> • Foster favourable relations with bargaining units
L	Government relations become fragmented	<ul style="list-style-type: none"> • Significant and sustained outreach to government representatives, particularly in AVED • Ensure there is government awareness of the VCC mandate and priorities
L	Program delivery not meeting changing students expectations	<ul style="list-style-type: none"> • Revive or establish Program Advisor Committees (PACs) • Monitor enrolment reports • Student surveys • Develop an education technology strategy, expand online program delivery, and build flexibility in programs
L	Reputation damage	<ul style="list-style-type: none"> • Develop internal and external communication strategy
M	Emergency response plan roles and responsibilities not clearly defined or communicated	<ul style="list-style-type: none"> • Update emergency preparedness and response plan • Conduct training workshops on emergency response
M	Aging capital infrastructure including seismic upgrading, layout, and physical attractiveness	<ul style="list-style-type: none"> • Develop a comprehensive space utilization plan • Develop a long-term plan and strategy on how to address the infrastructure

Opportunities associated with the 2016/17 Integrated College Plan

	Opportunities	Strategy
M	Capitalize on non-government revenue generating opportunities	<ul style="list-style-type: none"> • Identify strategic partnerships that could result in contract training opportunities • Signed MOA with Samsung to create the Samsung Tech Institution
M	Leverage VCC Foundation fundraising to support college initiatives	<ul style="list-style-type: none"> • In collaboration with VCC Foundation establish fundraising campaign initiatives and set targets • Reinvigorate alumni relations and turn more alumni into donors



INFORMATION NOTE

PREPARED FOR: VCC Board of Governors Public Meeting

DATE: September 28, 2016

SUBJECTS: City of Vancouver Proclaims September 12, 2016 “Adult Basic Education Day”
Free ABE receives support from the City of Vancouver

BACKGROUND:

ABE programs provide a range of high school equivalent courses for adults of any age returning to school for retraining, including adult special education and basic literacy programs. Tuition fees were first eliminated from ABE courses in 2007 [1].

On December 4, 2014, the provincial government announced a \$6.9 million cut to adult basic education programming in BC and removed the tuition-free ABE mandate. As of January 1, 2015, public post-secondary institutions were allowed to charge up to \$1,600 per term in tuition fees for full-time ABE courses [2].

The BC government claims that low-income adults can apply for a grant to cover the new tuition fees, but their definition of "low-income" will shut out thousands. The Adult Upgrading Grant (AUG) is only available to single person making \$26, 558 or less [3].

More than half (56%) of ABE grads surveyed had gone on to further education, and of those not currently enrolled in additional studies at the time of the survey, 29% had pursued other education since finishing ABE.

The City of Vancouver endorsed the SUVCC’s work by proclaiming September 12, 2016 “Adult Education Day”. Councillor Andrea Reimer came to the students’ union to present the proclamation to a full room of ABE students. Mayor Robertson was quoted in the SUVCC’s media release as saying “Reinstating free adult basic education is a cost effective and efficient way for the Province to combat the looming skills shortage and support students and their families.”

[1] BC Government Media Release (September 7th, 2007): ALL ADULT BASIC EDUCATION TO BE TUITION-FREE IN B.C.

[2] BC Government Media Release (December 4th, 2014): Adult upgrading courses supported by grants for low-income learners.

[3] StudentAidBC: Adult Upgrading Grant Application Form

DISCUSSION:

The SUVCC is looking to both the Provincial government and the college to ensure that no students that are not eligible for the AUG but are low income can continue their studies at VCC.

ATTACHMENTS: City of Vancouver Proclamation of "Adult Basic Education Day".

PREPARED BY: Tiffany Ottahal, Executive Director, SUVCC

DATE: September 22, 2016



Office of the Mayor
CITY OF VANCOUVER
BRITISH COLUMBIA


Proclamation

"ADULT BASIC EDUCATION DAY"

- WHEREAS Public education is a cornerstone of our society and helps to address inequality, with adult basic education (ABE) providing access for students to gain the knowledge and skills they need for improved employment opportunities, and to create better lives for themselves, and their families;
 - AND WHEREAS Over the last decade, operating budgets for British Columbia's colleges and universities have been frozen, making it difficult for institutions to maintain free ABE offering to meet demand;
 - AND WHEREAS Six-year high school completion rates for Aboriginal youth stand at 59.4 percent, compared to 83.6 percent for non-Aboriginal students. As a result, the proportion of Aboriginal students in ABE is higher (at 18 percent) than in the traditional K-12 system (at 10 percent);
 - AND WHEREAS Women make up a higher proportion of ABE students than in a traditional K-12 (58 percent versus 49 percent);
 - AND WHEREAS Students report that ABE has been helpful in the development of their math, science, independent learning, and problem solving skills;
 - AND WHEREAS Education and employment outcomes for former ABE students are high, with 70 percent of students continuing their studies after ABE and 88 percent of former ABE students who are no longer studying actively participating in the labour force;
 - AND WHEREAS Vancouver and the local economy benefit from post-secondary institutions:
- NOW, THEREFORE, I, Gregor Robertson, Mayor of the City of Vancouver, DO HEREBY PROCLAIM Monday, September 12, 2016, as

"ADULT BASIC EDUCATION DAY"

in the City of Vancouver.


Gregor Robertson
MAYOR





VCCFA Report to the College Board

Submitted September 21, 2016 for the Board meeting on September 28, 2016

Launch of the Open the Doors campaign

The Federation of Post-Secondary Educators (FPSE) formally launched the Open the Doors campaign this past week with events at post-secondary campuses across the Province. The VCCFA staffed tables at the Student Welcomes Days at both campuses and obtained over 600 signed pledges from students and faculty in less than four hours. We are just getting started. This campaign will run well into 2017. Our goal is to create voter awareness of the hardship being caused to students forced to pay for basic education & ESL courses, and substantially increased tuition for career programs. Look for our TV and newspaper ads, and a very intense social media presence.

Funding Frustration – ABE & ESL Programs

Provincially

We have now had five meetings with the Ministry of Advanced Education - the most recent being August 3rd when we were joined in Victoria by the VP Academic, Kathryn McNaughton. Our primary request at every meeting is always that this Government restore tuition-free status for ABE & ESL. At the August 3rd meeting, our urgent request was for \$300,000 in bridge financing to allow those 500 plus students currently in ABE & ESL programs and who are a little over the Adult Upgrading Grant income limit to continue with their studies. The request was ignored as well as our request that the income levels to qualify for AUG be increased to a Metro-Vancouver living wage level.

On an historical note, copied below is an excerpt from the Campus 2020 Report on education commissioned by the Liberal Government in 2007. As a result of the recommendation below, ABE was tuition-free from 2007 until January of 2015 when this same government reversed their own policy and re-instated tuition:

“The public interest in eliminating barriers to participation in post-secondary education requires that no tuition be charged to any adult learner seeking to upgrade their education by completing high school courses, whether or not they already have a Dogwood Certificate.”

Recommendation 49

Eliminate all tuition for Adult Basic Education in British Columbia effective the fiscal year 2007/08.”

On September 19th, 2016, the Standing Committee on Finance & Government Services heard from numerous witnesses on the significant issues facing public education, from K -12 through post-secondary. Presenters included the Parent Advocacy Network for Public Education, the Public Education Network Society, the Downtown Eastside Adult Literacy Roundtable and the VCC Faculty Association. Taryn Thomson and I followed the presentation by the Minister of Finance, Michael de Jong. He reported that the Government is now predicting a \$1.95B surplus (yes, billion dollar surplus). And yet our most vulnerable students are being charged up to \$500 per course for basic education & ESL programs. The full transcript of the presentation is attached.

Federally

VCC's federally funded LINC Program (Language Instruction for Newcomers to Canada) now has over 900 students on the waitlist. I met with MP Dr. Hedy Fry on July 13th, 2016 to ask that she address this situation wherever possible in Ottawa. I will be speaking before the House of Commons' Standing Committee on Finance in October. Funding for the LINC program at VCC was cut by 25% in the 2016/2017 fiscal. Our Briefing Note to Dr. Fry with details is attached.

Respectfully submitted,
Karen Shortt, President
Vancouver Community College Faculty Association



Briefing Note

To: Assistant Deputy Ministers Jeff Vasey and Nicola Lemmer
 Ministry of Advanced Education - Institutions and Programs Division

From: Taryn Thomson, Lynn Horvat, and Karen Shortt
 Vancouver Community College Faculty Association

Date: August 3, 2016

Re: Adult Upgrading Grant (AUG)

Reason for Meeting:

1. **URGENT** - To request continued transitional funding in the amount of \$300,000 to support low-income students over the next six months who do not qualify for the Adult Upgrading Grant (AUG); and
2. **ONGOING** - To follow-up on our previous discussions regarding an AUG 'urban classification' which would increase qualifying income levels for low-income students in the Metro Vancouver area.

*Briefing Notes from the previous four meetings are attached for your reference.

Rationale for requests:

- AVED's one-time transitional funding of approximately \$620,000 received by VCC in January, 2015 is nearly exhausted. There is now less than \$20,000 remaining. This fund was used to allow low-income students who did not meet the AUG income eligibility criteria to attend Adult Basic Education (ABE) courses. To date, over 500 low-income adult students have accessed this fund that would not otherwise have been able to upgrade their education.
- The cost of living in Metro Vancouver is significantly higher than most of the rest of the Province. Adopting an AUG urban classification such as 'Metro Vancouver Living Wage' for income eligibility would better meet the needs of low-income adult students living in Metro Vancouver.

REPORT OF PROCEEDINGS

(HANSARD BLUES)

SELECT STANDING COMMITTEE ON FINANCE AND GOVERNMENT SERVICES MONDAY, SEPTEMBER 19, 2016

FGS - 20160919 AM VANCOUVER 001/CFM/0900

MONDAY, SEPTEMBER 19, 2016

The committee met at 9:01 a.m.

[S. Hamilton in the chair.]

FGS - 20160919 AM VANCOUVER 029/DMM/1120

[S. Hamilton in the chair.]

S. Hamilton (Chair): Welcome, Taryn Thomson and Karen Shortt, the Vancouver Community College Faculty Association. Ladies, welcome. Good morning. Ten minutes for your presentation and five minutes for questions. I'll try to give you a wave-down when you have about two minutes left to your presentation time. You're welcome to cut into the question time if you like. It just shortens the opportunity for us to ask of you. The floor is yours.

T. Thomson: Thanks. I'm wearing a button that says, "ABE changes lives," and this morning my son said to me: "Who's Abe?" So I'm going to try and talk about who Abe is here this morning.

Good morning, everyone. Thanks for the opportunity to address you today about adult basic education in British Columbia. My name is Taryn Thomson, and I have taught ABE at Vancouver Community College for 16 years. Currently, I'm a department head. I'm here today representing my faculty association, the VCCFA, and I'm accompanied by Karen Shortt, the president of the VCCFA.

[1125]

A few weeks ago, I had a visit from a former student. He's now doing honours English at McGill. He came to us several years ago because he had dropped out of school. He was a little socially awkward. I imagine high school had been hard on him. He carried with him a collection of short stories. He blossomed in our ABE program. He said to me the other day: "You know, I don't think I would have made it to where I am now if I hadn't found ABE at VCC."

FGS - 20160919 AM VANCOUVER 030/JMS/1125

He came to us several years ago because he had dropped out of school. He was a little socially awkward. I imagine high school had been hard on him. He carried with him a collection of short stories. He blossomed in our ABE program. He said to me the other day: "You know, I don't think I would have made it to where I am now if I hadn't if I hadn't found ABE at VCC."

ABE changes lives by opening doors. The funding mechanism brought in by this government nearly two years ago is shutting these doors for many students. That is what I'm here to talk about today.

Let me start by saying that ABE students are low-income students. Provincewide, 71 of ABE students live below the poverty line. A large population of ABE students live on some form of social assistance and earn well below a living wage. Another large segment of ABE students, about 55 percent, fall within a group of working poor who are often piecing together a life of precarious work while trying to improve their lives and balance responsibility for self or family with going to school.

A large number of ABE students were not born in Canada, start out learning English in a LINC program and then sometimes cross over to ABE when their skills are strong enough. In addition, many low-literacy students are low literacy in not only English, but their first language, because they didn't have access to education in their early years. So the lines between ABE and ESL can sometimes blur. ESL, of course, has also had its funding slashed, and its students now pay high tuition.

A large number of ABE students have disabilities, either diagnosed or suspected. This means that these students need more time to complete courses and need support in their learning. Fifty-eight percent of ABE students are women. Many of these, some 20 percent, are also heads of households and have to juggle school with child care arrangements and also work one or more jobs.

This brings me to the new funding mechanism, the adult upgrading grant. The system is deeply flawed. First off, I'm not sure why it was brought in. The government cut \$6.9 million in funding for ABE but is spending \$7.6 million to fund the adult upgrading grant. If this was a cost-saving measure, it has failed.

Secondly, despite spending more money, the system is serving fewer students. One reason is the AUG income bands for eligibility are ridiculously low. To qualify for AUG, a single student must earn less than \$24,000 per year. We know that a living wage in Vancouver is about \$40,000. So this means that only those who are desperately poor will get funded.

In a way, students are penalized for working. A student who works and makes a meagre \$30,000 — not even enough to live on, is deemed to wealthy for the adult upgrading grant. It is even worse for couples and working families. The income bands do not increase enough to make any sense.

For example, the income threshold for a family of two is about \$30,000. Now, one person making \$10 an hour 40 hours a week would make about \$19,000. So a couple, both making this paltry sum, would together bring in a combined income of \$38,000. They would be ineligible for AUG.

Another flaw with the AUG system is that it is modeled on Canada's student loan rules. While ABE is mandated and housed in the post-secondary system, ABE students, economically and socially, are not typical post-secondary students. While AUG rules were modeled after CSL rules for consistency, they have proven to inadequately support a large percentage of ABE students because they rendered them ineligible for funding.

One of these CSL rules is a 12-month residency requirement. Just this week, I had two students in my office on two separate days who had both recently moved from elsewhere in Canada. They are now unable to start coming to school, as they cannot afford the tuition, and the residency requirement makes them ineligible for AUG funding.

Keep in mind that ABE are mainly looking for ways to improve their lives. These are not people taking a course to broaden their outlook in life. These students don't have that kind of luxury. They need to get a basic level of education so that they can get better jobs or get into programs that will lead to better jobs. The 12-month residency requirement is a barrier.

AUG rules have also resulted in a reinterpretation of grades. A student's in-progress grade is now interpreted as a repeat. Depending on their unique circumstances — amount of prior education, disability, work situation — students may need more time to complete a course, especially at the fundamental or intermediate levels, where students are still developing basic skills.

[1130]

These students often face multiple and unique barriers to education, such as diagnosed or undiagnosed learning disabilities, poverty, precarious employment, and will need more time to complete their courses. With the new funding mechanism, students must finish in the time set by the AUG rules, or they will not be funded further.

In addition, the course withdrawal, long a legitimate way for students to manage their studies when life gets in the way, has been removed with AUG. A student who

FGS - 20160919 AM VANCOUVER 031/KSC/1130

poverty, precarious employment, and will need more time to complete their courses. With the new funding mechanism, students must finish in the time set by the AUG rules, or they will not be funded further.

In addition, the course withdrawal, long a legitimate way for students to manage their studies when life gets in the way, has been removed with AUG. A student who withdraws now will not get funded for the same course when he returns to school. So if a student suffers a death in the family or a serious illness or must leave school to work when seasonal work comes up, that student puts their schooling at risk.

One final insult of the system is that AUG funding is considered taxable income. This is ridiculous, of course, as it is only institutions that receive the funding, not individual students. However, it is taxable income, and the extra income for students at tax time can push them over the allowable income levels for AUG and render them ineligible.

So who is being served by the system? The poorest of the poor will be able to come to school under this system — the unemployed and those on social assistance. However, there are limits. The AUG has a lifetime limit of 156 weeks, or about three years. Now, this may sound generous, but if you take a person who is working at the

fundamental level of ABE, this means they may be ineligible for funding before they even reach the equivalent to grade ten.

I guess, in the end, the only people the system really serves are the extremely poor who only have advanced-level or grades 11- and 12-level courses to complete. This is a small number of ABE students.

Who is not being served by the system? Fundamental- and intermediate-level ABE students, students who live with their low-income parents, students with disabilities, students who move here from out of province and students who work.

To illustrate the points I've been making about who is not being served, I want to provide you with some stories.

We have a student who is a recent immigrant to Canada. She has been studying ABE at the fundamental and intermediate level for the past couple of years. She's trying to sponsor her husband to come to Canada and join her, so last year, in addition to coming to school, she worked as much she could to prove that she could provide for both of them when he arrives. She made \$33,000 last year. This year, she was denied AUG funding. She can no longer come to school.

Another student has three children, and her husband makes \$60,000 — \$10,000 over the AUG limit for a family of five. She's trying to upgrade so that she can go into nursing. Since June, she's been unable to return to school because she's ineligible for AUG and her family can't afford the tuition.

In addition, many students with disabilities at VCC are getting denied funding. This is either because they have not finished the course in the timeline set by government or their incomes are slightly above the income threshold.

One of our students with disabilities works at Home Depot. He made \$28,000 last year and was deemed ineligible. At VCC this year, we gratefully received \$100,000 in funding for students with disabilities, from this government, so this students and others who have PWD status are funded — for now. That \$100,000 will be gone by the spring, I would guess, and then many students with disabilities will not be able to come to school.

As a final example, at VCC, we used our one-time transitional funding — allotted to each institution when the new funding mechanism was brought in — to set up an additional grant that funded ABE students whose income was above the AUG income bands but below a living wage for Vancouver. We funded some 500 students through this grant. Now that money has been spent, and we have been assured there is no more coming. These 500 students cannot afford to pay \$500 per course. They are not coming to school.

This is a truly dismal situation. I don't know what imagined problems this new funding mechanism was brought in to alleviate, but I can tell you that it has, instead, created new problems. Most distressing, this is a system that is going to keep the poorest and least educated in our province right where they are. This is a system that is going to bind people to lives of precarious work and grinding poverty.

In conclusion, I recommend to this committee the following things. One, the reinstatement of tuition-free ESL, adult basic education and adult special education programs at all our post-secondary institutions and an ongoing commitment to provide an envelope of funds designated specifically for developmental programs.

Two, a funding formula that better responds to the cost pressures faced by B.C.'s post-secondary institutions. Specifically, I recommend a comprehensive, consultative

review of funding to address regional inequities and core funding needs for B.C.'s public colleges, institutes and regional universities.

Thanks for your time. I'll take any questions you have.

S. Hamilton (Chair): Thank you very much. We'll get right to that.

C. James (Deputy Chair): Thank you for the presentation, and thank you for using the stories. I think it's important that the committee be aware that these are real people and of the struggles that they're having.

[1135]

I think the ABE program, from my perspective, is a perfect example of a hand up instead of a handout. It's a perfect example of giving people that opportunity to transition. I've seen so many stories in my own community of exactly that. So I couldn't agree with you more.

Do you keep numbers around drops that you've seen over this last year, since the funding has come into

FGS - 20160919 AM VANCOUVER 032/PML/1135

the hand up instead of a handout. It's a perfect example of giving people that opportunity to transition. I've seen so many stories in my own community of exactly that. So I couldn't agree with you more.

Do you keep numbers around drops that you've seen over this last year, since the funding has come into place? I've heard a lot of complaints from students who won't even try, if they know there's an application process and a grant process that's just too difficult for them to be able to imagine. So I wonder if you've been keeping track across colleges of the numbers around ABE.

K. Shortt: We will anticipate at least a 500-student drop this year, because the one-time funding is exhausted.

Taryn and I have been to Victoria five times just to meet with AVED officials and tell them our story and tell them how desperate we are to keep these students in class. So 500 students were served by the one-time funding last year. The funding is now exhausted. So right at the beginning, I can say we will lose 500 students at least.

S. Hamilton (Chair): Thank you. Any other questions?

J. Rice: With your visits to Victoria, what is the rationale for the changes that we're witnessing as you've outlined?

K. Shortt: Why did they say no?

J. Rice: Yes.

K. Shortt: They're just saying there's no money, so that's it. And that's hard to hear when we heard the minister this morning say there is a surplus. This money, if spent on education, will come back to this government many times over in income tax revenue and so many other ways, to have our citizens working. We're talking about men, women with a grade 10 or a grade 9 education that need math 11 to get into drafting, that need

biology 12 to get into nursing. We're talking about real people that will contribute to this economy if they're just given a chance.

J. Rice: I'll just follow up. I just wanted to say thank you very much for your presentation. I echo the sentiments that you've conveyed today in my community in the north. ABE funding is crucially important. So thank you.

S. Hamilton (Chair): Thank you, Jennifer.

Any other questions? Seeing none, I just have one. We have a couple minutes left.

You spoke about income thresholds quite a bit. Where do you see...? Have you any defined thresholds, any cut-off points that you might be able to identify to be sort of the minimum/maximum that a person should be able to earn before they can qualify for that funding?

T. Thomson: Well, one thing I think would be important would be to have some kind of an urban classification. Earning \$30,000 in somewhere like Prince George is different from earning \$40,000 in a place like Vancouver. So I think that the bands have to account for the region that a person is living in, because it's a huge difference. Being tied to the Canada student loan grid, as the grant is, it means that there's no room for leverage on that, we've been told.

S. Hamilton (Chair): Just one other question. You mentioned a \$100,000 funding that you've directed to persons with disabilities with respect to continued education, but you've said you expect that money to dry up. Has there been some indication that that money wouldn't continue, or have you been told?

T. Thomson: Yeah. It was a one-time, one-shot deal.

S. Hamilton (Chair): It was a one-time grant?

T. Thomson: Yeah.

S. Hamilton (Chair): Do you have the ability to reapply for that money at a...?

T. Thomson: We did not.... At our last meeting, we got the indication that there would be no more money coming in one-time grants of any kind.

S. Hamilton (Chair): Okay.

T. Thomson: Of course, we'd rather not have one-time grants. We would rather be just properly funded.

S. Hamilton (Chair): Of course.

All right. Seeing no further questions, thank you very much. A very important subject. I appreciate you coming and imparting your wisdom on us and your words. It's very enlightening, and we appreciate you taking the time.

