



# VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS PUBLIC MEETING MINUTES

10 April, 2019

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

## ATTENDANCE

### Board Members

Joey Hartman (Chair/Chair, Human Resources)  
Libby Davies (Vice Chair)  
Mike Tourigny (Chair, Finance & Audit)  
Garth Manning (Chair, Governance)  
Chloe Lau  
Erin Klis  
Rene-John Nicolas  
Mahin Rashid  
Nadia Belokopitov  
Shobha Rajagopalan  
Seung Oh  
Jennifer Chen

### Ex-Officio

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

### Board Secretary

Deborah Lucas

### Staff Resources

Dr. Kathryn McNaughton VP, Academic, Students & Research  
Karen Wilson ED, Marketing & Communications  
Clodine Sartori Acting, VP, People & Culture  
Jamie Choi Interim, VP, Finance & CFO

### Guests

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

### REGRETS

Shobha Rajagopalan  
Sukhmanjot Singh

## 1. CALL TO ORDER & OPENING REMARKS

- J. Hartman called the meeting to order at 5:37 p.m.

### CHAIR'S REMARKS:

- J. Hartman welcomed new board members, Seung Oh and Jennifer Chen, and the Oath of Office was sworn.
- Feb 28 & Mar 1 – S. Rajagopalan, M. Rashid and E. Ting attended the Campus Master Plan consultation events with external stakeholders. They will present a summary of this at the meeting.
- Apr 25 – The Board will meet with consultants DIALOG for consultation on the Campus Master Plan.
- May 4-7 – The Board will send 3 representatives to the College and Institutes Canada annual conference.
- May 23 – The Ministry are holding an event for newly appointed members: Governing in the Public Interest: Foundational Training for New Public Sector Board Members. Update at next meeting.
- Welcomed Dr. Jane Shin (Associate VP, Student Success) and Elmer Wansink (Associate VP, IT and Chief Information Officer) in their new roles.

### PRESIDENT'S REMARKS

- VCC welcomes new Vice President of Enterprise and International Development, Ajay Patel, who will join the Senior Executive Team on May 3, 2019. Ajay brings more than 15 years experience in post-secondary education. He will provide strategic leadership to International Education, the Partnership Development Office, and Continuing Studies.

## 2. APPROVAL OF AGENDA AND CONSENT AGENDA

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

2.1 Minutes – Feb 13, 2019 Public Meeting

2.2 VCC News & Events

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

## 3. ACTION TRACKER

ACTION - Brought forward from Feb 13, 2019		WHO	COMMENT
1.	Create a framework for international student experience evaluations and advise the Board.	Management	No update from Feb 13 meeting.
2.	Send the Board the link to the VCC Foundation and Alumni on VCC.ca.	D. Lucas	COMPLETED

## 4. NEW BOARD MEMBER INTRODUCTION & OATH OF OFFICE

For the purpose of the minutes, these items were addressed in the Chair's opening remarks.

## 5. CONSTITUENCY GROUP UPDATES

### 5.1 CUPE Local 4627

- C. Joyce, CUPE Local 4627 President, presented the report.
- The union urge the Board to look into these concerns:
  - Service levels in the area of Indigenous Education & Community Engagement, not meeting the demand.
  - Health & Safety issues with health and science labs were raised at the Joint Occupational Health & Safety Committee, which have not been addressed.
  - The absence of town halls for staff and students or side consultation with unions during the 2019/20 budget process.
- J. Hartman recommends submitting a report in the board package providing additional information on items for concern and will take these items under advisement.

### 5.2 Vancouver Community College Faculty Association (VCCFA)

- T. Thomson, VCCFA President, presented the report, which was included in the meeting materials. An additional handout was distributed at the meeting. As the Board have not had an opportunity to review this, it will be included in the May 15, 2019 meeting materials.
- The VCCFA are pleased to be included in the process for evaluating the President.
- Members ratified the Bargaining package at the end of Feb 2019. Next step is an initial meeting with the College at the end of the month.
- The report highlighted concerns that the VCCFA were missed from the deep engagement stage of the Campus Master Plan consultation. In addition, disappointment with not being part of the decision to hire new Associate Vice President's (AVP's). Where in the past, faculty have been consulted on positions at this level.
- With the increase in international enrolment, additional library and counselling support is required. Is VCC investing where needed? The VCCFA appreciates that the president wants to limit the growth of International education at the college. Public funding is designed to support domestic students.

International students often require additional support services, which VCC budgets for to ensure they receive the same experience as domestic students.

- P. Nunoda explained that a decline in domestic demographic is attributing to low domestic enrolment. There are fewer high school graduates. Indigenous learners are the fastest growing population. VCC is working with high schools to develop strategies to improve the recruitment of indigenous learners.
- To support recruitment strategies, the Marketing department's budget has increased and High school tours have increased from 40 to approximately 120.

### **5.3 Student Union of Vancouver Community College (SUVCC)**

- Sydney Sullivan acted in the stead of Executive Director, V. Skalicky and presented the report.
- 3 active campaigns – Open Education Resources, Needs Based Grants Program, Knock-out Interest (eliminating interest on federal government student loans).
- With the recent increase in SUVCC membership fees, an Organizer of Campus Life has been hired. As well, free printing services (with limitations) and yoga classes have been introduced.
- Apr 11 – SUVCC Board of Directors will be meeting with Campus Master Plan consultants DIALOG.
- In response to the Board, S. Sullivan confirmed that there were no plans at this time for International Day Against Homophobia, Transphobia and Biphobia, observed on May 17.
- On Apr 7, the SUVCC supported Green Shirt Day raising awareness for organ donation.

## **6. BOARD COMMITTEE REPORTS**

### **6.1 Governance Committee (Gov Com)**

- The Governance Committee will met on Mar 6, 2019.
- In response to Bill 36, that repeals Section 59(8) of the College & Institute Act, the Governance Committee reviewed VCC's policies and bylaws and will make a recommendation for amendments at the May 29 board meeting. This section restricted the election of union executive to Boards. The change is intended to broaden options for board representation and support diverse and inclusive governance.
- The committee reviewed external legal counsel opinion on revisions to A.1.2 Student Appeal to the Board