T. Thomson: Thank you.



**Briefing Note
Meeting with Dr. Hedy Fry
on July 13, 2016**

- The Language Instruction for Newcomers to Canada Program (LINC) is a federally funded Program and has been offered at Vancouver Community College (VCC) for over 40 years. VCC is the largest provider of English Language training in Western Canada.
- There are currently over 800 LINC students attending VCC with another 800 plus immigrants and refugees on the waitlist.
- The amount of the 2015/2016 LINC contract was \$4.557M.
- The amount of the 2016/2017 LINC contract is \$4.17M; an 8.5% reduction from the previous year.
- The BC government requires that a portion of the LINC funding (estimated by the College at 17%) be applied to the College's overhead costs.
- Taking into account both the 8.5% LINC funding cut and the contribution to the College's overhead required by the BC government, the LINC program has had to cut class offerings by a total of 25.5%.
- Approximately 220 existing LINC students were not able to return to VCC for the April 2016 semester. This equates to a reduction of 7 full-time and 2 part-time LINC classes. (14 to 22 students per class based on level)
- Critical counselling support services to LINC students have been reduced.
- The 8.5% LINC federal funding cut was based on immigrant landing data but does not take into account inter-provincial migration which may be one factor in the current lengthy waitlist for LINC classes.
- LINC is currently the only government-funded English language program available to immigrants. Previously, the BC government used approximately \$10M from federal transfer payments to offer additional and more comprehensive English language programs. In April 2015, the federal government terminated the Canada-BC Immigration Agreement and the corresponding funding. The BC government has chosen to not fill the void left by this funding reduction.
- VCC is well-positioned to offer any number of ESL classes immediately and at any level of Canada Language Benchmarks. VCC has proven, effective curriculum, classroom space, support services, and experienced faculty ready to provide this essential service to immigrants and refugees.



VCC NEWS AND EVENTS

June – September 2016

- VCC launched a **new emergency safety response system** called VCC Alerts this September, as a precautionary measure in case of an emergency. It's a mass notification system that alerts employees and students to emergencies by texting and emailing directly to their cell.
- VCC's International Culinary Arts students have opened ***the Chef's Table*** pop-up restaurant located in the Quizine Kitchen at VCC's Broadway campus. It is open until Oct. 14 and the restaurant was sold out within a few weeks of opening. Patrons get to see the VCC's International Culinary Arts students create a five-course set menu before their eyes.
- The annual **Fiat Mode** Fashion Show was held on Sept. 21 at the Chinese Cultural Centre as part of Vancouver Fashion Week. It gives up-and-coming designers a chance to prepare for the real fashion world.
- The **Georgia Straight** readers have chosen Vancouver Community College in our annual **BEST of Vancouver** poll that was released on Sept. 21:
 - First place - Best professional culinary school
 - Third Place - Best place to learn a new language
 - Third Place - Best college/school/university for continuing education
- The annual **Welcome Day event** was held on Sept. 13 and 15 at the Broadway and Downtown campus for new students. They enjoyed carnival-themed booths offering games, candy and helpful information to provide them with the resources they need to succeed at VCC.
- The **VCC Foundation Board** met on September 13 and approved the audited 2015-16 VCC Foundation year end financial statement. The Foundation Board of Directors invites you to read an impact report www.vcc.ca/fir that visually presents the results.
- VCC hosted the finals and gala at the Downtown campus for **the Hawkworth Young Chef Scholarship competition** on Saturday, Sept. 17. The Hawkworth Young Chef Scholarship Foundation is a culinary arts non-profit created to recognize and inspire young Canadian chefs.
- Several **key employee positions** were announced in the last few months:
 - Dean, School of Trades and Technology and Design – Brett Griffiths
 - Director, International Education – Jennifer Gossen
 - Director, Indigenous Education & Community Outreach – Tami Pierce
- **VCC sponsored an evening with the Canadians** at the Nat Bailey Stadium in June as away to reach out to the community. We gave away 1000 pairs of glasses, t-shirts and played our 30-second VCC video (to watch video, go to vcc.ca). We also engaged with the public at a VCC recruitment table.

VCC Government Relations

- On Sept. 23, **Assistant Deputy Minister, Jeff Vasey** from **Ministry of Advanced Education** toured both the Downtown and Broadway campuses. He met all the deans and was introduced to automotive, the new Samsung room, a Science lab, the health sciences building, culinary, baking, dental, digital graphic design and drafting.
- On July 18, VCC welcomed **Minister of Advanced Education Andrew Wilkinson** to the Broadway automotive service technician shop to announce \$694,000 for the purchase of new trades-training equipment for several ITA programs. MLA's who joined the event include, **MLA Peter Fassbender**, Minister of Community, Sport and Cultural Development and Minister for TransLink and **MLA Dr. Doug Bing** from Maple Ridge-Pitt Meadows.
- On June 24, Vancouver Community College welcomed **Vancouver-False Creek MLA Sam Sullivan** to the Broadway campus to take part in a special announcement of \$275,000 for programs and supports for students with disabilities.
- On June 8th the provincial government announced it's investment of \$7 million to the VCC trades training through the Industry Training Authority. White Spot and VCC developed a unique training program that allows students to train at White Spot's culinary training facility in Vancouver, and is fully accredited to deliver Cook Training 1 and 2. **MLA Suzanne Anton, Ministry of Justice from Vancouver-Fraserview** and **MLA Shirley Bond, Minister of Jobs, Tourism and Skills Training** and **Minister Responsible for Labour from Prince George-Valemount** were in attendance.

VCC in the News

- **Soapbox derby fundraiser helps at-risk youth get on right track** – Vancouver Courier (Aug 25) The alley behind Ray-Cam...The program, run out of Vancouver Community College...
- **Two Vancouver-based students recipients of annual industry scholarship** CollisionRepairmag.com (Aug 5) Since 2007, BC-based White and Peters Ltd...offering scholarships...at VCC's automotive...
- **From waste to redemption through socks, underwear and lint** – Vancouver Courier (July 27) When life gave Leah Price lemons...a fashion design course at Vancouver Community College, and is now a member of a number of local art/recycling groups...
- **Vancouver tap dancing musician aims to break down walls between music and dance**– Vancouver Metro (July 22) Barbara Vargas danced her way... VCC's College's music program...
- **Dirty Laundry: Don't be surprised when I am successful** – The Williams Lake Tribune (June 28) At just 22 Nya Wan... took the six month care aid program at Vancouver Community College so that she would be able to work her way through nursing school.
- **Hemlines | Ted Baker opens at YVR outlets** – Vancouver Sun (June 27) Brit brand Ted Baker..."VCC expands fashion program", VCC is aiming to prepare graduates to sell clothes in addition to creating them with the introduction of a new diploma program.

PREPARED BY: Karen Wilson, Director, Marketing & Communications on Sept. 23, 2016



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: September 28, 2016

ISSUE: RECOMMENDATION FOR BOARD APPROVAL:
Statement of Financial Information for the Year Ended March 31, 2016

BACKGROUND:

The Statement of Financial Information is a Ministry of Finance statutory requirement under the Financial Information Act. The Report is due to the Ministry of Advanced Education on or before September 30, 2016.

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 and is posted to our external VCC website.

The Statement of Financial Information was reviewed and approved for Board recommendation by the Finance and Audit Committee at a meeting on September 14, 2016.

The Statement of Financial Information includes the following schedules:

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

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the Statement of Financial Information for the year ended March 31, 2016.

ATTACHMENT: APPENDIX A - Statement of Financial Information Period End March 31, 2016

PREPARED BY: Marlene Kowalski, VP, Administration & CFO
Jamie Choi, Director Finance

DATE: September 14, 2016

Vancouver Community College

Statement of Financial Information

Schedules required by the Financial Information Act

For the year ended March 31, 2016

Vancouver Community College
Statement of Financial Information
Required under the Financial Information Act
For the Year Ended March 31, 2016

Index

	Schedule
Statement of Financial Information Approval.....	I
Management Report.....	II
Schedule of Debts.....	III
Financial Statements.....	IV
Schedule of Guarantee and Indemnity Agreement.....	V
Schedule of Remuneration and Expenses.....	VI
Schedule of Remuneration for Directors.....	VII
Schedule of Severance Agreements.....	VIII
Schedule of Payment to Suppliers Goods and Services.....	IX
Statement of Cash Flow – Capital Fund.....	X

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*.

Pamela S. Ryan
Chair

September 28, 2016

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,

Dr Peter Nunoda
President
September 28, 2016

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

Schedule III

Vancouver Community College

Schedule of Debts

As at March 31, 2016, balance of the capital lease agreement shared between the College and BCIT was \$7,269,957.

Schedule IV

Financial Statements of

VANCOUVER COMMUNITY COLLEGE

Year ended March 31, 2016

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 Audit and Finance Committee. The Audit and Finance Committee reviews the internal financial statements on a quarterly basis and external audited financial statements yearly. The Audit and Finance Committee also discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

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

On behalf of Vancouver Community College



Dr. Peter Nunoda
President



Marlene Kowalski
VP, Administration & CFO



INDEPENDENT AUDITOR'S REPORT

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

I have audited the accompanying financial statements of Vancouver Community College (“the entity”), which comprise the statement of financial position as at March 31, 2016, and the statements of operations, change in net debt and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditor's Responsibility

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

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

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

Basis for Qualified Opinion

As described in Note 2a 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 Treasury Board Regulation 198/2011.

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

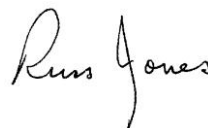
This departure has existed since the inception of the standard, which applies to periods beginning on or after April 1, 2012. When the cumulative effects of this departure to date are adjusted through opening accumulated surplus, the entity's records indicate that the effects of this departure on the current year financial statements is an overstatement of the liability for deferred revenue of \$98,461 and deferred capital contributions of \$81,364,838, an understatement of accumulated surplus, beginning year, of \$84,030,319, and a current year overstatement of revenue of \$2,567,020. Accordingly, the current year deficit is understated by \$2,567,020 and net debt is overstated by \$81,463,299.

Qualified Opinion

In my opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the entity as at March 31, 2016, and the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards.

Other Matters

Without modifying my opinion, I advise the reader that I was not engaged to audit the comparative financial statements of Vancouver Community College as at March 31, 2015, for their fair presentation in accordance with Canadian Public Sector Accounting Standards. The financial statements of Vancouver Community College as at March 31, 2015 were audited by a professional accounting firm who previously reported on their compliance with Section 23.1 of the *Budget Transparency and Accountability Act* including Treasury Board Regulation 198/2011 prescribing the accounting policy for contributions. However, because that audit reported against a different framework than that of the current year, I must advise you that the comparative information in the financial statements and related disclosures were not audited in accordance with the Canadian Public Sector Accounting Standards framework adopted in the current year, but rather compliance with Section 23.1 of the *Budget Transparency and Accountability Act*.



Russ Jones, FCPA, FCA
Deputy Auditor General

Victoria, British Columbia
June 10, 2016



VANCOUVER COMMUNITY COLLEGE

Statement of Financial Position

March 31, 2016, with comparative information for 2015

	2016	2015
Financial assets		
Cash and cash equivalents	\$ 15,841,972	\$ 13,921,147
Investments (note 4)	237,500	239,345
Accounts receivable	1,556,316	1,844,599
Due from government and other government organizations (note 5)	1,506,330	2,071,264
Inventories for resale	804,024	1,023,802
	19,946,142	19,100,157
Liabilities		
Accounts payable and accrued liabilities (note 6)	14,214,480	10,601,472
Due to government and other government organizations (note 5)	210,372	187,360
Employee future benefits (note 7)	1,694,939	1,730,898
Deferred tuition fees (note 8)	5,169,658	5,327,598
Deferred revenue (note 9)	3,969,118	3,594,762
Deferred capital contributions (note 10)	81,622,906	84,322,739
Capital lease obligation (note 11)	7,269,957	7,318,803
	114,151,430	113,083,632
Net debt	(94,205,288)	(93,983,475)
Non-financial assets		
Tangible capital assets (note 12)	111,100,193	114,979,239
Inventories held for use	90,743	119,073
Prepaid expenses	170,580	167,423
	111,361,516	115,265,735
Accumulated surplus (note 13)	\$ 17,156,228	\$ 21,282,260

Contractual obligations (note 15)

Contingencies (note 16)

See accompanying notes to financial statements.

Approved on behalf of the Board:



President



Chair of the Board

VANCOUVER COMMUNITY COLLEGE

Statement of Operations

Year ended March 31, 2016, with comparative information for 2015

	Budget (note 2 j)	2016	2015
Revenue			
Province of British Columbia grants	\$ 53,992,008	\$ 56,226,936	\$ 61,182,207
Province of British Columbia contracts	-	1,224,940	2,787,689
Federal Government grants and contracts	4,557,688	4,661,193	4,971,201
Tuition and student fees	28,538,245	26,277,597	19,562,855
Sales of goods and services	6,383,101	6,385,777	6,435,176
Other grants and contracts	2,309,996	594,500	402,644
Miscellaneous income	1,340,955	2,217,640	1,536,610
Investment income	300,000	166,204	230,463
Revenue recognized from deferred capital contributions	5,048,268	5,224,000	4,786,019
	102,470,261	102,978,787	101,894,864
Expenses (note 17)			
Instruction and instructional support	94,953,935	95,649,865	98,888,944
Ancillary operations	7,021,338	7,573,353	7,364,607
Special purpose funds	494,988	3,881,601	1,053,668
	102,470,261	107,104,819	107,307,219
Annual deficit	\$ -	\$ (4,126,032)	\$ (5,412,355)
Accumulated surplus, beginning of year	21,282,260	21,282,260	26,694,615
Accumulated surplus, end of year	\$ 21,282,260	\$ 17,156,228	\$ 21,282,260

See accompanying notes to financial statements.

VANCOUVER COMMUNITY COLLEGE

Statement of Change in Net Debt

Year ended March 31, 2016, with comparative information for 2015

	Budget	2016	2015
	(note 2 j)		
Annual deficit	\$ -	\$ (4,126,032)	\$ (5,412,355)
(Acquisition) of tangible capital assets	(1,700,000)	(5,062,467)	(8,979,612)
Amortization of tangible capital assets	8,736,828	8,941,513	8,844,010
Capital lease obligation	-	-	(7,350,333)
	7,036,828	3,879,046	(7,485,935)
(Acquisition) of inventories	-	(90,743)	(119,073)
(Acquisition) of prepaid expenses	-	(170,580)	(167,423)
Use of inventories	-	119,073	125,764
Use of prepaid expenses	-	167,423	557,627
	-	25,173	396,895
Decrease (increase) in net debt	7,036,828	(221,813)	(12,501,395)
Net debt, beginning of year	(93,983,475)	(93,983,475)	(81,482,080)
Net debt, end of year	\$ (86,946,647)	\$ (94,205,288)	\$ (93,983,475)

See accompanying notes to financial statements.

VANCOUVER COMMUNITY COLLEGE

Statement of Cash Flows

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Cash provided by (used in):		
Operations:		
Annual deficit	\$ (4,126,032)	\$ (5,412,355)
Items not involving cash:		
Amortization of tangible capital assets	8,941,513	8,844,010
Revenue recognized from deferred capital contributions	(5,224,000)	(4,786,019)
Change in employee future benefits	(35,959)	(1,963,432)
Change in non-cash operating working capital:		
Decrease in accounts receivable	288,283	525,691
Decrease in inventories for resale	219,778	83,247
Decrease (increase) in due from government and other government organizations	564,934	(1,059,325)
(Increase) decrease in prepaid expenses	(3,157)	390,204
Decrease in inventories held for use	28,330	6,691
Increase in accounts payable and accrued liabilities	3,613,009	685,068
Increase in due to Province of BC and other government organizations	23,012	187,360
(Decrease) increase in deferred tuition fees	(157,940)	1,067,966
Increase (decrease) in deferred revenues	374,356	(6,832,371)
Net change in cash from operating activities	4,506,127	(8,263,265)
Capital activities:		
(Acquisition) of tangible capital assets	(5,062,467)	(8,979,612)
Net change in cash from capital activities	(5,062,467)	(8,979,612)
Financing activities:		
Principle reduction capital lease obligation	(48,847)	(31,530)
Deferred capital contributions received	2,524,167	5,819,134
Net change in cash from financing activities	2,475,320	5,787,604
Investing activities:		
Redemption of investments	1,845	3,687,285
	1,845	3,687,285
Net increase (decrease) in cash and cash equivalents	1,920,825	(7,767,988)
Cash and cash equivalents, beginning of year	13,921,147	21,689,135
Cash and cash equivalents, end of year	\$ 15,841,972	\$ 13,921,147

See accompanying notes to financial statements.

Interest received during the year was \$166,203 (2015 - \$230,463). Interest paid during the year was \$305,724 (2015 - \$204,936)

VANCOUVER COMMUNITY COLLEGE

Notes to Financial Statements

Year ended March 31, 2016

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 which are appointed by the provincial government of British Columbia. The College is exempt from income taxes under Section 149 of the Income Tax Act.

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

2. Summary of significant accounting policies:

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

(a) Basis of accounting:

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

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

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

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

2. Summary of significant accounting policies (continued):

(a) Basis of accounting (continued):

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

(b) Cash and cash equivalents:

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

(c) Financial instruments:

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

(i) Fair value category: Portfolio investments in equity instruments that are quoted in an active market and derivative instruments are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments is recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of 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 term deposits, bearer deposit notes, and bankers' acceptances that are capable of prompt liquidation. The investments are cashable on demand and are recorded at amortized cost based on the transaction price on the trade date. All interest income, gains and losses are recognized in the statement of operations in the period in which they arise.

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

2. Summary of significant accounting policies (continued):

(d) Inventories for resale and assets held for sale:

Inventories held for resale, including books and school supplies, and assets held for resale 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	30 years
Computer hardware and software	4 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 was based on the current government borrowing rates of 30 year term debts at that time. Note 11 provides a schedule of repayments and amount of interest on the leases.

(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

2. Summary of significant accounting policies (continued):

is the estimated current cost to replace the items.

(iii) Prepaid expenses:

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

(f) Employee future benefits:

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

(ii) Sick leave benefits are also available to the College's employees. The costs of these benefits are actuarially determined based on length of service and best estimates of benefit usage, retirement ages and expected future salary and wage increases. The obligation under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits. Actuarial gains and losses are amortized over the expected employee average remaining service life. The accrued benefit obligation and the net periodic benefit cost were estimated by an actuarial valuation completed in March 31, 2015 and projected to March 31, 2016.

(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, 2015 and projected to March 31, 2016.

(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.

(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.

2. Summary of significant accounting policies (continued):

(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 contributions and recognized in revenue in the year in which the stipulation or restriction on the contributions have been met.

(iii) Investment income:

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

(h) Asset retirement obligations:

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

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

(i) Foreign currency translation:

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

2. Summary of significant accounting policies (continued):

(j) Budget figures:

The budget figures have been derived from the 2015/16 Budget approved by the Board of Governors of the College on June 29, 2015. The budget is reflected in the Statement of Operations and the Statement of Changes in Net Financial Assets.

(k) Measurement uncertainty:

The preparation of the financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions. These estimates and assumptions affect the reported amounts of assets, liabilities, and related disclosures. Key areas where management has made estimates and assumptions include those related to the net realizable value of inventories for resale, useful lives of tangible capital assets, 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) Year-ended March 31, 2016 – understatement of the annual deficit by \$2,567,020 (March 31, 2015 – understatement of the annual deficit by \$1,010,279).
- (b) March 31, 2016 – understatement of the beginning balance of accumulated surplus by \$84,030,319 and an overstatement of deferred operating contributions by \$98,461 and deferred capital contributions by \$81,364,838 (March 31, 2015 – understatement of the beginning balance of accumulated surplus by \$83,020,039 and an overstatement of deferred operating contributions by \$83,653 and deferred capital contributions by \$83,946,665).

4. Investments:

Short-term investments consist of a term deposit, due November 1, 2016 that bears interest of 0.05%.

5. Due from (to) the government and other government organizations:

	2016	2015
Due from the Province of BC	\$ 299,434	\$ 821,269
Due from the Federal government	1,206,896	1,249,995
	\$ 1,506,330	\$ 2,071,264
Due to BCIT	210,372	187,360
	\$ 210,372	\$ 187,360

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

6. Accounts payable and accrued liabilities:

	2016	2015
Accounts payable and accrued liabilities	\$ 3,526,382	\$ 2,709,381
Salaries and benefits payable	6,594,203	3,974,071
Accrued vacation pay and earned time off	1,942,374	1,994,470
Student deposits	2,151,521	1,923,550
	\$ 14,214,480	\$ 10,601,472

7. Employee future benefits:

(i) 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 provided are based on a formula. As at August 31, 2015, the College Pension Plan has about 14,000 active members, and approximately 6,500 retired members. As at December 31, 2014, the Municipal Pension Plan has about 185,000 active members, including approximately 5,800 from colleges.

7. Employee future benefits (continued):

The most recent actuarial valuation for the College Pension Plan as at August 31, 2012, indicated a \$105 million funding deficit for basic pension benefits. The next valuation will be August 31, 2015, with results available in 2016. The most recent actuarial valuation for the Municipal Pension Plan as at December 31, 2012, indicated a \$1,370 million funding deficit for basic pension benefits. The next valuation will be December 31, 2015, with results available in 2016.

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 the plans in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plans.

The College paid \$5,371,825 (2015 - \$5,626,783) for employer contributions to the plan in fiscal 2016.

(ii) Employee future benefits

	Sick leave	Long-service and gratuity	2016 Total
Balance March 31, 2015	\$ 1,113,000	\$ 617,898	\$ 1,730,898
Current service cost	495,000	20,041	515,041
Interest cost	43,000	20,000	63,000
Benefits paid	(534,000)	(80,000)	(614,000)
Balance March 31, 2016	\$ 1,117,000	\$ 577,939	\$ 1,694,939

	Sick leave	Long-service and gratuity	2015 Total
Balance March 31, 2014	\$ 890,000	\$ 741,923	\$ 1,631,923
Current service cost	482,000	32,975	514,975
Interest cost	35,000	25,000	60,000
Benefits paid	(461,000)	(79,000)	(540,000)
Net actuarial loss (gain)	167,000	(103,000)	64,000
Balance March 31, 2015	\$ 1,113,000	\$ 617,898	\$ 1,730,898

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

7. Employee future benefits (continued):

	2016	2015
Discount rates	3.0%	3.0%
Expected future inflation rates	2.0%	2.0%
Expected wage and salary increases	2.75%	2.75%

8. Deferred tuition fees:

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

	Opening balance	Receipts during year	Transferred to revenue	2016 Total
Deferred tuition	\$ 5,327,598	\$ 26,119,657	\$ (26,277,597)	\$ 5,169,658

9. Deferred revenue:

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

	Opening balance	Receipts during year	Transferred to revenue	2016 Total
Deferred Contract	\$ 331,053	\$ 7,123,400	\$ (6,404,008)	\$ 1,050,445
Deferred Contribution	3,263,709	10,893,073	(11,238,109)	2,918,673
Deferred revenue	\$ 3,594,762	\$ 18,016,473	\$ (17,642,117)	\$ 3,969,118

10. Deferred capital contributions:

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

	2016	2015
Balance at beginning of the year	\$ 84,322,739	\$ 83,289,624
Contributions received	2,524,167	5,819,134
Less amortization to revenue	(5,224,000)	(4,786,019)
	\$ 81,622,906	\$ 84,322,739

10. Deferred capital contributions (continued):

Deferred capital contributions are comprised of the following:

	2016	2015
Unamortized capital contributions	\$ 80,913,879	\$ 83,593,084
Unspent contributions	709,027	729,655
	\$ 81,622,906	\$ 84,322,739

11. Obligations under capital lease

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.

2017	\$	354,663
2018		354,663
2019		354,663
2020		378,434
2021		390,318
Therafter		11,263,810
Total minimum lease payments		13,096,551
Less amounts representing interest (at 4.19% per annum)		(5,826,723)
Present value of net minimum capital lease payments	\$	7,269,957
Total interest of the capital lease for the year	\$	305,724

Total interest on leases for the year was \$305,724 (2015 – \$204,936).

12. Tangible capital assets:

2016	Land	Buildings	Building improvements	Building under capital lease	Furniture and equipment	Leasehold improvements	Computer hardware and software	2016 Total
Cost								
Opening balance	\$ 7,744,768	\$ 144,414,647	\$ 4,597,705	\$ 7,350,333	\$ 71,102,402	\$ 4,202,525	\$ 23,722,357	\$ 263,134,737
Additions	-	-	2,153,580	-	1,619,067	-	1,289,820	5,062,467
Ending	7,744,768	144,414,647	6,751,285	7,350,333	72,721,469	4,202,525	25,012,177	268,197,204
Accumulated amortization								
Opening balance	-	64,042,346	690,002	163,341	62,861,024	84,714	20,314,071	148,155,498
Amortization	-	3,609,895	378,300	245,011	2,853,188	140,084	1,715,035	8,941,513
Closing balance	-	67,652,241	1,068,302	408,352	65,714,212	224,798	22,029,106	157,097,011
Net book value	\$ 7,744,768	\$ 76,762,406	\$ 5,682,983	\$ 6,941,981	\$ 7,007,257	\$ 3,977,727	\$ 2,983,071	\$ 111,100,193

2015	Land	Buildings	Building improvements	Building under capital lease	Furniture and equipment	Leasehold improvements	Computer hardware and software	2015 Total
Cost								
Opening balance	\$ 7,744,768	\$ 144,414,647	\$ 3,725,662	\$ -	\$ 68,122,589	\$ -	\$ 22,797,126	\$ 246,804,792
Additions	-	-	872,043	7,350,333	2,979,813	4,202,525	925,231	16,329,945
Ending	7,744,768	144,414,647	4,597,705	7,350,333	71,102,402	4,202,525	23,722,357	263,134,737
Accumulated amortization								
Opening balance	-	60,432,486	267,333	-	60,087,566	-	18,524,103	139,311,488
Amortization	-	3,609,860	422,669	163,341	2,773,458	84,714	1,789,968	8,844,010
Closing balance	-	64,042,346	690,002	163,341	62,861,024	84,714	20,314,071	148,155,498
Net book value	\$ 7,744,768	\$ 80,372,301	\$ 3,907,703	\$ 7,186,992	\$ 8,241,378	\$ 4,117,811	\$ 3,408,286	\$ 114,979,239

13. Accumulated surplus:

	2016	2015
Accumulated surplus is comprised of:		
Invested in tangible capital assets	\$ 20,398,681	\$ 24,067,352
Unrestricted	(3,242,453)	(2,785,092)
	\$ 17,156,228	\$ 21,282,260

14. Related organization:

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

The College had the following transactions with the Foundation:

	2016	2015
Foundation contributed awards and bursaries to Students	\$ 575,876	\$ 350,107
Foundation provided project funding and equipment to the College	125,396	68,529
Foundation reimbursed the College for salaries expenses	290,211	88,281
College contributed grants to the Foundation for operating expenses	250,000	85,151

As of March 31, 2016, the College had accounts receivable from the Foundation of \$3,092 (2015 - \$Nil) for expenses that were paid for by the College on behalf of the Foundation as well as capital campaign donations. At March 31, 2016, the Foundation had net assets of \$12.86 million (2015 - \$12 million).

For the year ended March 31, 2016, gift in kind donations from the Foundation to the College were \$64,830 (2015 - \$63,185) of which \$0 (2015 - \$0) was recorded as capital assets.

15. 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 short-term GIC 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. As part of this lease, land has been segregated as an operating lease. The term is 30 years commencing August 1, 2015.

15. Contractual obligations (continued):

Payments required under this lease are as follows:

2017	\$	115,799
2018		115,799
2019		115,799
2020		123,558
2021		127,438
Thereafter		3,677,246
Total minimum lease payments		\$ 4,275,639

(c) Service contracts:

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

2017	\$	2,111,140
2018		1,983,542
2019		747,168
2020		153,767
2021		16,000
		\$ 5,011,617

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 where possible and is recorded in the financial statements as a liability. Where the outcomes of amounts or losses are uncertain, no amounts have been recorded.

17. Expenses by object:

The following is a summary of expenses by object:

	2016	2015
Salaries and benefits	\$ 74,717,547	\$ 76,294,051
Supplies and services	12,529,326	10,505,631
Building and telecom	6,377,500	7,168,808
Cost of goods sold	4,538,933	4,494,719
Amortization	8,941,513	8,844,010
	\$ 107,104,819	\$ 107,307,219

17. Expenses by object (continued):

Salaries and benefits include one-time restructuring costs, early retirement incentives, and voluntary departure incentives paid to its eligible faculty, CUPE employees and college administration. These costs were incurred due to lower enrolment in a number of programs resulting from a change in funding structure from government grants to tuition based programming. These one-time costs amount to \$3,061,507.

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.

(b) Market risk:

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

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

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

(c) Liquidity risk:

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

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

19. Comparative figures:

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

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 2015/16 fiscal year was 29.

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, 2016

Employee	Remuneration	Other Expense
Adams, Virginia	87,488.66	2,866
Aghakian, Patris	82,536.89	931
Aitken, Robert	87,105.91	21
Allen, Sarah	87,105.91	240
Anderson, Del	81,599.55	865
Aro, Susan	90,199.47	1,440
Au-Wong, Elaine	92,478.98	2,895
Aulakh, Surinder	113,757.83	-
Austin, Pat	87,105.91	240
Avery, Wayne	88,779.03	440
Avis, Wendy	98,242.30	-
Bach, Donald	83,144.84	-
Baily, Nancy	87,105.91	3,330
Barbati, Pam	87,105.91	1,790
Barnes, Aileen	89,094.62	1,832
Barnes, William	87,105.91	110
Bauden, Bonnie	87,105.91	1,177
Beacham, Brian	121,671.45	-
Beauchamp, Robert	88,955.55	240
Bebel, Dariusz	90,199.48	1,689
Beerwald, Denise	89,286.14	725
Belton, Susan	87,105.91	177
Ben-Itzhak, Susan	87,105.91	440
Bhimji, Azeem	87,105.91	240
Bingley, Alan	87,105.91	-
Black, Meridy	85,943.74	725
Bonkowski, Harald	87,105.91	434
Boulanger, Paula	87,512.78	1,077
Brandwood, Linda	87,105.91	3,946
Branter, David	87,105.91	1,513
Brooke, Karen	80,281.79	440
Brown, Ben	87,105.91	240
Brunt, Caroline	83,265.90	3,453
Buckham, Jill	86,667.56	3,100
Burcescu, Cecilia	87,105.91	600
Burnyeat, Elizabeth	76,740.30	-
Caglayan, Alper	87,583.31	2,673
Caldwell, Robert	87,105.91	-
Campbell, Kathleen	97,147.46	725
Carefoot, Sharon	110,596.11	379
Carlos, Roberto	77,243.96	738

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2016

Employee	Remuneration	Other Expense
Cavenaile, Gordon	87,105.91	440
Chauvet, Vincent	87,105.91	2,496
Chernen, Joann	88,829.40	360
Choi, NaYoung	108,681.88	-
Chong, Fionna	90,199.48	4,021
Chow, Carol	87,724.99	-
Chow, Louis	89,286.14	1,005
Chow, Tina	112,803.34	1,270
Christie, Judith	89,302.73	734
Chu, Eugenia	86,100.43	1,038
Chubey, Betty	87,105.91	2,815
Clarke, Shirley	87,105.91	2,693
Coad, Marnie	75,453.28	-
Cohen, Jason	87,105.91	2,104
Colettis, Joanna	80,344.30	440
Colombo, Greg	98,876.55	270
Contois, Theresa	97,700.09	-
Copp Mokkonen, Alicia	83,985.81	240
Cosco, Frank	93,860.58	240
Cowie, Tanya	86,652.21	200
Cox, Eleanor	87,105.91	421
Credico, Randall	87,105.91	-
Cross, David	90,199.48	536
Cunningham, Margaret	75,340.42	-
Curry, Patrick	87,105.91	-
Cyr, Richard	101,930.13	2,313
Dannhauer, Louise	87,105.91	636
Dauke, Wolfgang	84,545.39	-
Defert, Ingrid	87,715.71	920
Della-Savia, Maurice	87,105.91	200
Demeulemeester, John	85,478.70	440
Dennett, Margaret	87,105.91	412
Der, Lily	87,105.91	400
Desbiens, Sarah	79,700.30	780
Devisser, Jason	93,123.77	3,001
Dilek, Rita	89,830.32	3,080
Dobko, Alan	87,105.91	206
Dong, Tania	81,994.30	1,365
Duarte, Linda	85,529.09	115
Duke, David	87,105.91	-
Duncan, Deirdre	87,105.91	1,708
Eberl, Bonita	90,221.68	369

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2016

Employee	Remuneration	Other Expense
Espinoza, Lorena	84,884.67	4,470
Farley, Richard	87,105.91	440
Feist, Bob	87,105.91	440
Felicella, John-Carlo	82,237.10	-
Findlay, Susan	101,026.00	795
Fisette, Jaclyn	84,620.11	714
Franceschini, Gary	82,236.02	590
Frias, Andrew	78,797.50	-
Frith, Brendan	81,598.47	167
Fukuyama, Emiko	90,199.48	1,798
Gaffney, Scarlet	83,034.32	-
Galy, Glenn	90,199.48	200
Gates, Kathryn	87,105.91	1,436
Gibson, Sally	87,105.91	504
Gilbert, Julie	90,199.48	1,942
Gill, Collin	75,429.45	756
Gin, Karen	81,599.38	219
Gojevic, Anita	87,105.91	3,203
Gordon, Joyce	87,105.91	200
Gregorowicz, Peter	91,469.70	-
Griffith, Toby	79,465.47	110
Griffiths, Brett	86,039.66	3,740
Griffiths, Karen	87,105.91	1,440
Guspie, Jerry	112,803.34	709
Hackett, Karen	82,295.71	528
Hamend, Moreah	89,094.62	629
Hamill, Patrick	92,763.64	206
Harrison, Jacqueline	87,105.91	4,271
Hawkins, Margery	93,593.43	-
Heaps, Marilyn	90,617.10	2,039
Henderson, Gregory	87,105.91	240
Higgins, Brianna	88,302.76	-
Hills, Karen Jane	87,105.91	3,940
Hooley, Eleanor	82,440.58	723
Horn, Steven	76,800.88	170
Horvat, Lynn	90,176.87	335
Hougham, Shannon	87,105.91	138
Howrigan, Cheryl	87,105.91	200
Huenefeld, Michael	78,299.00	-
Innes, Dennis	122,828.55	5,905
Jang, Elizabeth	87,105.91	1,200
Jordan, Donald	76,008.75	642

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2016

Employee	Remuneration	Other Expense
Kaan, Raymond	81,419.52	-
Kakushkin, Gabriela	87,105.91	1,045
Kaplan, Belinda	93,997.29	473
Karavas, Costa	90,199.48	4,128
Keddis, Andu	87,105.91	863
Kee, Ronald	87,105.91	337
Kelbert, Maureen	89,080.18	-
Khayambashi, Hassan	87,105.91	1,314
Khinda, Paramjit	75,682.32	1,672
Kimoto, Carmen	87,105.91	1,329
Ko, Wayne	87,105.91	-
Kosa, Esther	114,144.22	339
Kotko, Michelle	78,345.19	240
Kowalski, Marlene	75,464.12	9,813
Kremer, Paula	87,105.91	-
Krentz, Keith	81,599.55	440
Kunka, Robert	87,678.39	490
Kuzmina, Elena	87,489.36	7,240
Kwadzovia, Thomas	111,707.75	560
LaFontaine, Sarah	79,309.92	-
Laliberte, Shari	79,135.39	791
Lang, Shawn	85,720.38	313
Larson, Cathy	87,105.91	469
Latter, Janet	82,500.81	493
Lau, Paul	87,980.25	200
Law, Karen	87,105.91	919
Lawrence, Gary	87,105.91	440
Lee, Ryan	83,482.48	465
Lefavre, Jillian	83,137.81	-
Leggatt, Carrie	90,071.50	222
Lew, Shirley	108,681.88	2,106
Lie, Phillip	95,355.04	521
Liew, Denis	79,564.28	-
Lillyman, Keith	87,105.91	200
Lo Yan, Pik Ling	85,478.70	430
Lu, Jackie	76,744.55	-
Lui, Louis	87,105.91	425
Luk, Cindy	87,105.91	516
Lukits, Stefan	86,360.51	1,440
Lunn, Barbara	87,105.91	1,297
MacKenzie, Edith	87,105.91	440
MacKenzie, Michele	87,105.91	499

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2016

Employee	Remuneration	Other Expense
Macdonald, Tobias	81,598.47	3,740
Maddern, Trevor	79,234.90	200
Major, Lorne	87,105.91	-
Makarewicz, Petra	87,105.91	440
Malecot, Jacques	86,906.80	440
Mandryk, Natasha	81,598.47	240
Manning, Garth	93,860.59	791
Martin, Julie	90,176.87	2,037
Mathern, Mishele	87,105.91	347
Mauger, Douglas	87,105.91	887
McGarvie, Bruce	78,046.84	673
McGuigan, Robert	112,803.34	97
McIntyre, Gordon	87,105.91	440
McKay, Sandra	87,105.91	440
McKenna, Brian	77,830.90	-
McLeod, Morna	87,105.91	1,048
McNaughton, Kathryn	93,575.51	13,527
McNeill, Kimberly	86,854.18	440
McNiven, Wayne	87,105.91	4,412
McPherson, Ross	78,025.50	1,420
McRae, Nancy	87,105.91	1,287
Menzies, Julia	77,033.49	-
Messenger, Sherry	87,105.91	611
Moody, Shona	77,602.58	240
Mooney, Hope	87,105.91	1,856
Morlin, Maria	87,105.91	1,104
Morrison, Ken	90,176.87	-
Mui, Gary	87,105.91	505
Munn, Lorrin	84,080.36	1,982
Murphy, Caroline	87,105.91	4,542
Nederend, Wilma	88,329.72	440
Nesbitt, Nancy	91,445.59	-
Niessen, David	93,138.81	806
Niksic, Kata	84,282.90	200
Nunoda, Peter	170,494.22	21,998
O'Donnell, Kathy	89,591.07	3,344
Odgers, Katharine	89,357.73	249
Oldenburg, Kristina	97,712.26	-
Olson, James	86,360.01	-
Otto, Margaret	100,938.35	-
Overton, Catherine	87,105.91	1,063
Oxtoby, Mary Jo	86,110.38	422

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2016

Employee	Remuneration	Other Expense
Paassen, Monique	84,431.02	-
Parisotto, Heidi	87,105.91	380
Parker, Jane	87,105.91	3,410
Patterson, John	87,607.22	3,931
Payne, Regeline	75,866.60	509
Pedersen, Gregory	87,105.91	-
Perras, Laurent	78,527.59	1,165
Pfaff, Roland	79,342.91	-
Phillips, Brian	77,107.79	110
Pierce, Tami	81,906.29	1,455
Pitton, Carla	78,391.69	440
Potter, Chris	87,105.91	264
Poznanski, Christine	81,650.20	3,690
Propp, Trina	76,315.30	2,772
Radcliffe, Sharon	79,488.49	440
Randall, Daniela	80,980.47	450
Rastan, Mandana	86,686.96	635
Ravensbergen, Ian	98,779.16	331
Ready, Nora	89,851.15	-
Regan, Kendal	81,320.56	532
Regeczi, Agnes	78,760.16	-
Reimer, Bonnie	87,105.91	440
Richards, Skye	86,774.07	-
Richards, Zeporah	86,442.23	240
Rider, Linda	87,105.91	-
Ritchie, Alexander	87,105.91	497
Roberts, Helen	95,863.27	1,419
Rogers, Nicole	98,996.29	1,069
Rogers, Sean	81,599.55	374
Romashenko, Alex	93,267.05	712
Rosko, Michelle	90,198.39	1,296
Rossol, Pamela	87,105.91	200
Rowlatt, Todd	75,992.72	231
Rubner, Wayne	87,105.91	-
Rudat, Tanya	86,607.86	449
Ryan, David	87,105.91	303
Salimian, Hamid	82,358.20	-
Sallis, Christine	87,355.91	440
Sam, Andrea	87,463.69	-
Sanderson, Linda	156,965.38	58
Sargent, Debbie	120,178.96	-
Sawkins, Tanis	97,694.74	4,960

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2016

Employee	Remuneration	Other Expense
Schappert, Janita	79,947.38	2,461
Schubert, Allison	88,088.98	2,861
Scott, Nigel	79,873.04	-
Sellwood, Andy	89,591.08	440
Semeniuk, Orest	87,105.91	98
Shorter, Dennis	87,105.91	-
Shortt, Karen	93,860.58	420
Simpson, Emily	77,688.10	1,014
Smith, Linda	79,913.38	-
Snyder Lowe, Catherine	78,299.00	50
Squires, Ellen	77,321.77	1,664
Sran, Gurpreet	87,105.91	1,097
Stafford, Stephen	87,105.91	846
Steele, Michael	89,080.18	393
Stefanowicz, Margaret	87,105.91	440
Stewart, Lillian	87,105.91	4,503
Sucloy, Lorraine	87,105.91	200
Sukic, Ysabel	87,105.91	440
Supeene, Lisa	88,019.23	2,780
Szeto, Ann	87,105.91	1,443
Talbot, Linda	83,193.93	1,735
Tanaka, Marcia	87,105.91	1,657
Terpstra, Lisa	87,105.91	449
Theny, Janet	90,199.48	1,640
Thomson, Taryn	90,199.48	21
Ting, Elle	92,696.25	2,009
Tippett, Debbie	87,105.91	2,503
Tittel, Michael	90,130.32	1,478
To, Naomi	87,105.91	782
Touahria, Suzanne	87,105.91	1,538
Trettenero, Mario	87,105.91	176
Tsang, Barry	77,658.14	240
Tunnah, Michael	87,105.91	292
Turone, Ellen	75,272.58	-
Valchev, Stefan	82,295.71	540
Van, Diem Ly	77,894.15	440
Vera, Maria De La Paz	89,094.62	240
Verschoor, Katrina	75,487.03	3,959
Wakabayashi, Pamela	79,699.42	1,288
Wallace, Judith	87,105.91	-
Wansink, Elmer	85,967.27	614
Webb, Michael	87,355.91	-

Schedule VI

Vancouver Community College
Schedule of Remuneration and Expenses
For Employees
For the year ended March 31, 2016

Employee	Remuneration	Other Expense
Webber, Graham	78,094.62	246
Wells, David	107,724.76	286
Wheatley, Aimee	81,221.81	4,857
Wheatley, Matthew	87,105.92	866
Wiik, Maija-Liisa	81,599.55	2,777
Wilson, Karen	89,914.18	388
Wilson, Kory	102,748.59	3,402
Wong, Doreen	81,599.55	3,925
Wong, Eugenie	82,055.12	-
Woods, Alison	88,888.16	240
Workman, Doug	87,105.91	2,081
Wright, Julie	87,105.91	1,673
Wutke, Tom	87,105.91	554
Xun, Jianhui	78,760.16	341
Yang, Chee Kwong	76,911.86	278
Yee, Susan	87,105.91	-
Yoneda, Sharon	87,105.91	1,191
Young, Barbara	87,105.91	1,005
Young, Irene	156,965.38	4,480
Yue, Chung-Bun	92,487.94	238
Zakoor, Jo-Ellen	87,105.91	889
Zalezsak, Ella-Fay	87,488.66	-
Zemp, Luzia	80,750.53	1,985
Zhang, Dan	87,105.91	240
de Sousa, Patrick	81,598.47	408
Total paid to employees with remuneration more than \$75,000	27,970,657	347,074
Total paid to employees with remuneration less than \$75,000	<u>29,733,065</u>	<u>242,440</u>
Total paid to all employees	57,703,723	589,514
Other Salary costs *	<u>17,013,824</u>	<u>-</u>
Total Salaries and benefits & restructuring costs per Financial Statements	<u><u>74,717,547</u></u>	<u><u>589,514</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, 2016

	Position	Remuneration	Other Expenses
Ahuja, Sumit*	Board Member	76.63	
Choi, Chloe	Board Member	1,992.38	
Haggerty, Jennifer	Board Member	1,264.39	
Hodgson, Eugene*	Chair	766.32	
Jaff, Shaima	Board Member	727.98	
Marshall, Claire	Board Member	1,992.38	
Ryan, Pam*	Chair	-	
Simonella, Ambra	Board Member	750.96	
Stokes, Richard	Board Member	1,264.39	
Storie, James*	Board Member	239.47	
Vandervalk, Kara	Board Member	727.98	
Klis, Erin*	Board Member	-	
Manning, Garth*	Board Member	-	
Rowlatt, Todd*	Board Member	-	
Aynsley, Brenda*	Board Member	-	
Tourigny, Mike*	Board Member	-	
Dhaliwal, Dee*	Board Member	-	
		9,802.88	-
		9,802.88	-

* Board Members have waived all or a portion of their board remuneration

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

Schedule VIII

Vancouver Community College
Statement of Severance Agreements¹

There was two (2) severance agreements under which payments commenced between the College and its non-unionized staff during Fiscal 2015/2016.

This agreements were for payment of six months pay.

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

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2016

Vendor	Amount
Air Canada	30,474
Al Scott Lock And Safe	41,862
Alsco Canada	122,818
Alvis Tsui (FSS) Inc.	33,363
Amethyst Education Services Inc.	27,583
Apple Canada Inc. C3120	75,361
Arts Umbrella	170,225
Associated Health Systems	33,825
Bank of Canada (CSB)	179,998
Bargreen Ellingson	148,772
BC 0831478 BC Ltd.	27,048
BC Hydro & Power Authority	856,728
BCIT	317,317
BCNet	503,317
Bell Canada	127,857
Best Service Pros Ltd	1,090,426
Bigsby, Kathleen	33,994
Black & McDonald	3,027,835
Boulangerie La Parisienne Ltd	26,946
Branch McMaster LLP	88,500
Broadway Refrigeration	47,216
Bull Houser & Tupper LLP	103,300
C & C BSI Holdings Ltd	55,858
Cambridge University Press	39,722
Camosun College	97,197
Canada Post Corporation	33,166
Canadian Federation Of Students	96,223
Canbridge Business Group Ltd.	27,427
Canem Systems Ltd	30,281
Capilano University	156,162
CARE Pest & Wildlife Control Ltd	55,335
Chef's Hat Inc	94,765
Cherwell Software	25,832
Citrix Systems Inc	96,259
City Elevator Ltd	204,009
City Of Vancouver	133,122
Clark Wilson LLP	35,925
Coca-Cola Refreshments Canada Company	97,590
College Of New Caledonia	86,037
Colleges and Institutes Canada	28,215

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2016

Vendor	Amount
Columbia Dentoform Corp.	27,749
Commissioner Of College Superannuation	7,863,835
Commissioner Of Municipal Superannuation	2,650,921
Compugen Inc	77,019
Concept Finishes Ltd.	31,136
Concord Security Corp	713,866
Coriolis Consulting Corp	38,521
Corporate Express Canada Inc	85,099
Creative Energy Vancouver Platforms Inc.	178,804
CUPE Local 4627	307,991
Dawn Sign Press	25,523
Dean Evans & Associates Inc.	25,648
Deluxe Seafood Vancouver	135,559
Dias, Inc., d/b/a Regroup	35,068
EBSCO	39,318
Economic Modeling Specialist Intl.	29,792
Editions du Renouveau Pedagogiques	73,126
Ektron Inc.	26,180
Ellucian Technologies Canada ULC	75,565
EM Bakery Equipment BC Ltd	93,098
Eminence Organic Skin Care	39,027
ESC Automation	100,431
Excel Career College	58,494
Farris Management Ltd	26,637
Fidelity Investments	42,000
Fisher Scientific Ltd	28,450
Food Supplies	25,483
FortisBC Natural Gas	60,892
Fraser Health	47,550
Fraser Litigation Group	29,267
Free Daily News Group Inc	92,211
Freshpoint Foodservice	250,676
Georgia Street Media	30,975
GOOGLE	75,301
Gordon Food Service Canada Ltd.	536,609
Grand And Toy	27,863
Graphic Office Interiors	45,620
Gregg Distributors (B.C.) Ltd.	87,828
Guangson Consulting	27,190
Harris & Company LLP	133,679
Hendrix Restaurant Equipment and Supplies	78,498

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2016

Vendor	Amount
Henry Schein/ Zahn Canada	36,544
Homewood Health Inc.	28,094
Hu-Friedy Mfg Co LLC	57,172
Intercity Packers Ltd	79,942
Island Key Computer Ltd	363,222
J & K Poultry Ltd	77,948
John Wiley And Sons Canada Ltd	56,227
Kilgore International Inc	33,551
Kingdom Beauty Supplies Ltd	213,244
KPMG LLP T4348	44,310
Laerdal Medical Canada Ltd	31,549
Lamar Companies	31,752
Login Brothers Canada	118,014
Long View Systems Corporation	225,619
Lordco Parts Ltd	56,461
Mainland Information Systems Ltd.	75,382
McGillivray	106,781
McGraw-Hill Ryerson Ltd	38,290
MCM Interiors Ltd	26,590
Meadow Valley Meats	130,364
Medical Services Plan	989,335
Microserve V8205	70,774
Minister of Finance	441,347
Mitel Networks Corporation	104,073
Monte Cristo Bakery	74,373
Mount Pleasant Neighbourhood House	29,600
Musqueam Indian Band	30,000
Native Education Centre	1,932,947
NEC-Native Education College	61,500
Nelson Education Ltd	137,157
Newton's High Quality Meats Ltd	93,650
Northern Lights College	36,390
Okanagan College	50,815
Oriac Trading Co Ltd	26,640
Outfront Media Canada LP	52,307
Oxford University Press Canada	26,932
Pacific Blue Cross	2,834,863
Pacific Community Resources Society	27,300
Pacific Parts Ltd	50,409
Pacific Restaurant Supply, Inc.	166,398
Patterson Dental	44,482

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2016

Vendor	Amount
Pattison Outdoor Advertising	105,520
Pearson Education Canada	296,399
PeopleAdmin Inc	30,006
PJS Systems	141,951
PowerHouse Data Centre Group Inc.	27,556
Powerland Computers	235,288
Praxair Canada Inc.	35,636
Pre-Think Strategic Negotiations Inc	61,992
Prince, Anne	30,700
Prism Engineering Ltd	115,684
ProQuest LLC (CAD)	55,378
Prosedium Consulting Inc.	25,267
R E D Real Estate Design	29,157
Receiver General For Canada	15,245,589
Revolution Resource Recovery Inc.	93,552
RFS Canada	249,661
Ricoh Canada Inc	174,201
Ritchie Bros. Auctioneers (Canada) Ltd.	184,716
Rogers Wireless Inc. (cellular)	90,611
Russell Food Equipment Ltd	348,457
Sable Industries Inc	44,196
Saputo Foods Limited	150,518
Scalar Decisions Inc	78,343
SFU - BC Electronic Library Network	106,292
SFU - Electronic Health Library of BC	26,539
Shell Energy North America (Canada) Inc.	99,135
Showmax Event Production Services	25,269
Sitka Solutions Inc.	42,432
Snap-on Tools of Canada Ltd	80,371
Snow Cap Enterprises Ltd	141,451
Spicers Canada ULC	72,823
Standard Life	591,547
Steeves and Associates	54,141
Sto:Lo Aboriginal Skills & Employment	98,400
Students' Union of VCC	955,125
Sun Life Assurance Of Canada	1,153,122
Sun Media Corporation	57,908
Sunlife Of Canada	45,710
Sysco Vancouver	402,458
Terminal City Club Inc.	25,742
The Chair Academy	77,514

Schedule IX

Vancouver Community College
Schedule of Payments to Suppliers of Goods and Services
For the year ended March 31, 2016

Vendor	Amount
The Governance Counsel	29,118
The Integral Business Leadership Group	43,754
ThyssenKrupp Elevator	30,534
Total Energy Systems Ltd	34,019
Transcontinental Printing	130,146
Translink - U-Pass	1,870,542
UAP INC	36,967
Unilogik Systems Inc.	45,506
Unisource	106,745
Vancouver Island University (VIU)	33,963
VCC Faculty Association	736,826
VCC Foundation	443,368
Veronica Madore	30,045
Victorinox-Switzerland	39,833
White & Peters Ltd	58,614
Worksafe BC	198,841
Total paid to vendors greater than \$25,000	57,773,917
Total paid to vendors \$25,000 or less	3,877,310
Grand Total	61,651,227
Employee and Employer Deduction Payments	-31,615,763
Capital Asset Additions	-5,062,466
Flow Through Payments	-6,202,408
Accruals and Other	4,675,170
Total Operating Expenses per Financial Statements	23,445,759

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.

Status Updates for VCC Key Success Drivers (KSDs) and 2016/17 Detailed Consolidated Goals, Objectives and Initiatives

KSD #1 – Educational Quality

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 1.1 – Deliver a superior student educational experience				
1.1.1 Conduct needs assessment and determine viability and potential of NEW programs that meet community need, provide pathways, take into consideration the labour market skills gap, and are relevant	<ul style="list-style-type: none"> Associate of Arts Degree – develop business case for a two-year program intended to provide a pathway to a degree, or to stand alone 	VP Academic/ Dean , School of Arts & Science	<ul style="list-style-type: none"> Business case Sept 2016 Potential course launch Sept 2016 	<ul style="list-style-type: none"> Two new UT courses going to BoG for final approval June 8, 2016
	<ul style="list-style-type: none"> Associate of Science Degree – develop business case for increased course offerings at the first and second level sufficient to enable a University Transfer (UT) student to complete an Associate of Science Credential 	VP Academic/ Dean , School of Arts & Science	<ul style="list-style-type: none"> Course launch – 1st Year Jan 2017 Course launch – 2nd Year 2018/19 	
	<ul style="list-style-type: none"> Transfer Certificates in Environmental Resource Management, Global Environmental Systems, and Environmental Science – develop business case to increase course offerings that enable a student to access a preferred pathway into the SFU Faculty of Science 	VP Academic/ Dean , School of Arts & Science	<ul style="list-style-type: none"> Fee structure developed by Mar 2016 Letter of Understanding (LOU) by Jun 2016 Launch Sept 2016 	<ul style="list-style-type: none"> Fee structures for new courses approved by Finance & Audit Committee May 2016 LOU approved by SFU Faculty of Environment April 2016
	<ul style="list-style-type: none"> Develop business case for a base range of Adult Basic Education (ABE) Pathways, Pre-Science, Technology, Engineering & Mathematics (STEM), Pre-Trades 	VP Academic/ Dean , School of Arts & Science	<ul style="list-style-type: none"> Business case Mar 31 2016 	<ul style="list-style-type: none"> Business Concept Paper, PCG and Outlines brought to Curriculum Committee in May on advice of EdCo Chair. Sent back to Department for additional work

	<ul style="list-style-type: none"> • Pre-Health Sciences – complete governance assessment and business case 	VP Academic/ Dean , School of Health Sciences	<ul style="list-style-type: none"> • Sept 2017 	<ul style="list-style-type: none"> • New program approved at EdCo. Needs to go to the Ministry and Tuition needs to be established before going to the Board
	<ul style="list-style-type: none"> • Practical Nurse Refresher Program – develop business case 	VP Academic/ Dean , School of Health Sciences	<ul style="list-style-type: none"> • Jun 2017 	<ul style="list-style-type: none"> • Proposal submitted for one-time funding to AVED
	<ul style="list-style-type: none"> • Licensed Practical Nurse (LPN) to Bachelor of Science in Nursing (BSN) Bridging – develop proposal 	VP Academic/ Dean, School of Health Sciences	<ul style="list-style-type: none"> • Jun 2016 • Implement Sept 2017 	<ul style="list-style-type: none"> • Proposal submitted to AVED for development and delivery – 2 teleconferences – awaiting AVED’s response
	<ul style="list-style-type: none"> • Bachelor of Applied Science Dental Hygiene Degree – develop curriculum 	VP Academic/ Dean, School of Health Sciences	<ul style="list-style-type: none"> • 2016/17 • Potential launch 2018 	
	<ul style="list-style-type: none"> • Business/Entrepreneurship – complete needs assessment 	VP Academic/ Dean , School of Hospitality, Food Studies & Applied Business	<ul style="list-style-type: none"> • Dec 2016 	
	<ul style="list-style-type: none"> • Aboriginal Baking and Pastry Arts – develop an implementation plan for a new Aboriginal focused program that allows students to enroll in a community based foundation course that better prepares them to ladder into a Baking & Pastry Arts program 	VP Academic/ Dean, School of Hospitality, Food Studies & Applied Business	<ul style="list-style-type: none"> • May 2016 	<ul style="list-style-type: none"> • Funding has been secured for an on-site Baking and Pastry Arts program
	<ul style="list-style-type: none"> • Journeyman upgrading and Aboriginal transportation course – develop business case 	VP Academic/ Dean, School of Trades, Technology & Design	<ul style="list-style-type: none"> • April 2016 	<ul style="list-style-type: none"> • Discussions with three transportation trades are ongoing
	<ul style="list-style-type: none"> • Develop a business case - Gladue Report Writing for Professionals 12 week stand-alone program with the intention of providing a pathway into Paralegal certificate/diploma 	VP Academic/ Director, Indigenous Education	<ul style="list-style-type: none"> • Business case Sept 2016 • Potential launch – Dec 2017 	<ul style="list-style-type: none"> • Ongoing

	<ul style="list-style-type: none"> Seek to develop partnerships with Indigenous Adult and Higher Learning Association (IAHLA) institutions 	VP Academic/ Director, Indigenous Education	<ul style="list-style-type: none"> Assessment Sept 2016 	
1.1.2 Renew programs that have not gone through renewal in the past 5 years	<ul style="list-style-type: none"> Denturist Program – develop business case 	VP Academic/ Dean, School of Health Sciences	<ul style="list-style-type: none"> Potential launch Sept 2017 	<ul style="list-style-type: none"> Concept paper has been approved by EdCo. Curriculum is being developed
	<ul style="list-style-type: none"> Fashion Arts – currently under review 	VP Academic/ Dean, Continuing Studies	<ul style="list-style-type: none"> Develop business case May 2016 Potential launch Jan 2016 	<ul style="list-style-type: none"> Renewed and approved
1.1.3 Implement programs that have gone through program renewal and/or have had minor or major changes approved through Education Council and the Board Finance and Audit Committee, and meet VCC requirements for program continuation	<ul style="list-style-type: none"> Culinary Arts – develop implementation plan for a new unified Culinary Arts Certificate that will allow students to enroll with the expectation that they will be able to complete Professional Cook 1 (PC1), Professional Cook 2 (PC2) and all work-based training hours in a single admission 	VP Academic/ Dean, School of Hospitality, Food Studies & Applied Business	<ul style="list-style-type: none"> Project manager retained to develop plan – kickoff meeting schedule for Feb 2016 Implementation plan Feb 2016 Program launch – Sept 2016 	<ul style="list-style-type: none"> Curriculum Development is on-going with a planned start date of January 2017. If funds from SIF are secured, the implementation date may change (Note that in July we were informed SIF funding was not approved)
	<ul style="list-style-type: none"> Computer-aided design (CAD) & Building Information Modeling (BIM) renewal – develop implementation plan 	VP Academic/ Dean, School of Trades, Technology & Design	<ul style="list-style-type: none"> Complete business case Mar 2016 Launch new certificates Sept 2016 Launch new citation spring 2017 Launch new diploma Sept 2017 	<ul style="list-style-type: none"> 3 CAD and BIM certificates and 1 Citation are being presented to the Board on June 8th. Certificates will be launched Sept 2016 and Citation in the spring of 2017 Proposal for the Diploma is in process
	<ul style="list-style-type: none"> Digital Graphics Design - Renewal of Certificate and creation of a new Diploma program 	VP Academic/ Dean, School of Trades, Technology & Design	<ul style="list-style-type: none"> Complete business case Mar 2016 Launch new diploma Jan 2017 Launch new certificate Sept 2017 	<ul style="list-style-type: none"> Program has been re-named to Visual Communications Design Will be presented to the Board June 8th with new tuition

1.1.4 Identify, promote, support articulation and transferability of courses/programs	<ul style="list-style-type: none"> Develop repository of all articulation agreements (centralized housing – in Registrar’s Office with copies in Academic) – develop plan 	VP Academic/ Registrar	<ul style="list-style-type: none"> Plan – Sept 2016 Implementation - 2017 	<ul style="list-style-type: none"> Gathering articulation agreements has begun (Dave) Planning session to be scheduled for July 2016 (Dave) VP Academic Office is in the process of consolidating all education agreements from partnerships to articulation (VP Academic)
	<ul style="list-style-type: none"> Determine courses and programs that would enable VCC to become a “receiving” institution and have these added to the BC Council Admissions & Transfer (BCCAT) guide 	VP Academic	<ul style="list-style-type: none"> Develop plan Mar 2017 	<ul style="list-style-type: none"> Several new courses and new programs under development Strategic Enrolment Management Committee (SEM) discussing high attrition courses, action plan to be developed thereafter
1.1.5 Create an integrated college plan for development of flexible learning	<ul style="list-style-type: none"> Explore expanding afternoon/evening/weekend delivery – integrate into business cases for program renewal and new programs – develop plan 	VP Academic/ Deans/ Directors/ Facilities/ Finance	<ul style="list-style-type: none"> Jun 2016 	<ul style="list-style-type: none"> Ongoing discussions at ASR and D2 forums New partnership under discussion with Royal Roads University Several initiatives underway with School Districts
1.1.6 Seek accreditation and/or external program approval status and implement strategies to fulfill accreditation requirements	<ul style="list-style-type: none"> Canadian Association of Schools of Nurses (CASN) BScN Accreditation site visit Feb 22 – 26, 2016 – findings report and recommendations will be issued after the visit Certified Dental Assisting – implement recommendations Follow through with Pharmacy Technician admission requirement changes as per accreditation recommendations. 	Dean, School of Health Sciences	<ul style="list-style-type: none"> Follow up on recommendations 2016/17 	<ul style="list-style-type: none"> Expecting to hear the outcome of CASN accreditation in June 2016 CDA is implementing recommendations spring 2016 and fall 2016 Pharmacy Tech English Language Proficiency requirements are being implemented for January 2016

1.1.7 Review non-performing programs and develop plan for suspension and/or cancellation	<ul style="list-style-type: none"> • Programs will be identified through the 3-year rolling academic review • HCA Upgrade • Access to Dental Hygiene for CDAs. 	VP Academic	<ul style="list-style-type: none"> • Throughout 2016/17 	<ul style="list-style-type: none"> • Deans have identified program renewals in the 3 year Academic Plan • The EDCO Program Review and Renewal committee has been established and will be following up with the Deans on their Action Plans • Pharmacy Tech English Language Proficiency requirements are being implemented for January 2016
1.1.8 Develop a Scholarship and Research Initiatives Plan	<ul style="list-style-type: none"> • Create an infrastructure to support scholarship and research initiatives – develop a plan 	VP Academic	<ul style="list-style-type: none"> • Develop plan by Mar 2017 • Implementation 2018/19 	<ul style="list-style-type: none"> • The Research Ethics Board has been reconstituted • Faculty professional development in research underway
1.1.9 Develop new relevant programs for international students	<ul style="list-style-type: none"> • Develop and launch two existing Post Graduate Diplomas – develop business case 	President's Office/ VP Academic/ Director, International Education	<ul style="list-style-type: none"> • Launch Jan 2017 	<ul style="list-style-type: none"> • The concept paper for a new Post Graduate Diploma in Canadian Business Management has been submitted for Governance review
1.1.10 Ensure programs have active program advisory committees and effective partnerships with industry/community	<ul style="list-style-type: none"> • Implement a revised program advisory committee (PAC) policy and ensure adequate representation – develop revised process. 	Deans & Department Heads	<ul style="list-style-type: none"> • Inventory of advisory groups and frequency of meetings by May 2016 • Initiate or restructure PACs where required - 2016/17 	<ul style="list-style-type: none"> • PAC establishment process initiated for ECCE, Interior Design, future Int'l Business Diploma. • School of Trades have begun refreshing out PACs to ensure there is a wide range of industry involvement • PAC policy and procedures revised (VP Academic)

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 1.2 – Enhanced instruction, instructional strategy and educational technology				
1.2.1 Develop an online educational technology strategy	<ul style="list-style-type: none"> • Expand course design using the Moodle platform - develop a strategy for increasing program delivery on Moodle (priority of courses, content, instructional design and consistent look and feel of courses) including training • Create a framework around online course development for faculty 	VP Academic/ Deans/Centre for Instructional Development/IT	<ul style="list-style-type: none"> • Online strategy working group has been formed • Strategy in place by Dec 2016 	<ul style="list-style-type: none"> • IT is a supporting department for this project and as such we joined the appropriate committees, etc., but at this time there is no action for IT to take, or deliverable that this project waits for (IT) • CID developing Moodle shell for Culinary faculty to support revised curriculum (Shirley) • Terms of Reference established for Online Strategy Advisory Group (VP Academic) • Inventory of online courses compiled (VP Academic)
	<ul style="list-style-type: none"> • Open Education resources and e-text books – develop a strategy and plan 	Deans/Centre for Instructional Development/IT	<ul style="list-style-type: none"> • Pilot starting Jan 2016 • Plan developed by Sept 2016 	<ul style="list-style-type: none"> • Open Textbooks from BC Campus loaded into Library catalogue and are searchable (Shirley) • VCC is partner developing Digital Learning Resource Network (DLRN) initiative for the province. S. Lew will be presenting at Festival of Learning with Steering Committee members (Shirley) • Successful pilot with Hospitality Management program (VP Academic) • Discussions underway with Pearson Canada to finalize arrangement (VP Academic) • College wide awareness generated at the Education Technology Showcase (VP Academic)

1.2.2 Identify new educational technologies and software that could be supported and resourced	<ul style="list-style-type: none"> Identify types of technology that should be supported in the classroom Ensure program curriculum is modified to support new software that is current and relevant – develop a rollout plan Develop and implement strategies around simulation and inter-professional education (IPE) in Health 	Deans/Centre for Instructional Development/IT	<ul style="list-style-type: none"> Inventory current technology in classrooms both hardware and software – Dec 2016 Develop plan – Mar 2017 Implement simulation and IPE strategies – Sept 2016 	<ul style="list-style-type: none"> Inventory compiled Plans to be developed
1.2.3 Continue to develop the Learning Commons concept	<ul style="list-style-type: none"> Work with advisory committee to confirm long-term objectives, timeline, capital plan at the downtown and Broadway campuses 	VP Academic/Division of Library/Centre for Instructional Development/IT	<ul style="list-style-type: none"> Planning session to be scheduled by Mar 2016 Plan developed by Jun 2016 	<ul style="list-style-type: none"> Integrated service pilots underway or completed: GET HIRED workshops and Career resources Web page. Pilots will continue in the Fall (Shirley) Learning Commons committee has developed short term and long term plans (VP Academic) Sub-committees working on tasks (VP Academic)

KSD #2 – Operational Excellence

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 2.1 – Develop efficient systems and collaborative communication				
2.1.1 Evaluate current functions/processes in order to streamline, reduce manual input and duplication	<ul style="list-style-type: none"> Resource and complete Data Integrity project for position control and Web time entry system Phase I Develop implementation plan for Phase II of Web time entry system 	VP Admin & CFO/ Payroll/HR	<ul style="list-style-type: none"> Plan in place by April 2016 Plan by Sept/Oct 2016 	<ul style="list-style-type: none"> Plan is moving forward and a majority of position control cleanup project is done Delay in hiring a temp clerk – this will be likely pushed to Sept/Oct 2016 Need to put together working group (Marlene)
	<ul style="list-style-type: none"> Develop plan and implement an Electronic Document Management system 	IT	<ul style="list-style-type: none"> Plan in place by Jun 2016 	<ul style="list-style-type: none"> Plan will be in place by August 2016
	<ul style="list-style-type: none"> Develop plan for implementing electronic signature system/process 	IT/Procurement	<ul style="list-style-type: none"> Plan in place by Jun 2016 	<ul style="list-style-type: none"> Procedures document for use of digitized signatures on contracts created and presented to Ops Co. Pilot for the use of digitized signatures on contracts commenced 16th May
	<ul style="list-style-type: none"> Develop implementation plan to improve Help Desk software functionality 	IT	<ul style="list-style-type: none"> Plan in place by Jun 2016 	
	<ul style="list-style-type: none"> Develop project plan to improve Banner data quality, expand statistical reporting and implementation of new functionality 	Registrar/Working Group	<ul style="list-style-type: none"> Delayed to June 2016, related to hiring Associate Registrar Full implementation - Sept 2018 	<ul style="list-style-type: none"> While finalizing the hiring of the Associate Registrar position, we have looked at revision to Timetabling policy and practices in an effort to streamline and enhance the student experience. Working towards November 2016 implementation.
	<ul style="list-style-type: none"> Develop plan and implement curriculum management software that will house all course outlines, program content guides and approvals 	VP Academic/ VP Admin & CFO/ IT	<ul style="list-style-type: none"> Planning kick-off Feb 2016 Implementation planned for Sept 2016 	<ul style="list-style-type: none"> Implementation (phase 1) by August 2016 (Peter G) Agreement signed with CourseLeaf Academic Catalog Management Software (VP Academic) Project on time (VP Academic)

	<ul style="list-style-type: none"> Develop plan to consolidate and streamline admission and registration processes 	Registrar/Working Group	<ul style="list-style-type: none"> Mar 2017 Full implementation Sept 2018 	
	<ul style="list-style-type: none"> Evaluate and streamline Bookstore processes 	VP Admin & CFO	<ul style="list-style-type: none"> Apr 2016 	
	<ul style="list-style-type: none"> Review and develop project plan to streamline process for procurement, receipt of goods and reporting 	VP Admin & CFO/ Procurement/ Finance	<ul style="list-style-type: none"> Sept 2016 	<ul style="list-style-type: none"> Created a Process Improvement Register to track progress Purchasing about to implement first round of improvements that will have an impact on various areas of work, including planning, solicitation, and contract administration
2.1.2 Evaluate technology refresh/leasing options	<ul style="list-style-type: none"> Evaluate leasing option from such providers as Macquarie Equipment Finance Ltd. to ensure on-going IT technology refresh 	VP Admin & CFO/ IT	<ul style="list-style-type: none"> Apr 2016 	<ul style="list-style-type: none"> Decision note from IT perspective done
2.1.3 Identify, evaluate, recommend and implement software applications to increase efficiencies	<ul style="list-style-type: none"> Fully implement Event Management Software (EMS) – develop plan 	IT/Facilities/ Registrar	<ul style="list-style-type: none"> Project manager retained – kick-off meeting Jan 2016 Implementation by Nov 2016 (Dave) 	<ul style="list-style-type: none"> Waiting for DEA to send us a report after their on-site visit. As of May 24, 2016, promised delivery is end of the week. (IT) Phase 1 Assessment completed in Apr 2016 Phase 2 Implementation pending Statement of work from vendor (Jerry) We have looked at revision to Timetabling policy & practices in an effort to streamline and enhance the student experience. Working towards Nov 2016 implementation (Dave)
	<ul style="list-style-type: none"> Assess financial report writer and analyzer tools options – make recommendations and develop implementation and training plan for the utilization of the software & modules 	VP Admin & CFO/ IT/Finance	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> In progress, currently evaluating options (IT) A Decision note sent to CFO for review (Jamie)

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 2.2 – Ensure a safe student and working environment				
2.2.1 Ensure compliance with WorkSafe BC and other safety regulations	<ul style="list-style-type: none"> Implement changes as required under new legislation for chemical substances (e.g. used in chemistry classes) 	Occupational Health & Safety/HR	<ul style="list-style-type: none"> As per regulations timeline 	
2.2.2 Update emergency management	<ul style="list-style-type: none"> Ensure faculty and staff have appropriate training to enable them to respond effectively in emergency situations – develop a training plan 	Director, Security	<ul style="list-style-type: none"> Sept 2016 	<ul style="list-style-type: none"> Created a training plan Notices will go out Link on VCC Website
	<ul style="list-style-type: none"> Develop plan and implement emergency mass notification system 	Director, Security/ Director, Facilities/ IT	<ul style="list-style-type: none"> Plan by Feb 2016 Implementation by May 2016 	<ul style="list-style-type: none"> IT provided support by reviewing it for IT needs during implementation IT also reviewed and provided feedback for user documentation (Peter G) SOW Signed Feb 2016 (Surinder) Training Mar/Apr (Surinder) Beta testing May Implementation by Sept 2016 (Surinder)
	<ul style="list-style-type: none"> Host provincial ERM conference 	Director, Security	<ul style="list-style-type: none"> Oct 2016 	<ul style="list-style-type: none"> Working group created Rooms confirmed Web page set up completed (waiting for final content from RMB)
2.2.3 Start procurement process for new Physical Security Services contract	<ul style="list-style-type: none"> Complete procurement RFP for security contract – current contract expires June 2016 	Procurement/ Director, Security	<ul style="list-style-type: none"> Proponent selection by Apr 2016 	<ul style="list-style-type: none"> Procurement complete Board approved New contract executed and services commenced Jun 1 Unsuccessful proponents have been debriefed
2.2.4 Upgrade security infrastructure	<ul style="list-style-type: none"> Upgrading key security infrastructure (i.e. key scan, CCT, access control) 	Director, Security/ Facilities	<ul style="list-style-type: none"> Apr 2016 	<ul style="list-style-type: none"> Upgraded all labs on campus to card access as well as dental clinic Installation communicated out

				<ul style="list-style-type: none"> Operationalized all cameras on campus Installed cameras in receiving area of Bldg A Upgraded client management software client control and CCTV
	<ul style="list-style-type: none"> Consolidate all privacy functions under one umbrella, reporting to VP Admin, CFO Create privacy policies and have them reviewed, passed and implemented 	Director, Security	<ul style="list-style-type: none"> Sept 2016 Dec 2016 	<ul style="list-style-type: none"> In process
	<ul style="list-style-type: none"> Review Emergency Risk Management as outlined in the Integrated College Plan and report back to CFO for reporting to Board 	Director, Security	<ul style="list-style-type: none"> Quarterly (starting June 2016) 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Assume Operational lead for Insurance coverage for Institution 	Director, Security	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Insurance responsibilities transferred to Safety & Security
	<ul style="list-style-type: none"> Draft Sexual Assault Policy 	Director, Security	<ul style="list-style-type: none"> Immediate 	<ul style="list-style-type: none"> Working Group formed Draft in process

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 2.3 – Deliver superior student services				
2.3.1 Review, update and implement the 2016/17 phase of the Student Services Strategic Plan	<ul style="list-style-type: none"> Identify and successfully implement the 2016/17 component of the Student Services Strategic Plan 	VP Academic/ Director, Student Services	<ul style="list-style-type: none"> Mar 2017 	
2.3.2 Increase Student Services office visibility	<ul style="list-style-type: none"> Increase profile within the college community for all students 	VP Academic/ Director, Student Services	<ul style="list-style-type: none"> Mar 2017 	

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 2.4 – Maximize our campus facilities and resources				
2.4.1 Assess space requirements and utilization	<ul style="list-style-type: none"> Conduct needs assessment based on enrolment forecast and develop space utilization plan for all campuses 	VP Admin/VP Academic/Deans/Directors/Facilities	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> Pending implementation of EMS software (Campus Planning Module) (Jerry) Space Utilization Committee formed (VP Academic) Terms of Reference developed (VP Academic)
	<ul style="list-style-type: none"> Review space utilization of Automotive Trades areas at BWY campus 	Dean, School of Trades, Technology & Design/Director Facilities	<ul style="list-style-type: none"> Mar 2016 	<ul style="list-style-type: none"> Functional program issued May 2016
2.4.2 Develop fitness facility plan – change focus to promoting Health and Wellness	<ul style="list-style-type: none"> Reassess fitness facilities project and make recommendations Develop a health and wellness plan 	Director, Facilities Director, Student Services /VP People and Culture	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> On hold pending funding Change focus to health and wellness for students and staff

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 2.5 – Develop a high-performing college team				
2.5.1 Implement an enhanced performance management system	<ul style="list-style-type: none"> Review performance appraisal and evaluation processes for all employee groups and develop an enhanced performance management system – develop plan 	HR	<ul style="list-style-type: none"> Develop monitoring and training plan timeline Sept 2016 	
2.5.2 Enhance staff orientation process	<ul style="list-style-type: none"> Develop a robust staff orientation process – develop a plan/process 	HR	<ul style="list-style-type: none"> Mar 2017 	
	<ul style="list-style-type: none"> Develop an Indigenous Advisor Handbook and Department Handbook 	Indigenous Education	<ul style="list-style-type: none"> Mar 2017 	
2.5.3 Increase overall level of employee engagement	<ul style="list-style-type: none"> Conduct a college-wide employee engagement survey 	President's Office/VP People	<ul style="list-style-type: none"> Fall 2016 	<ul style="list-style-type: none"> Put together advisory group

	<ul style="list-style-type: none"> Develop a comprehensive plan for addressing employee engagement based on survey results 	and Culture	<ul style="list-style-type: none"> Mar 2017 	
2.5.4 Review organizational structure and assess human resource requirements	<ul style="list-style-type: none"> Review and update job descriptions and department requirements to ensure staffing levels are adequate and meet budgetary targets Optimize position/role effectiveness and efficiency 	HR/All Departments	<ul style="list-style-type: none"> Mar 2017 	
2.5.5 Assess employee needs and develop a training plan	<ul style="list-style-type: none"> Provide customer service excellence training for front line, finance, registrar and student services staff Coordinate the development of a formal training program with key departments 	HR/Departments	<ul style="list-style-type: none"> Mar 2017 	

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 2.6 – Review, develop, update and communicate policies				
2.6.1 Review, develop, update, implement and communicate policies	<ul style="list-style-type: none"> Review, develop, update and communicate policies in all areas 	VP Admin & CFO/ VP Academic	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> New and updates to several administrative and educational policies underway

KSD #3 – Financial Stability and Sustainability

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 3.1 – Implement our financial strategy				
3.1.1 Meet our domestic and international enrolment targets	<ul style="list-style-type: none"> Provide monthly/quarterly enrolment reports for departments to monitor progress 	Registrar/ Director IR	<ul style="list-style-type: none"> Apr 2016 	<ul style="list-style-type: none"> Monitoring enrolments on a monthly bases and communicated to the leadership team Reports prepared by IR
3.1.2 Meet our financial budget targets	<ul style="list-style-type: none"> Provide monthly/quarterly financial reports for departments to monitor progress 	VP Admin & CFO/ Director Finance	<ul style="list-style-type: none"> Apr 2016 	<ul style="list-style-type: none"> Up to date and ongoing Monthly reports provided to departments by finance Monthly financial information presented to leadership team
	<ul style="list-style-type: none"> Develop three year procurement strategy for recurring needs to increase value/saving for the college 	Procurement	<ul style="list-style-type: none"> Dec 2016 	<ul style="list-style-type: none"> Making process improvements so that buyers can be more proactive by meeting with departments to understand future needs

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 3.2 – Achieve our long term growth strategy				
3.2.1 Execute the integrated planning cycle and process	<ul style="list-style-type: none"> Complete and implement 2016/17 Integrated College Plan 	VP Admin & CFO	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> In progress and ongoing
	<ul style="list-style-type: none"> Ongoing tracking and reporting out on 2016/17 goals and objectives progress 	VP Admin & CFO	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> In progress and ongoing
	<ul style="list-style-type: none"> Review VCC vision and values and revise to be more relevant –develop plan and timeline 	VP Admin & CFO	<ul style="list-style-type: none"> Dec 2016 	<ul style="list-style-type: none"> In progress
3.2.2 Develop Facilities Master Plan	<ul style="list-style-type: none"> Develop plan (including timeline) to create a campus/facilities master plan 	President's Office/VP Admin & CFO/ Director, Facilities	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> Submitted three SIF proposals that will have an impact on the campus plan. Will wait to hear if the proposals will be approved before the planning will start

				(mid-July timeframe for hearing about approvals) • Space utilization committee formed
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2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 3.3 – Grow our commercial services revenue				
3.3.1 Identify additional sources of revenue generation	<ul style="list-style-type: none"> Explore commercial services revenue generation options 	VP Admin & CFO	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> In progress – working with movie company to increase filming revenue

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 3.4 – Foster environmental leadership				
3.4.1 Implement VCC’s Environmental Sustainability Strategy	<ul style="list-style-type: none"> Implement the Strategic Energy Management Plan and reduce energy consumption by 20% from 2010 to 2017 	Facilities	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> In progress. Energy consumption reduced by 32% from 2010 to 2015
	<ul style="list-style-type: none"> Implement the Waste Management Plan and increase waste diversion to 90% by 2017 	Facilities	<ul style="list-style-type: none"> Dec 2016 	<ul style="list-style-type: none"> Waste Diversion currently at 79%

KSD #4 – Reputation Management

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 4.1 Increase Brand awareness of VCC				
4.1.1 Improve signage/wayfinding	<ul style="list-style-type: none"> Install signage on building B at Broadway Change campus logo signage (fix) 	Director, Marketing/ Facilities	<ul style="list-style-type: none"> Jan 2017 Sept 2017 	<ul style="list-style-type: none"> Tender documents prepared. Tender release pending funding confirmation (Facilities)
4.1.2 Develop branding strategy	<ul style="list-style-type: none"> Complete 50th campaign Ad plan Photo project 	Director, Marketing	<ul style="list-style-type: none"> Aug 2016 Oct 2016 Ongoing 	<ul style="list-style-type: none"> 50th plan is complete and working on moving We Built this City Website to vcc.ca
4.1.3 Increase public engagement	<ul style="list-style-type: none"> Implement social media plan Canadian's Day at Nat Bailey Stadium 	Marketing/Facilities	<ul style="list-style-type: none"> Oct 2016 	<ul style="list-style-type: none"> Social media plan is complete Preparing for Canadians
	<ul style="list-style-type: none"> Set fundraising priorities 	Director, Foundation	<ul style="list-style-type: none"> Jan. 2017 	<ul style="list-style-type: none"> 2016-17 overall plan drafted AIC collaborative campaign with BCIT ABE Fundraising – would like a case for support from VCC Seats4Smiles – inventory and priorities to be signed off by Dean

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 4.2 Improve internal and external communications				
4.2.1 Internal Communication	<ul style="list-style-type: none"> Create communication tool kit <ul style="list-style-type: none"> Digest refresh IT to enable auto login for MyVCC 	Karen/Kristy IT/Marketing	<ul style="list-style-type: none"> Sept 2016 Sept 2016 	<ul style="list-style-type: none"> Digest focus groups conducted
4.2.2 Develop external communications strategy	<ul style="list-style-type: none"> Develop a stakeholders' relations plan <ul style="list-style-type: none"> Government Community agencies Donors/Alumni Indigenous organization 	President's Office/Director, Marketing/ VCC Foundation/ Indigenous Education	<ul style="list-style-type: none"> Nov 2016 	<ul style="list-style-type: none"> Karen attended GR event in Ottawa to learn about liberal government Not begun

	<ul style="list-style-type: none"> Develop Continuing Studies and Contract Training promotional materials 	Marketing/ Continuing Studies	<ul style="list-style-type: none"> Dec 2016 	<ul style="list-style-type: none"> Met with Dept and identified needs Created a BC trustee brochure
	<ul style="list-style-type: none"> Update crisis communication plan 	Karen/Kristy, Marketing	<ul style="list-style-type: none"> Oct 2016 	<ul style="list-style-type: none"> In progress, new emergency communication plan complete
	<ul style="list-style-type: none"> Samsung appliance technician program promotion 	Marketing	<ul style="list-style-type: none"> Oct 2016 	<ul style="list-style-type: none"> Working with Samsung, waiting for fees, curriculum. Met with Dennis and recruiter
	<ul style="list-style-type: none"> Increased media presence 	Marketing/Web team	<ul style="list-style-type: none"> Summer 2016 	<ul style="list-style-type: none"> Ongoing, received CBC for Tooth Trolley

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 4.3 Improve student recruitment and retention processes				
4.3.1 Develop student recruitment strategic plan	<ul style="list-style-type: none"> Increase VCC's presence through recruitment activities for programs, course-based and apprenticeship registrations Improve operational effectiveness of the team Build a sales presentation that engages people and promotes VCC's benefits 	Director, Marketing	<ul style="list-style-type: none"> Sept 2016 	<ul style="list-style-type: none"> Plan is complete, all deliverables have been assigned and are in progress
4.3.2 Develop new recruitment campaign	<ul style="list-style-type: none"> Design and produce campaign <ul style="list-style-type: none"> Develop new program guide 	Director, Marketing	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> Preliminary mock ups have been developed

KSD #5 – Business Development

2016/17 Objectives	Initiatives	Responsibility	Timeline	Status Update - June
Goal 5.1 Develop new partnerships and collaboration				
5.1.1 Strategy for improving processes in Continuing Studies	<ul style="list-style-type: none"> Streamline process and procedures in Continuing Studies 	Moved to Dean, CS & CT in May 2016 from VP Strategic Partnerships	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> New Associate Registrar, CS hired on May 24, 2016, allowing us to begin process of bridging two CS offices and streamlining processes within CS and between CS and the Registrar's Office
5.1.2 Expand dual credit programming options by partnering with more school boards in the lower mainland	<ul style="list-style-type: none"> Consider new dual credit programming options – e.g. Hair Design, Health Care Assistant, Pre Health Sciences 	Moved to Dean, CS & CT in May 2016 from VP Strategic Partnerships	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> Agreement with VSB for 2 Health Care Assistant students finishing in June 2016 and 2 new students entering in Fall 2016 2 VSB Hair Design students will come in fall 2016 along with the Maple Ridge cohort Discussions taking place around a Hair Design program at Chilliwack High School
5.1.3 Expand Continuing Studies programming	<ul style="list-style-type: none"> Implement 3-Year program review and renewal plan 	Moved to Dean, CS & CT in May 2016 from VP Strategic Partnerships	<ul style="list-style-type: none"> Mar 2017 	<ul style="list-style-type: none"> Renewals planned for Counselling Skills, ECCE, and Fashion Merchandising programs.
5.1.4 Implement a New Contract Training strategy	<ul style="list-style-type: none"> Set strategic focus – develop plan 	Moved to Dean, CS & CT in May 2016 from VP Strategic Partnerships	<ul style="list-style-type: none"> Sept 2016 	<ul style="list-style-type: none"> VCC Contract Strategy Report prepared and delivered by Consultant in April 2016 Implementation plan to be established by CT Team
5.1.5 Develop new private sector partnerships	<ul style="list-style-type: none"> Establish Samsung Tech Institute 	President's Office/ VP Admin & CFO/VP Academic/Director, Marketing	<ul style="list-style-type: none"> Sept 2016 	<ul style="list-style-type: none"> MOA signed with Samsung Implementation Team established and project plan in place



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 28, 2016

ISSUE: RECOMMENDATION FOR BOARD APPROVAL:
Implementation of new Dental Technology Diploma program

BACKGROUND:

The Dental Technology Diploma program has been taught at VCC since 1964. It is the only public program in BC, with one private college starting a program in 2013. It went through a formal program renewal in 2012-2013 that developed a clear action plan with significant input from industry.

Education Council reviewed and approved the curriculum changes in February 2014. The changes were significant, included the addition of 20 credits and an additional semester. Because it is a health-related program, it went to the Ministry of Advanced Education for tuition fee approval where it has since been under review.

As this program was developed in 2013-14, there is no accompanying New Program Proposal with concept paper and implementation plan. That process was approved after EDCO last reviewed this program.

DISCUSSION:

There are two key changes to the program: the integration of a new industry (College of Dental Technicians of BC) competency profile of skills and abilities from May 2012, and the addition of more practical experience and current technology to respond to the PAC and industry recommendations. This included more applied laboratory work experiences in all areas of Dental Technology with a focus on computer aided design technology, and the additional of a fifth semester practicum. The program also adds increased professional practice instruction to include additional time on business practices, ethics, jurisprudence, quality management, interpersonal skills, and career planning.

The Ministry, as part of its consideration of the tuition increase, requested that the program change its name to *Dental Technology Sciences*. The department and dean have accepted this request, and this proposal will come to the October Education Council meeting for approval. This change does not require Board approval.

RECOMMENDATION:

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

PREPARED BY: Todd Rowlett, Chair, Education Council

DATE: September 16, 2016



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 28, 2016

ISSUE: RECOMMENDATION FOR BOARD APPROVAL:
Tuition for new Dental Technology Sciences Diploma program

BACKGROUND:

The Dental Technology program has been running at VCC since 1964. There are only 3 other English speaking Dental Technology programs in Canada; two public programs - Northern Alberta Institute of Technology (NAIT) and George Brown College (Toronto), and one private program at CDI (Surrey, BC) which just opened in January 2013. Since 2008 the Dental Technology has had an intake every second year.

In 2012-13, a full program review was done, an action plan was created, curriculum funds were received, and a new program was approved by Education Council. The program has significantly changed to accommodate Computer Aided Design-Computer Aided Manufacturing (CAD-CAM) and other new technologies. An additional 12 weeks of specialized practicum and Objective Standardized Clinical Examinations (OSCEs) have been added in order to help graduates be successful in their licencing exams and be job-ready. The Program Advisory Committee (PAC) has been active in supporting VCC to ensure graduates meet industry standards. The new program was submitted to the Ministry of Advanced Education's Post-Secondary Institution Proposal System (PSIPS) in 2014 and no peer criticism was received.

Discussions took place with the Ministry of Advanced Education (AVED) regarding increasing the program tuition and approval was not received before June 2014 so the new program was not implemented for the September 2014 intake. The old program continued, much to the dismay of the PAC.

After reviewing program costs and comparing the tuition of the other institutions, the College agreed to propose tuition of \$19,200.00 for the new 5 semester (2.5 years) program, to the Ministry. Discussions with the Ministry began again in December 2015 and continued through June 2016. The Ministry was hesitant to approve the new tuition and suggested that the program change its name. This was brought forward to the PAC and they agreed to change the program name to Dental Technology Sciences. The Ministry then requested some marketing information be sent and this was provided.

We have yet to receive formal approval from the Ministry but there was an understanding that once the name was changed and the marketing information was submitted, we could move

forward. The delayed response from the Ministry has necessitated a postponement of the program start date from September 2016 until January 2017.

DISCUSSION:

The current tuition for the VCC Dental Technology program is \$6,475/student. Additional fees for Lab equipment and materials bring the cost up to approximately \$10,500/student.

Currently the program tuition and fees at other institutions are as follows:

INSTITUTION	TUITION AND FEES
NAIT (two-year program) *	\$7,760 (tuition) + \$4,136 (books supplies, program fees)
George Brown College (three-year program)	\$25,362 (includes tuition, materials and fees)
CDI (two-year program)	\$34,000 (approx. - includes materials, fees and textbooks)

- * NAIT is currently renewing its Dental Technology program and they will likely increase the length of their program.

The Ministry is expecting VCC's tuition to be no higher than \$19,200.00.

The capacity in the Dental Technology lab has traditionally been 16 students. With some minor renovations, the lab will be restructured to accommodate 18 students. The program capacity will be increased from 16 to 18 students. The program could consider further increasing the seat capacity in the lab to accommodate additional students and create greater efficiency. This will require a capital investment but could have significant gains in the future.

There are currently 44 applicants to the Dental Technology program. Sixteen (16) of these have met all admission requirements including successful completion of the pre-program testing. These 16 applicants were sent a letter by the Registrar's Office indicating that the program start date has been delayed to January 2017 and that the new tuition will be approximately \$19,200.00. They were asked to indicate their ongoing interest in the program and only 7 replied that they were still interested. Many others indicated that the tuition is too high. Comments received included, "...the tuition wasn't within my means, or my parents', and working full time was the only way I could save for it." and "...I was really quite upset at how much the tuition changed by. I spent all that time doing lab visits, and writing my report out, and it was all a total waste of my time. I also feel like my application fee should be refunded, as the fees for the course changed SO dramatically, as to make it impossible to actually attend."

Since the new tuition will be significantly higher than it was previously, a one-time tuition waiver is being proposed.

OPTIONS:

Option 1: Tuition \$19,200.00 + Lab and Equipment Fee of approximately \$5,800.00.

Implications: The Ministry of Advanced Education expects that our program tuition will be \$19,200.00. Increasing this amount may lead to Ministry sanction and an inability to continue delivering this program at VCC.

Option 2: Tuition \$19,200.00 + Lab and Equipment Fee of approximately \$5,800.00 with a tuition waiver of \$4,000.00 (\$2,000/year) offered to students in the first intake.

Implications: Of the 16 students successful in the pre-program testing, only 7 continued to be interested when the proposed tuition increase and the delayed start date were identified. This waiver may entice the others to reconsider their decision.

Option 3: Tuition \$19,200.00 + Lab and Equipment Fee of approximately \$5,800.00 with a tuition waiver of \$2,000.00 (\$1,000/year) offered to students in the first intake.

Implications: Having at least a small waiver may entice those who are “sitting on the fence”. It may not be enough to entice all of the qualified applicants and we would risk lower enrolment.

RECOMMENDATION:

Option3: Tuition \$19,200.00 + Lab and Equipment Fee of approximately \$5,800.00 with a tuition waiver of \$2,000.00 (\$1,000.00/year) offered to students in the first intake.

RECOMMENDED MOTION:

THAT, the Finance and Audit Committee recommend the Board of Governors approves the implementation of the following tuition and fees for the new Dental Technology Sciences Diploma, effective January 1, 2017, subject to enrolment at a minimum of 12 students for the first intake:

- Tuition: \$19,200 + Lab and Equipment Fee \$5,800 (approximately)
- Tuition Waiver: \$2,000 (\$1,000/year) for students in the first intake

ATTACHMENTS: APPENDIX A - Dental Technology Sciences Program Costing Summary

PREPARED BY: Debbie Sargent, Dean, School of Health Sciences

DATE: September 6, 2016

Scenarios with number of students	16 Students Ministry Approved
Tuition fee per student	\$ 19,200
No. of Intakes	1
No. of students per intake - Domestic	18
Total students (with X FTE attrition) - Domestic	16
Students	16
Duration - instructor months	27
Duration - days	550
Other days	0
Department head release days	84
Duty days per year	181
Instructor FTE required per intake	3.51
Number of billing hours	80
Number of credits	100
Existing tuition fee per billing hour - Domestic	\$ 84
New tuition fee per billing hour - Domestic	\$ 240
Support staff FTE	46 %
Operational costs	20 %
Revenue per student	\$ 55,876
Tuition fee per credit	\$ 192
Total tuition and fees per student remained at VCC	\$ 25,876
Tuition per student	\$ 19,200
Existing Material fee	\$ 230
Existing College initiative fee	\$ 194
Existing Campus resource fee	\$ 269
Existing Laundry fee	\$ 163
Existing Graduation Fee	\$ 20
New Lab Fee	\$ 5,800
Cost (breakeven tuition fee) per student	\$ 57,599
Breakeven tuition fee per student	\$ 57,599
Block fund per student	\$ 30,000

Revenue		
Tuition revenue - Domestic	\$	307,200
Other fees	\$	106,820
Block fund allocation	\$	480,000
Total revenue	\$	894,020
Instructor		
Salary (step 1)	\$	321,954
Benefits (23.75%)	\$	76,464
Total instructor costs	\$	398,418
Support Staff		
Salary (actual)	\$	147,972
Benefits (27.0%)	\$	39,952
Total support staff costs	\$	187,924
Operational costs		
Operational expenses	\$	81,471
Total operational costs	\$	81,471
Indirect student support		
Indirect student support	\$	253,769
Total indirect student support	\$	253,769
Total expenditures	\$	921,583
Net contribution to VCC overhead / (Deficit)	\$	(27,563)
Net contribution to VCC overhead / (Deficit)		-3%

Simple Income Statement

Revenue from contract	\$	894,020
Direct instructors cost	\$	398,418
Direct non-labour cost	\$	81,471
Gross margin	\$	414,131
Indirect IRA cost	\$	-
Indirect support staff cost	\$	187,924
Total indirect expenditures	\$	187,924
Surplus / (Deficit) (prior VCC overhead)	\$	226,206
VCC Institutional support (Overhead 38%)	\$	253,769
Net Surplus / (Deficit)	\$	(27,563)

0

Gross margin breakeven rate	
Minimum number of students to cover gross margin	9
Minimum number of students to cover direct + indirect	12
Minimum number of students to cover all costs	17



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 28, 2016

ISSUE: RECOMMENDATION FOR BOARD APPROVAL:
Implementation of new Professional Cook 1 (PC1) Certificate & Professional Cook 2 (PC2) Advanced Certificate

BACKGROUND:

The Culinary Arts department has been working on an intense renewal of its programs since February 2015. The department received money from the College's Curriculum Development Funds, and worked with the Centre for Instructional Development to complete a holistic review of their program, including refreshing instructional strategies, activities, and assessments.

The renewal was driven by required changes to the program by the Industry Training Authority, which oversees culinary arts training in British Columbia. The most significant change is the separation of the program into two credentials: Professional Cook 1 (PC1) offered as a certificate, and Professional Cook 2 (PC2) offered as an advanced certificate. The Program Learning Outcomes were also aligned with the ITA outcomes. The changes also create a better balance between instruction and food production for the College. Feedback from students had indicated that the program is currently too focused on producing food for College cafeterias and restaurants.

The schedules for the program will also change. PC1 will be offered Mon-Thurs, allowing students to work part time during the program in order to accumulate workplace hours (suggested by students and industry stakeholders). PC2 will no longer have cohorts starting on a monthly basis, but will be offered twice per year (three times if there is demand). Demand for PC2 has gone down the past several years, as students enter the workforce after completing PC1 and are consistently employed.

If approved, Professional Cook 1 would launch in January 2017 and Professional Cook 2 would launch in September 2017.

DISCUSSION:

Education Council reviewed this proposal at its September 2016 meeting and requested some minor revisions.

There are additional facilities and equipment costs needed to support the changes to the culinary programs. Funding has been received from AVED for additional equipment, and the dean is working with Facilities and Finance to secure funding to make needed changes to the facilities. Education Council is concerned how effectively the new curriculum could be taught without the needed changes to the teaching spaces.

Education Council approved the curriculum and recommends the Board approve the implementation of these two credentials.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the implementation of the new Professional Cook 1 Certificate and the Professional Cook 2 Advanced Certificate programs.

PREPARED BY: Todd Rowlett, Chair, Education Council

DATE: September 16, 2016



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 28, 2016

ISSUE: RECOMMENDATION FOR BOARD APPROVAL:
Tuition and new lab fees for new Professional Cook 1 Certificate (PC1) & Professional Cook 2 Advanced Certificate (PC2) Programs

BACKGROUND:

The curriculum for both Professional Cook 1 (PC1) and Professional Cook 2 (PC2) has been substantially revised in order to align with the Industry Training Authority (ITA) outcomes and to improve student learning. The ITA determines the trades programming outcomes that educational institutes must meet and funds the institutes to meet those outcomes.

The ITA funding for PC1 is \$140,000/cohort and \$70,000/cohort for PC2. We receive funding for 12 cohorts of PC1 and 12 cohorts of PC2.

Our enrolment into PC1 has averaged 17/20 over the past three years and 11/20 for PC2.

In the new PC1 and PC2 programs, students will be focusing more on demonstrations / practice and less on producing food for VCC outlets (JJ's, catering and the cafeteria). In PC1 students will have about 28 days where they will be preparing small portions of food that they will take with them at the end of the day and PC2 will have about 14 days.

DISCUSSION:

As the curriculum for PC1 & 2 has been substantially changed, VCC took the opportunity to review the tuition fees. With the introduction of more demonstration/practice methods of learning, we are recommending the implementation of a \$10 a day, per student lab fee to cover the cost of food that students will use for demonstration/practice.

VCC's tuition is currently on the low end in comparison to other institutions. Our closest competitors are University of the Fraser Valley (UFV) and Vancouver Island University (VIU). The enclosed appendices provide comparatives, a financial analysis and tuition options.

RECOMMENDATION:

The recommendation is Option 3, a tuition increase of \$274.80 for PC1 and \$137.50 for PC2 and the implementation of a \$10 a day/student, lab fee for PC1 and PC2. This will keep our tuition and lab fees lower than UFV and VIU and still substantially below the private culinary institutes in Metro Vancouver.

	PC1			PC2		
	Tuition	Lab Fee	Total	Tuition	Lab Fee	Total
Existing Fees	\$2,748.00	\$0	\$2,748.00	\$,1375.00	\$0	\$1,375.00
Proposed Fees	\$3,022.80	\$300.00	\$3,322.80	\$1,512.50	\$150.00	\$1,662.50

RECOMMENDED MOTION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approves the implementation of the following tuition and fees for the new Professional Cook 1 & 2 Programs:

- PC1 : Tuition - \$3,022.80 + Lab Fee - \$300.00
- PC2 : Tuition - \$1,512.50 + Lab Fee - \$150.00

ATTACHMENTS: APPENDIX A - Tuition comparisons
 APPENDIX B - PC1 Certificate, September 6, 2016
 APPENDIX C - PC2 Certificate, September 6, 2016

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

DATE: September 6, 2016

OPTIONS	Option 1 Existing tuition	Option 2 \$137.40 increase	Option 3 \$274.80 increase	Option 4 \$549.60 increase
Tuition fee per student for PC1 Certificate	\$ 2,748	\$ 2,885	\$ 3,023	\$ 3,298
No. of Intakes	1	1	1	1
No. of students per intake - Domestic	20	20	20	20
Total students (with X FTE attrition) - Domestic	15	15	15	15
Students	15	15	15	15
Duration - instructor months	7	7	7	7
Duration - days	148	148	148	148
Other days	0	0	0	0
Department head release days	0	0	0	0
Duty days per year	180	180	180	180
Instructor FTE required per intake	0.82	0.82	0.82	0.82
Duration - VCC weeks	28	28	28	28
Duration - ITA weeks	28	28	28	28
Capacity - ITA	20	20	20	20
Capacity utilization - ITA	75 %	75 %	75 %	75 %
Rate - ITA (per student per week)	\$ 250	\$ 250	\$ 250	\$ 250
Factor - ITA	100%	100%	100%	100%
ITA requirements				
Number of credits	30	30	30	30
Existing tuition fee per credit - Domestic	\$ 92	\$ 92	\$ 92	\$ 92
New tuition fee per credit - Domestic	\$ 92	\$ 96	\$ 101	\$ 110
Support staff FTE	9 %	9 %	9 %	9 %
Operational costs	6 %	6 %	6 %	6 %
Lab Fee/Student	\$ 0	\$ 300.00	\$ 300.00	\$ 300.00
Revenue per student	\$ 12,381	\$ 12,519	\$ 12,656	\$ 12,931
Cost (breakeven tuition fee) per student	\$ 9,390	\$ 9,390	\$ 9,390	\$ 9,390
Breakeven tuition fee per student	\$ 9,390	\$ 9,390	\$ 9,390	\$ 9,390
ITA fund per student	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000

Revenue

Tuition revenue	\$ 41,220	\$ 43,281	\$ 45,342	\$ 49,464
ITA fund allocation	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000
Lab Fee	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Total revenue	\$ 185,720	\$ 187,781	\$ 189,842	\$ 193,964

Instructor

Salary (step 1)	\$ 72,520	\$ 72,520	\$ 72,520	\$ 72,520
Benefits (23.75%)	\$ 17,224	\$ 17,224	\$ 17,224	\$ 17,224
Total instructor costs	\$ 89,744	\$ 89,744	\$ 89,744	\$ 89,744

Support Staff

Salary (actual)	\$ 5,578	\$ 5,578	\$ 5,578	\$ 5,578
Benefits (27.0%)	\$ 1,506	\$ 1,506	\$ 1,506	\$ 1,506
Total support staff costs	\$ 7,084	\$ 7,084	\$ 7,084	\$ 7,084

Operational costs

Operational expenses	\$ 5,238	\$ 5,238	\$ 5,238	\$ 5,238
Total operational costs	\$ 5,238	\$ 5,238	\$ 5,238	\$ 5,238

Indirect student support

Indirect student support	\$ 38,785	\$ 38,785	\$ 38,785	\$ 38,785
Total indirect student support	\$ 38,785	\$ 38,785	\$ 38,785	\$ 38,785

Total expenditures	\$ 140,851	\$ 140,851	\$ 140,851	\$ 140,851
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Net contribution to VCC overhead / (Deficit)	\$ 44,869	\$ 46,930	\$ 48,991	\$ 53,113
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Net contribution to VCC overhead / (Deficit)	24.2 %	25.0 %	25.8 %	27.4 %
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Gross Margin Income Statement

Revenue from tuition and ITA fund allocation	\$ 185,720	\$ 187,781	\$ 189,842	\$ 193,964
Direct instructors cost	\$ 89,744	\$ 89,744	\$ 89,744	\$ 89,744
Direct support staff cost	\$ 7,084	\$ 7,084	\$ 7,084	\$ 7,084
Direct non-labour cost	\$ 5,238	\$ 5,238	\$ 5,238	\$ 5,238
Gross margin	\$ 83,654	\$ 85,715	\$ 87,776	\$ 91,898
Indirect IRA cost	\$ -	\$ -	\$ -	\$ -
Indirect support staff cost	\$ -	\$ -	\$ -	\$ -
Total indirect expenditures	\$ -	\$ -	\$ -	\$ -
Surplus / (Deficit) (prior VCC overhead)	\$ 83,654	\$ 85,715	\$ 87,776	\$ 91,898
VCC Institutional support (Overhead 38%)	\$ 38,785	\$ 38,785	\$ 38,785	\$ 38,785
Net Surplus / (Deficit)	\$ 44,869	\$ 46,930	\$ 48,991	\$ 53,113

Minimum number of students to cover direct cost	9	9	9	8
Minimum number of students to cover direct + indirect	9	9	9	8
Minimum number of students to cover all costs	12	12	12	11

OPTIONS	Option 1 Existing tuition	Option 2 \$68.75 increase	Option 3 \$137.5 increase	Option 4 \$275 increase
Tuition fee per student for PC2 Certificate	\$ 1,375	\$ 1,444	\$ 1,513	\$ 1,650
No. of Intakes	1	1	1	1
No. of students per intake - Domestic	20	20	20	20
Total students (with X FTE attrition) - Domestic	11	11	11	11
Students	11	11	11	11
Duration - instructor months	4	4	4	4
Duration - days	76	76	76	76
Other days	0	0	0	0
Department head release days	0	0	0	0
Duty days per year	180	180	180	180
Instructor FTE required per intake	0.42	0.42	0.42	0.42
Duration - VCC weeks	16	16	16	16
Duration - ITA weeks	14	14	14	14
Capacity - ITA	20	20	20	20
Capacity utilization - ITA	55 %	55 %	55 %	55 %
Rate - ITA (per student per week)	\$ 250	\$ 250	\$ 250	\$ 250
Factor - ITA	100%	100%	100%	100%
Number of credits	20	20	20	20
Existing tuition fee per credit - Domestic	\$ 71	\$ 71	\$ 71	\$ 71
New tuition fee per credit - Domestic	\$ 71	\$ 74	\$ 78	\$ 85
Support staff FTE	9 %	9 %	9 %	9 %
Operational costs	6 %	6 %	6 %	6 %
Lab Fee per student	\$ 0	\$ 150.00	\$ 150.00	\$ 150.00
Revenue per student	\$ 7,889	\$ 7,957	\$ 8,026	\$ 8,164
Cost (breakeven tuition fee) per student	\$ 7,015	\$ 7,015	\$ 7,015	\$ 7,015
Breakeven tuition fee per student	\$ 7,015	\$ 7,015	\$ 7,015	\$ 7,015
ITA fund per student	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500

Revenue

Tuition revenue	\$ 15,125	\$ 15,881	\$ 16,638	\$ 18,150
ITA fund allocation	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000
Lab Fee	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650
Total revenue	\$ 86,775	\$ 87,531	\$ 88,288	\$ 89,800

Instructor

Salary (step 1)	\$ 37,286	\$ 37,286	\$ 37,286	\$ 37,286
Benefits (23.75%)	\$ 8,856	\$ 8,856	\$ 8,856	\$ 8,856
Total instructor costs	\$ 46,142	\$ 46,142	\$ 46,142	\$ 46,142

Support Staff

Salary (actual)	\$ 5,578	\$ 5,578	\$ 5,578	\$ 5,578
Benefits (27.0%)	\$ 1,506	\$ 1,506	\$ 1,506	\$ 1,506
Total support staff costs	\$ 7,084	\$ 7,084	\$ 7,084	\$ 7,084

Operational costs

Operational expenses	\$ 2,693	\$ 2,693	\$ 2,693	\$ 2,693
Total operational costs	\$ 2,693	\$ 2,693	\$ 2,693	\$ 2,693

Indirect student support

Indirect student support	\$ 21,249	\$ 21,249	\$ 21,249	\$ 21,249
Total indirect student support	\$ 21,249	\$ 21,249	\$ 21,249	\$ 21,249

Total expenditures	\$ 77,168	\$ 77,168	\$ 77,168	\$ 77,168
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Net contribution to VCC overhead / (Deficit)	\$ 9,607	\$ 10,363	\$ 11,120	\$ 12,632
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Net contribution to VCC overhead / (Deficit)	11.1 %	11.8 %	12.6 %	14.1 %
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Gross Margin Income Statement

Revenue from tuition and ITA fund allocation	\$ 86,775	\$ 87,531	\$ 88,288	\$ 89,800
Direct instructors cost	\$ 46,142	\$ 46,142	\$ 46,142	\$ 46,142
Direct support staff cost	\$ 7,084	\$ 7,084	\$ 7,084	\$ 7,084
Direct non-labour cost	\$ 2,693	\$ 2,693	\$ 2,693	\$ 2,693
Gross margin	\$ 30,856	\$ 31,612	\$ 32,369	\$ 33,881
Indirect IRA cost	\$ -	\$ -	\$ -	\$ -
Indirect support staff cost	\$ -	\$ -	\$ -	\$ -
Total indirect expenditures	\$ -	\$ -	\$ -	\$ -
Surplus / (Deficit) (prior VCC overhead)	\$ 30,856	\$ 31,612	\$ 32,369	\$ 33,881
VCC Institutional support (Overhead 38%)	\$ 21,249	\$ 21,249	\$ 21,249	\$ 21,249
Net Surplus / (Deficit)	\$ 9,607	\$ 10,363	\$ 11,120	\$ 12,632

Minimum number of students to cover direct cost	8	8	7	7
Minimum number of students to cover direct + indirect	8	8	7	7
Minimum number of students to cover all costs	10	10	10	10

APPENDIX C

	PC1			PC2			PC1 and PC2		
	Tuition	Lab Fee	Total	Tuition	Lab Fee	Total	Tuition Total	Lab Fees	Total
VIU	\$2,924.00	\$515.00	\$3,439.00	\$1,810.00	\$234.00	\$2,044.00	\$4,734.00	\$749.00	\$5,483.00
Camosun	\$2,600.00	\$0.00	\$2,600.00	\$1,300.00	\$0.00	\$1,300.00	\$3,900.00	\$0.00	\$3,900.00
VCC	\$2,748.00	\$0.00	\$2,748.00	\$1,375.00	\$0.00	\$1,375.00	\$4,123.00	\$0.00	\$4,123.00
UFV	<i>UFV offers PC1 and PC2 together</i>						\$5,401.00	\$0.00	\$5,401.00

<i>OPTIONS</i>									
	PC1			PC2			PC1 and PC2		
	Tuition	Lab Fee	Total	Tuition	Lab Fee	Total	Tuition	Lab Fee	Total
\$137.4 tuition increase for PC1, \$68.75 tuition increase for PC2 and lab fees	\$2,885.40	\$300.00	\$3,185.40	\$1,443.75	\$150.00	\$1,593.75	\$4,329.15	\$450.00	\$4,779.15
\$274.8 tuition increase for PC1, \$137.5 tuition increase for PC2 and lab fees	\$3,022.80	\$300.00	\$3,322.80	\$1,512.50	\$150.00	\$1,662.50	\$4,535.30	\$450.00	\$4,985.30
\$549.6 tuition increase for PC1, \$275 tuition increase for PC2 and lab fees	\$3,297.60	\$300.00	\$3,597.60	\$1,650.00	\$150.00	\$1,800.00	\$4,947.60	\$450.00	\$5,397.60



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: September 28, 2016

ISSUE: RECOMMENDATION FOR BOARD APPROVAL:
Revisions to C.3.14 Curriculum Development & Approval Policy procedures

BACKGROUND:

The C.3.14 Curriculum Development & Approval policy and procedures were approved by the Board of Governors in October 2015. Since being in use, there has been some confusion around new programs being presented twice to the Board, with the Board's approval of a new program split between the two presentations.

In May 2016, Board chair Pam Ryan, President Peter Nunoda, Vice Presidents Kathryn McNaughton and Marlene Kowalski, and Education Council Chair Todd Rowlett had a conversation around how to simplify this part of the curriculum approval process. Changes to the policy procedures were proposed, and went through the full policy approval process, including being sent for community feedback in July and August 2016.

DISCUSSION:

The primary intent of the revisions is to ensure that the Board's involvement is more clearly defined at each stage of the process.

In the new procedures:

1. A Department Leader and Dean would complete a new program proposal and present it to the Senior Executive for approval to proceed.
2. The new program proposal would be presented to Education Council for information. The Education Council Chair would then present an Information Note to the Board summarizing the program proposal. Education Council and the Board would be kept informed of new program development, and have the opportunity to ask questions and raise any concerns, but would not vote to approve further development.
3. The rest of the procedures remain the same. When the program is ready, it is presented to Education Council and the Board for final approval.

Education Council reviewed the changes at its September 2016 meeting, and recommend the Board approve the revisions.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, the revised C.3.14 Curriculum Development & Approval Procedures.

ATTACHMENTS: C.3.14 Curriculum Development & Approval Procedures

PREPARED BY: Todd Rowlett, Chair, Education Council

DATE: September 16, 2016

APPENDIX A

PROCEDURES



Policy No.	C.3.14
Title	Curriculum Development and Approval Process
Approving Jurisdiction	Board of Governors, Education Council
Policy Sponsor	Vice President, Academic, Students and Research
Last Revised/Replaces	October 28, 2015
Effective Date	
Signed by	Chair, Board of Governors

DEFINITIONS

Consultation: The process to ensure that in the development of curriculum, deliberate feedback is sought from internal and external stakeholders, and thoughtful feedback is received and considered in a timely manner. Deans/Directors and Department Leaders are responsible for ensuring appropriate consultation takes place.

Course Outline: The official document that contains the essential features of a course as outlined in an approved template. Such a template generally includes the course name and number, credits, course description, admission requirements, course learning outcomes, grading standard, and information regarding student evaluation methods. Course Outlines fall within the jurisdiction of the Education Council under both its sole powers as well as its advisory role to the Board of Governors.

Curriculum: The instructional or learning plan of a program or course. Curriculum comprises learning objectives or outcomes, teaching and learning methodology, and strategies or methods for evaluating student learning. At VCC, the key curriculum documents are the Program Content Guide and the Course Outline.

Curriculum Development Approval Form: The document used to track the governance approval process for new and revised curriculum.

Curriculum Developer: The lead in creating/revising the curriculum for a program or course and the main person preparing the curriculum documentation. This is typically an instructor or Department Leader.

Degree Quality Assessment Board (DQAB): An independent advisory board appointed by the Minister of Advanced Education that oversees the quality assurance process for degree level education in British Columbia.

Governance: A prescribed process that identifies who has primary and/or advisory responsibility for select decisions at various stages. The *College and Institute Act* defines the governance bodies at VCC as the Board of Governors and Education Council. The Board Finance and Audit Committee and EDCO's Curriculum Standing Committee are also governance bodies at VCC.

Minor Revision: Changes to curriculum that have limited impact on the educational quality or direction of a course or program. Minor revisions have an expedited path through the governance process. Refer to Appendix B for the types of revisions that qualify.

New Course: A course that has never been offered before at VCC and is part of an existing program or is a replacement course that is equivalent to the course it replaces in a student's academic record.

New Program: A new credential or significant and extensive changes to a program, where these changes impact the nature or overall direction of a program. Education Council makes the final determination whether proposed changes to an existing program are substantial enough to qualify as a new program.

Post-secondary Institution Proposal System (PSIPS): A web-based system designed to manage and support the post-secondary submission and review processes for degree and non-degree diploma programs, or a certificate that leads to a diploma.

Program Content Guide (PCG): The official document that contains the general description of a program of study as outlined in an approved template. Such a template generally includes the program name, program purpose, number of credits, program duration, a statement of program learning outcomes, admission requirements, grading system, information on the evaluation of student learning, and the credential received upon completion of the program. The Program Content Guide falls within the jurisdiction of the Education Council under both its sole powers as well as its advisory role to the Board of Governors.

Proposal for New Program: The official document that is used to help conceptualize, plan and project the outcomes and costs of a new program. It is completed by the Curriculum Developer, Department Leader and Dean/Director in consultation with the Vice President Administration & CFO. It includes three parts:

Part 1: Concept Paper: This section provides an overview of the work done to assess/evaluate the necessity/viability of offering a new program. It outlines the research, input (through consultation and peer input), educational value, marketability and other related issues related to the request for a new credential.

Part 2: Implementation Plan: This section details the activities, costs and schedules that are required to achieve the implementation of a program. The Implementation Plan falls within the jurisdiction of the Education Council under its advisory role to the Board of Governors.

Part 3: Business Case: This section represents the financial case for a new program, and includes expected revenue, tuition and fees. The Business Case falls within the

jurisdiction of the Board of Governors as part of its obligation to manage, administer and control the proper, revenue, expenditures, business and affairs of the institution.

Sign Off: Indicates that the signatory has read and comprehends the relevant documentation, and assumes responsibility as per the Final Review and Sign Off section of these procedures.

Standalone Course: A course that is not a part of an existing program and does not have an approved fee structure (i.e. tuition).

Start Date: The month and year the program/course will first be taught after governance approval.

PROCEDURES

GENERAL

1. To ensure student success and the College's ability to market and register students in a timely manner, the Department Leader and Dean/Director work to ensure a reasonable and timely opportunity for consultations, and for stakeholders to provide feedback and recommendations.
2. The design, development, approval, and implementation of programs and courses takes anywhere from one (1) month (for minor revisions) to 18 months, depending on the development type. External approval bodies such as the Degree Quality Assessment Board (DQAB) and the Ministry of Advanced Education may extend these timelines. Deans/Directors and Department Leaders should create an initial timeline using pre-existing meeting dates, length of time for peer review, etc.
3. Education Council is the final approval body for all new courses and revised curriculum per the Resolution of the Board of Governors dated May 29, 2013. The Board of Governors approves all new programs and credentials with advice from Education Council.
4. The Centre for Instructional Development (CID) supports the design and development of curriculum.
5. The Dean provides the final sign off for documentation that is entering the governance process, thus ensuring that all procedures have been followed and all policy requirements have been met.
6. The Curriculum Developer and/or Department Leader prepare the required curriculum documentation for submission to the College's Governance bodies.
7. The Education Council Office will assist Department Leaders through the governance approval process.

CONSULTATION

8. New curriculum and changes to existing curriculum require a series of consultations to ensure educational quality, and that students are fully supported in their programs.
9. Early and thorough internal consultation helps to identify implementation and operational needs and allows areas like the Registrar's Office and Institutional Research to begin work that will facilitate the process (see Appendix A).

10. Where applicable, engaging in external consultations helps to verify that curriculum meets the quality standards of academic peers, and existing and potential new partnerships and agreements.
11. The amount of consultation required depends on the Development Type.
12. Curriculum Developers are expected to exercise due diligence in seeking input, and stakeholders within the College are expected to respond in a timely manner.
13. Faculty within the department must be consulted.
14. It is recommended that Department Leaders and/or Curriculum Developers hold group consultations with similar service area representatives where possible.
15. Curriculum Committee and Education Council have the authority to require further consultations as they see fit.

DEVELOPMENT TYPE

There are four (4) development types:

- a. New Programs;
- b. New Courses and Changes to Programs and Courses;
- c. Minor Revisions to Programs and Courses; and
- d. Non-Credit Courses in Continuing Studies

A. New Program

16. New programs are approved by both the Board of Governors and Education Council.
17. The documentation required is:
 - a. Proposal for New Program (see Appendix C);
 - b. Curriculum Development Approval Form (see Appendix B);
 - c. New or revised Program Content Guide; and/or
 - d. New or revised course outline(s).
18. The development of a new program requires full consultation with internal and external stakeholders, and involves additional governance steps to ensure institutional support before significant time and resources are spent developing the full program proposal.

Stage 1 – Approval to Develop

19. After initial discussions with colleagues (including external experts as appropriate), the Curriculum Developer and Department Leader complete the Concept Paper (Part 1 of the Proposal for New Program, see Appendix C), and validates it with the Dean/Director.
20. The Dean/Director and Department Leader complete the Implementation Plan and Business Case (Parts 2 and 3 of the Proposal for New Program, see Appendix C), and validates with the Vice President Administration & CFO..
21. The Dean/Director presents the New Program Proposal to the Senior Executive for approval to proceed.
22. The Dean/Director presents the Concept Paper and Implementation Plan to Education Council for information.
23. The Chair of Education Council and the Dean/Director prepare an Information Note summarizing the program proposal. The Education Council Chair presents this note to the Board of Governors for information. If possible, the Dean/Director attends the Board meeting in person to answer questions.

Stage 2 – Program Development and Approval of Curriculum

24. The Curriculum Developer consults with CID to design and map the curriculum.
25. The Curriculum Developer consults with internal and external stakeholders (including Institutional Research (IR) on the FTE divisor) and begins work on the PCG and Course Outlines.
26. The Dean and Department Leader, in consultation with the Vice President Administration & CFO review, revise and complete the Implementation Plan and Business Case.
27. The Curriculum Developer and Department Leader complete the Curriculum Development Approval Form, the PCG, and any course outlines, and submit it to Curriculum Committee.
28. Curriculum Committee reviews the curricula. If possible, both the Curriculum Developer and the Department Leader attend the Curriculum Committee meeting in person to answer questions.
29. Curriculum Committee may:
 - a. Recommend approval of the curricula to Education Council;
 - b. Recommend additional revisions that must be completed and reviewed by the Curriculum Committee Chair before going to Education Council;
 - c. Recommend significant revisions that are returned to the Department Leader, to be brought back to Curriculum Committee at a subsequent meeting.
30. The Chair of Curriculum Committee presents the recommendation and curriculum documentation to Education Council. If possible, the Department Leader and Curriculum Developer attend the Education Council meeting in person to answer questions. Education Council may:
 - a. Approve the curricula;
 - b. Approve the curricula with additional revisions that must be completed and reviewed by the Curriculum Committee Chair prior to implementation; or
 - c. Require significant revisions that are returned to the Department, to be brought back to Curriculum Committee at a subsequent meeting, before returning to Education Council;
31. At the same meeting of Education Council, the Dean presents the final version of the New Program Proposal Parts 1 and 2 (Concept Paper and Implementation Plan).
32. Education Council may:
 - a. Provide advice on the priorities for implementation to the Board of Governors;
 - b. Not recommend implementation of the new program to the Board of Governors.

Stage 3 – Review and Final Approval:

33. The office of the Vice President Academic, Students and Research coordinates submissions to the Ministry of Advanced Education for provincial peer review through PSIPS and/or DQAB.
34. After Education Council's approval, the curricula for most credentials is sent for provincial peer review.
 - a. Proposals for diplomas and certificates that ladder into diplomas are posted on PSIPS for thirty (30) days.
 - b. Institutions planning to offer new degrees will submit a ministry review template to the Ministry of Advanced Education.

- i. Once the mandate is approved, the full program proposal is posted on the PSIPS website and forwarded to DQAB for review.
 - ii. DQAB submits their recommendation to the Minister of Advanced Education for approval.
- 35. The Vice President Academic, Students and Research reports on the outcome of the provincial peer review process.
 - a. If major revisions are required by the peer review, the proposal will return to Stage 2, above.
 - b. If no major revisions are required, the proposal will proceed to final approval.
- 36. The Vice President Administration & CFO submits the final Implementation Plan and Business Case to the Senior Executive and the Board Finance and Audit Committee.
- 37. The Board Finance and Audit Committee will review and submit the final recommendation of fees to the Board of Governors.
- 38. The Board reviews the proposed New Program, including the recommendations from the Finance and Audit Committee (for fees), Education Council (for implementation) and the VP Academic, Students and Research (for due process, i.e. provincial peer review). If possible, the Dean/Director attends the Board meeting in person to answer questions.
- 39. The Board may:
 - a. Approve the fee structure; and/or
 - b. Approve implementation of the program; and/or
 - c. Based on a budget review, determine a separate timeline for implementation of the program.
- 40. The Board Chair will forward formal written notification of its decision to the Education Council Office.

B. New Courses and Changes to Programs and Courses

- 41. Development of new courses and changes to programs and courses require Education Council approval.
- 42. New Standalone courses that involve a fee structure (i.e. tuition), and changes that extend the financial requirements beyond the School's budgetary capacity, also require Board approval.
- 43. The documentation required is:
 - a. Curriculum Development Approval Form (see Appendix B);
 - b. Revised Program Content Guide as required; and/or
 - c. New or revised course outline(s) as required
 - d. Business Case (for new Standalone courses or changes that extend financial requirements beyond the School's budgetary capacity).
- 44. The Curriculum Developer consults with CID to design and map the curricula.
- 45. The Curriculum Developer conducts consultation with internal and external stakeholders as needed (see Appendix A).
- 46. The Curriculum Developer and Department Leader complete the required documentation and submit to Curriculum Committee. If possible, both the Curriculum Developer and the Department Leader attend the Curriculum Committee meeting in person to answer questions.
- 47. Curriculum Committee may:
 - a. Recommend approval of the curricula to Education Council;

- b. Recommend additional revisions that must be completed and reviewed by the Curriculum Committee Chair before going to Education Council;
 - c. Recommend significant revisions that are returned to the Department Leader, to be brought back to Curriculum Committee at a subsequent meeting.
- 48. The Chair of Curriculum Committee presents the recommendation and required documentation to Education Council. If possible, the Department Leader attends the Education Council meeting in person to answer questions.
- 49. Education Council may:
 - a. Approve the curricula;
 - b. Approve the curricula with additional revisions that must be completed and reviewed by the Curriculum Committee Chair prior to implementation; or
 - c. Require significant revisions that are returned to the Department, to be brought back to Curriculum Committee at a subsequent meeting, before returning to Education Council.
- 50. For new Standalone courses that involve approval of a fee structure (i.e. tuition):
 - a. The Vice President Administration & CFO submits the Business Case to the Senior Executive and the Board Finance and Audit Committee.
 - b. The Board Finance and Audit Committee will make a recommendation to the Board of Governors on the fee structure, and the Board of Governors will make a decision prior to implementation of the course.
- 51. If the changes to a program or course have financial requirements (either ongoing or one-time) that are outside the scope of the School's budgetary capabilities:
 - a. The Vice President Administration & CFO submits a Business Case to the Board Finance and Audit Committee.
 - b. The Board Finance and Audit Committee will make a recommendation to the Board of Governors on the new fee structure, and the Board of Governors will make a decision prior to implementation.

C. Minor Revisions to Programs and Courses

- 52. Minor revisions require Curriculum Committee approval.
- 53. The documentation required is:
 - a. Curriculum Development Approval Form (Appendix B);
 - b. Revised Program Content Guide as required; and/or
 - c. Revised course outline(s) as required.
- 54. The Curriculum Developer conducts consultation with internal stakeholders as needed (see Appendix A).
- 55. The Curriculum Developer and Department Leader complete the required documentation and submit to Curriculum Committee. Multiple minor revisions can be made in one submission. If possible, both the Curriculum Developer and the Department Leader attend the Curriculum Committee meeting in person to answer questions.
- 56. Curriculum Committee may:
 - a. Approve the curricula as presented;
 - b. Approve the curricula with additional minor edits that must be completed and reviewed by the Curriculum Committee Chair prior to implementation; or
 - c. Decide the proposal does not qualify as a minor revision and send to Education Council for approval.

57. The Chair of Curriculum Committee reports approved minor revisions to Education Council at least every three (3) months. The documentation for these minor revisions is not included in the EDCO package.
58. Education Council may, at any time:
 - a. Request to review any “minor revision” documentation approved by Curriculum Committee; and/or
 - b. Decide a proposal does not qualify as a minor revision and require that it be submitted to Education Council for approval.

D. Non-Credit Courses in Continuing Studies

59. Non-credit courses taught in Continuing Studies are exempt from these procedures.
60. The Education Council Office will maintain a record of all non-credit course outlines. Program Coordinators are required to send copies of all new and revised course outlines to the Education Council Office within one (1) month after implementation of that non-credit course.

FINAL REVIEW AND SIGN OFF

61. Documentation without required sign off will not enter the Governance stage.
62. The sign off of the Department Leader certifies that:
 - a. Thorough consultation has taken place and all stakeholders approve of the proposed new or revised curricula.
 - b. The curricula meets institutional standards and the educational needs of students.
63. The sign off of the Dean/Director certifies that:
 - a. Documentation meets the standards of the College, and all policies and procedures have been adhered to; and
 - b. Resources required to offer and support the course/program have been assessed. If additional resources are needed, the Dean/Director has initiated steps to secure the needed resources.

COMMUNICATION OF DECISIONS

64. Following approval of all new and revised curricula and programs a formal resolution is signed by the respective Chair.
65. The signed resolution is forwarded by the Education Council Office to key implementation areas within the College.
66. The Education Council Office will catalogue and archive approved curriculum documentation and store a read-only copy of Program Content Guides and Course Outlines where they are accessible to VCC students and staff.
67. All supporting documents for approved curricula will be stored in the Education Council Office (e.g. Curriculum Development Approval Forms, Proposal for New Program, official Resolutions, etc.).
68. The Registrar’s Office will maintain a permanent record of all Program Content Guides.

RELATED POLICY

Refer to Curriculum Development and Approval Policy.



INFORMATION NOTE

PREPARED FOR: VCC Board of Governors

DATE: September 28, 2016

ISSUE: NEW POLICIES:
C.3.15 Academic Timetable & Room Booking
D.2.3 Student Financial Aid

BACKGROUND:

Two new policies have been developed by the Registrar:

1. C.3.15 ACADEMIC TIMETABLE AND ROOM BOOKING POLICY

The Academic Timetabling and Room Booking policy provides a framework whereby scheduling of learning activities across the College shall occur in a manner that optimizes the utilization of our human and physical resources. The policy will be fully implemented in the coming months in concert with the recommendations from a Timetabling Working Group made up of individuals representing various stakeholder groups across the college as well as the full implementation of the Room Booking system that works with Banner to assign rooms.

2. D.2.3 STUDENT FINANCIAL AID POLICY

The Student Financial Aid policy addresses the various activities and processes related to student loans, grants, bursaries and scholarships designed to assist students with paying tuition and associated costs of attending the College. The Financial Aid Office, under the administrative direction of the College Registrar, administers these services on behalf of the College.

Both policies and accompanying procedures were presented to Education Council, Operations Council and the College community for feedback. The response to the feedback was posted on myVCC.

CONCLUSION:

The policies are provided as information to the Board of Governors.

ATTACHMENTS: APPENDIX A - Policy C.3.15 Academic Timetable & Room Booking
APPENDIX B - Policy D.2.3 Student Financial Aid

PREPARED BY: Kathryn McNaughton, VP, Academic, Students & Research

DATE: September 19, 2016



POLICY

Policy No.	C.3.15
Title:	Academic Timetable and Room Booking
Approving Jurisdiction	President
Policy Sponsor	Vice-President Academic, Students and Research
Last Revised/Replaces	New
Effective Date	July 26, 2016
Signed by	President

CONTEXT AND PURPOSE

Vancouver Community College (VCC; the College) is committed to operate under clear principles and a policy framework whereby scheduling of learning activities across the College shall occur in a manner that optimizes the utilization of our human and physical resources. The Academic Timetable consists of credit courses scheduled in an orderly and consistent manner, maximizing student access and space utilization while maintaining program integrity. Through the use of a scheduling software system, the outcome of the academic scheduling process will be a Master Schedule which supports students in their program of study by being convenient, equitable and facilitates their learning. The Master Schedule will include all non Continuing Studies programming and alternate delivery courses.

SCOPE AND LIMITS

This policy applies to all non Continuing Studies courses offered and administered on behalf of the College. A policy regarding Continuing Studies timetabling will be developed separately.

STATEMENT OF POLICY PRINCIPLES

1. The College's Academic Timetable policy will be based on the general principles of fairness, consistency and transparency.
2. Academic scheduling adheres to the Board of Governors outcomes and values as they relate to this process:
 - a. Student Centered: Scheduling of learning activities is designed to meet the needs of the students and supports the teaching/learning process.
 - b. Accessible: The human and physical resources are scheduled to optimize access to the College's educational opportunities. The College will ensure that its scheduling will make reasonable accommodations for students and staff with disabilities and different cultures.

- c. Responsive: The Master Schedule will provide accurate and timely information to students, staff and external clients.
 - d. Fiscally Responsible: The College will ensure the administrative efficiency of the scheduling and timetabling process by optimizing automation and integration of all teaching/learning activities and effective utilization of College space.
2. All collective agreements will be adhered to during the academic scheduling and timetabling process.
 3. VCC ensures that program requirements are amended in a timely manner and that they are administratively workable and consistent in purpose, language and logic.
 4. VCC ensures the program calendar descriptions, web site and other publications present accurate and consistent information.
 5. All teaching, learning and related activities held at any VCC campus must be scheduled through a scheduling software system.
 6. VCC is the sole owner of all space. Space will be assigned through a cooperative and collaborative process and will result in resource based scheduling.
 7. The scheduling software system will also be used for all VCC room bookings that are non-learning related, and for all space owned or leased by the College.

DEFINITIONS

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

RELATED POLICIES & LEGISLATION

POLICIES

B.3.3 Rental of College Facilities

B.3.4 Use of College Facilities

C.3.13 Academic Schedule

RELATED PROCEDURES

Refer to Academic Timetable & Room Booking Procedures C.3.15

APPENDIX A



PROCEDURES

Policy No.	C.3.15
Title	Academic Timetable and Room Booking
Approving Jurisdiction	President
Policy Sponsor	Vice-President Academic, Students and Research
Last Revised/Replaces	New
Effective Date	July 26, 2016
Signed by	President

DEFINITIONS

Academic Schedule: A College level breakdown of statutory holidays, Holiday closures, VCC Day and Term start and end dates as well as programs/clusters to be offered. To be completed and approved 18 months in advance of the fiscal year.

Academic Year: The twelve month period running from September through August.

Banner: The software system used at VCC to administer information on students, financial aid, finance, human resources and student advancement and the primary repository of institutional information.

Classroom: Space utilized directly for instruction but can also include time and space utilized for alternative delivery learning.

Contact Hours (Student): Actual periods of time (measured in hours and portions thereof) during which classes or sections of students are engaged in scheduled periods of teaching and learning activities.

Draft Schedule: The preliminary information sent to Department Heads from the Timetabling Unit for updating which forms the basis for the final schedule.

EMS: The room booking system that works with Banner related to the actual room assignment.

Enrolment Capacity: The maximum number of students allowed to enroll in each section.

Enrolment Plan: A plan that contains detailed information expanding on the Academic Schedule and provides a breakdown of classes to be offered in the coming fiscal year which is broken down by School, ORG and GENR. The plan includes historical averages associated with prior enrolment in individual sections for the purposes of establishing realistic enrolment targets for the purposes of building the College budget pertaining to tuition revenue based on these projections. This is to be completed by Institutional Research 12 months prior to the start of the fiscal year.

Fiscal Year: The twelve month period running from April 1 to March 31.

Instructional Space: Classrooms, labs or physical space that has been designated for the purposes of providing instruction for students.

Lab: A classroom with specialized equipment generally for the purpose of applying skills in a simulated setting.

Master Schedule: The final or complete list of all credit courses, times, dates, instructors, rooms, etc., produced for the purpose of preparing timetables for students. The Master Schedule will be completed for each term and available six months prior to the start of that individual term. The Master Schedule is built by the Timetabling Unit which is part of the Registrar's Office.

Priority Use of Space: Where an individual, activity or program is given preferential access to a learning space due to the purpose-built nature of the space.

Program: An organization of credit courses and related learning experiences leading to certification.

Projected Enrolment: This field on the individual course section form in Banner (SSASECT) is for the exclusive use of Institutional Research and is where enrolment estimates are placed that will drive the Enrolment Plan and budgeting process.

Room Scheduling Assistant: The Room Scheduling Assistant is part of Facilities and handles ad hoc room and external room requests.

Seating Capacity: The maximum seating designated to a specific room.

Sole Use of Space: Where an individual, activity or program is given exclusive access to a learning space in the interests of security, purpose built or equipped for a specific program, safety or confidentiality.

Term: One of the periods of time in the Academic Year (eg. 201640, 201650, 201660, 201670).

Timetable: The personal, individualized itinerary of classes provided to each student at registration. It includes Course Reference Number (CRN), name of course, days, times, location and instructor.

Timetabling Matrix: A model for class scheduling that is designed to enhance standardization of scheduling, enhance the utilization of College space and provide simplified information for students concerning when and where courses will be taught.

PROCEDURES

1. Class Scheduling: It is necessary to develop an academic Master Schedule for non Continuing Studies courses to allow for timetabling, registration of students, academic planning, enrollment management and staffing within the framework of the fiscal year.
 - a. Scheduled teaching and learning activities will be at times and locations that will facilitate positive learning outcomes. Scheduling of events will be prioritized and be generally based (in no particular order) on:
 - i. Resources
 - ii. Room restricted classes
 - iii. Time and day restricted classes
 - iv. Events required by multiple programs and majors

- v. Events requiring appropriately sized rooms
 - vi. Events of extended duration
 - vii. Events of shorter duration
 - viii. Events requiring priority use or sole use of a learning space
- b. Flexibility will be required in order to schedule teaching and learning activities which maximize the expertise of VCC instructional resources (staff and facilities), keeping in mind contractual obligations. Historical use or preference of proximity cannot take precedence over the need to ensure that learning activities are allocated the teaching space most suited to the mode of instruction, class size and impact on institutional space efficiency, however, the Timetabling staff will have discretion in matters where assignment based on historical use does not adversely impact these previously noted factors.
- c. It may not be possible to make all electives available to all students every year or semester due to resource limitations.
2. Instructional Space: The Timetabling staff facilitate the efficient utilization of the College's instructional space through scheduling and room allocation.
- a. The maximum classroom utilization will not exceed the seating capacity regulated by the Fire Marshall requirements.
 - b. Preferred maximum room capacity will be determined, in consultation with the Timetabling staff and the Department Head, before finalizing the Master Schedule.
 - c. All teaching space will be inventoried by the Facilities to assess design, features, and suitability for various teaching modes, equipment, seating capacity and disability access with information updated to a definitive data source.
 - d. Changes to the functionality of a room during the teaching year will be communicated by IT, Facilities, or the Departments to the Room Booking Assistant in a timely manner.
3. Room Allocation
- a. The room allocation process is predicated on automation and optimisation of the room scheduling software system.
 - b. The allocation of rooms for teaching and learning will be the responsibility of the Timetabling staff.
 - c. Timetabling staff will be responsible for the initial room allocation process as part of the Master Schedule build. All subsequent changes will be made through the Room Scheduling Assistant in Facilities.
 - d. Room requests should be made on the basis of anticipated enrolment being equal or greater than 80% of room capacity.
 - e. The following requests will be accommodated subject to priorities and availability of space:
 - i. Additional time prior to or following a scheduled activity to allow time for preparation, clean up and maintenance for laboratories or shops, as needed.

- ii. Time for unsupervised student activity in laboratories, to be allocated once scheduling is complete.
 - f. There are ten minutes of each instructional unit built in for travel time for students, staff or relocation of resources. Teaching and learning activities will be allocated to rooms in a manner that takes into account any travel time required between locations for students and staff and resources.
 - g. In the event of a dispute over room allocation, the matter will be discussed by the Registrar or designate, and appropriate Department Head, with input from stakeholders. The final decision will be based on the Principles stated in Policy C.3.15.
 - h. Once a room has been assigned to a class, changes to the room assignment cannot arbitrarily be made without consulting the Timetabling staff to ensure that such a change will not create a room conflict elsewhere. The criteria under which room changes will be considered are noted in 7).b). of these procedures.
4. Instructional Time
- a. Full-time programs will predominantly be scheduled between 8:00 a.m. and 6:00 p.m. The College has recourse to offering credit courses at 6:00 p.m. or later if required to provide a satisfactory Master Schedule. Programs may request weekend classes, with the prior approval of Facilities, to accommodate workshops, field trips, labs and to schedule examinations.
 - b. Where it is determined that classes are required to be scheduled outside of these hours, Campus Security will ensure that spaces are accessible and secured at the required times. These bookings will need to be provided to Campus Security by the individual(s) making the booking.
5. Non-teaching Times: Departments may schedule common meeting times as required. These may be reoccurring meetings on a regular basis.
6. Resolving Scheduling Conflicts
- a. The Timetabling staff member will make every attempt to resolve scheduling conflicts between involved parties.
 - b. It is the responsibility of the Department Head and/or the individual responsible for developing the Master Schedule for each program to ensure that courses will be sequenced in the appropriate fashion. This will ensure that students will be able to complete associated co requisites and prerequisites in the proper order.
7. Schedule Changes
- a. After the Master Schedule has been published all requests for changes require approval by the Registrar or designate and the Dean responsible for the program area within established guidelines.
 - b. Changes to the published schedule will be kept to a minimum. Valid reasons for changes include:
 - i. Unexpected staff changes.
 - ii. Unexpected increase/decrease in student enrolment
 - iii. Course cancellations.

- iv. Health or safety hazard.
 - v. Adjustments required to accommodate staff or students with special needs or cultural requirements.
 - vi. Changes in available equipment.
 - vii. Instructional opportunities through Continuing Studies as a revenue source.
- c. The Department Head, with written approval by the Dean, will notify the Timetabling staff in writing, of all requests for changes to schedules within established deadlines. These changes will be reflected in any subsequent draft copies of the Master Schedule or in the scheduling software system.
- d. Where changes to the published Master Schedule have had final approval by the Timetabling staff, the Department Head will be responsible for notifying the students and staff of the change.
- e. The Timetabling staff shall keep a record of all changes to the published timetable and provide a report to the Registrar each term. The Registrar or designate will notify the appropriate Dean if continual change occurs and are deemed to be problematic.
8. Responsibilities
- a. The Vice President, Academic, Students and Research and the Vice President, Administration and CFO are responsible for ensuring that the College's scheduling process is supported and operates in an efficient and effective manner.
 - b. Timetabling staff are responsible for:
 - i. Functional system maintenance and data integrity.
 - ii. Preparation, distribution and enforcement of Master Schedule development timelines.
 - iii. Training and support for system users.
 - iv. Liaison with Department Leaders regarding scheduling.
 - v. Recommending and implementing relevant policies and procedures.
 - vi. Room allocations and time classes are offered for all non Continuing Studies offerings.
 - vii. Testing to determine and resolve scheduling conflicts.
 - viii. Testing, implementing and communicating approved schedule changes to the Department contact.
 - ix. Preparation of reports relating to the operation of the scheduling process.
 - x. Any other situations mentioned in this policy that specifically refer to the Timetabling staff positions.
 - c. Deans are responsible for ensuring that the College's scheduling process, procedures and deadlines are met and adhered to within all Departments and are consistent with the Enrolment Plan.

- d. Within each School/Centre, Department Heads shall be responsible for:
- i. Determining the courses to be offered by year and semester.
 - ii. Planning for the appropriate number of sections dependent upon enrolments.
 - iii. Utilizing full capacity of sections.
 - iv. Providing information regarding teaching mode, required resources.
 - v. Accommodating special needs in conjunction with the Coordinator of Disabilities and ensuring cultural needs are met.
 - vi. Collecting, preparing, verifying data and returning it to the Timetabling staff within appropriate timelines, and in the format provided.
 - vii. Designating an alternative contact during any extended periods when the Department Head will be unavailable to answer questions from the Timetabling staff.
 - viii. In the event a Program Coordinator/Chair or approved designate is unavailable over a three day period, the Timetabling staff have the authority to resolve conflicts affecting student timetabling. The Timetabling staff may resolve the issue sooner than three days if conflict occurs during the affected students' course schedule and there is an immediate impact to students.

9. Timelines

- a. Timelines for the scheduling process will be clearly defined in the Master Schedule development instructions. As a general rule, the following timelines will be adhered to for each yearly timetable cycle:
- i. Curriculum and curriculum changes for the following academic year(s) and cohort of students, by November Education Council and Curriculum Committee.
 - ii. Enrolment targets and student schedule groups to be established by no later than November 1.
 - iii. Roll over of Master Schedule to new fiscal year and delivered to Schools/Centres a minimum of 10 months before the scheduled start of term.
 - iv. Scheduling process within Schools/Centres, with ongoing submission of information to the Timetabling staff at least nine months prior to the start of the term.
 - v. Once this deadline passes, which will be communicated to the College community, no changes can be submitted until the Master Schedule is released.
 - vi. The Timetabling Unit will provide a revised Master Schedule to the College community at least seven months prior to the start of term.
 - vii. Once Timetabling staff have completed the Master Schedule, the Academic Records unit within the Registrar's Office requires one additional month in order to establish appropriate attributes, fees, UPass parameters and associated registration set up.
 - viii. Final Master Schedule to be released to facilitate registration six months prior to the start of term.

- ix. All exceptions to the above guidelines will be approved by the Vice President, Academic, Students and Research and the Vice President, Administration and CFO. Failure to meet the required deadlines may result in forfeiture of preferences.

10. Ad Hoc Use of Rooms (One off requests)

- a. Teaching space not already in use may be booked for 'ad hoc' purposes.
- b. All ad hoc bookings shall be made through the Room Scheduling Assistant once the final Master Timetable is completed.
- c. The scheduling software system will be made available to staff to determine the availability of rooms, for ad hoc purposes, with final approval being set by the Room Scheduling Assistant.

11. External Request for Rooms

- a. Use of the College's physical facilities by individuals, groups or organizations external to the College must be compatible with the College's mission and goals.
- b. Use of the College's physical facilities by individuals, groups or organizations external to the College must comply with legislative requirements, particularly in relation to Occupational Health and Safety, and any relevant College policy or procedure.
- c. All bookings by external users must be made through Facilities.

12. Business Process

- a. Integration between the scheduling software system and Banner will occur through an interface.
- b. The policy will be reviewed annually by the Space Utilization Executive Coordinating Group.
- c. The Registrar, in consultation with Departments and Information Systems, is responsible for the development and maintenance of the formal business process to enable the operation of centralized timetabling, the implementation of a timetabling matrix model and the preparation of student timetables within the College.

RELATED POLICY

Refer to Academic Timetable Policy C.3.15



APPENDIX B

POLICY

Policy No.	D.2.3
Title:	Student Financial Aid
Approving Jurisdiction	President
Policy Sponsor	Vice-President Academic, Students and Research
Last Revised/Replaces	New
Effective Date	July 26, 2016
Signed by	President

CONTEXT AND PURPOSE

Vancouver Community College (VCC; the College) provides a variety of Financial Aid instruments in the form of student loans, grants, bursaries and scholarships designed to assist students with paying tuition and associated costs of attending the College. The Financial Aid office, under the administrative direction of the College Registrar, administers these programs on behalf of the College.

Student Financial Aid will be administered in a fashion that provides the maximum benefit to the greatest number of students to assist the institution in reaching their strategic enrolment goals. Through the granting of financial aid, students will potentially receive support facilitating their enrolment at the College. The policy articulates the Financial Aid office responsibilities and authority related to financial aid matters and provides an operational framework. The desired outcome is that financial aid is administered in a clear, consistent, efficient and transparent fashion to support overall institutional enrolment objectives.

SCOPE AND LIMITS

This policy applies to all student financial aid/assistance offered and administered on behalf of the College.

STATEMENT OF POLICY PRINCIPLES

The College's student financial aid policy will be based on the general principles of equity, fairness, consistency, defensibility and transparency.

1. The Financial Aid office has institutional responsibility and authority related to the administrative oversight of all aid programs as well as a significant reporting responsibility directly to the Ministry of Advanced Education.
2. Financial Aid procedures will:
 - a. meet the diverse financial needs of students in an equitable way,
 - b. use its mandated discretion to maximize institutional enrolment, and

- c. fully comply with StudentAid BC policy standards and requirements.
3. Financial Aid will operate in a fashion that maximizes organizational efficiency and effectiveness while maintaining best practice standards of student service and strategic enrolment management principles.
4. The Financial Aid office is committed to sharing information related to aid programs and their procedures with various departments throughout the College. The office may also consult and seek input from various stakeholder groups throughout the College as required.
5. The Financial Aid office will ensure that processes and procedures are developed, implemented, maintained, reviewed, revised and monitored to ensure consistency with the principles associated with Strategic Enrolment Management best practice.

DEFINITIONS

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

RELATED POLICIES & LEGISLATION

LEGISLATION

[College and Institute Act](#)

POLICIES

D.2.2 Scholarships and Awards
D.3.5 Prior Learning Assessment

RELATED PROCEDURES

Refer to Student Financial Aid Procedures D.2.3



PROCEDURES

Policy No.	D.2.3
Title	Student Financial Aid
Approving Jurisdiction	President
Policy Sponsor	Vice-President Academic, Students and Research
Last Revised/Replaces	New
Effective Date	July 26, 2016
Signed by	President

DEFINITIONS

Award: An award is the granting of funds, services or materials based on meeting specific selection criteria to recognize student achievement.

Banner: The software system used at VCC to administer information on students, financial aid, finance, human resources and student advancement.

Bursary: A financial award made on the basis of need to students who demonstrate satisfactory academic progress.

Eligibility Criteria: The criteria, either from the Ministry of Advanced Education, agency or internally derived, by which a student is evaluated to determine whether they are eligible to receive a specific award, grant, loan or scholarship.

Grant: A sum of funds which may be awarded to a student based on specified need, such as demonstrated financial need, which the student applies towards their tuition or associated fees at VCC and does not have to repay. These awards are considered taxable income by the Canada Revenue Agency.

Loan: A sum of funds which may be awarded to a student based on financial need which the student applies towards their tuition, associated fees and/or living expenses while attending VCC which is repayable to StudentAid BC.

Scholarship: A sum of funding with specific selection criteria generally related to academic achievement or other specified criteria that a student applies towards their tuition or associated fees while attending VCC and is not repayable. These awards are considered taxable income by the Canada Revenue Agency.

Strategic Enrolment Management (SEM): A series of institutional processes designed to positively impact enrolment in an effective and efficient fashion by making the best use of resources to attract students.

StudentAid BC Administration Manual: A procedures manual produced each year by StudentAid BC designed to provide guidance and procedures related to various financial aid offers funded by the Ministry of Advanced Education.

PROCEDURES

There is a wide variety of different aid programs that the Financial Aid office oversees. As such, it is not practical to list comprehensive procedures here.

The Financial Aid office will:

1. Provide ongoing advice to students as well as various institutional constituents as required.
2. Request personal information from students who are seeking financial aid. Students are required to provide the Financial Aid with requested information in a timely manner in order to facilitate the determination of financial aid eligibility.
3. Generate reports for the Ministry of Advanced Education and institutional stakeholders. These reports will meet Ministry guidelines and provide context for institutional decision making related to impact on enrolment studies, student progression and longitudinal studies related to student behavior and success.
4. Maintain an ongoing dialogue with Finance for the purposes of financial reconciliation following generally accepted accounting principles.
5. Provide financial forecasting to both internal and external stakeholders.
6. Enter all associated information within the Banner student information system related to awards, bursaries, grants, loans and scholarships for the purpose of tracking and reporting.
7. Represent VCC in financial aid matters with StudentAid BC as well as with other financial aid offices from other educational institutions.
8. At the discretion of the Financial Aid office, liaise with various institutional stakeholders as required to ensure the delivery of an effective and efficient Financial Aid operation.

Appeals

9. Students have the right to appeal a decision relating to a College administered award, bursary, grant, loan and scholarship.
10. To submit an appeal, the student should submit a written letter to the Financial Aid Supervisor detailing the reason for their appeal, why they feel they are deserving of reconsideration and submit any supporting documentation related to their appeal. Appeals will be dealt with in a timely fashion and the Financial Aid Supervisor will provide a written response to any appeal. Appeals will not be heard by the individual who made the initial decision.
11. In the event the appeal deals with a decision made by the Financial Aid Supervisor, the appeal will be forwarded to the Registrar or designate for review.
12. Students are encouraged to seek advice about appeals from VCC employees such as the Arbiter of Student Issues; and/or from the Students' Union of Vancouver Community College (SUVCC) Student Advocate.

RELATED POLICY

Refer to Student Financial Aid Policy D.2.3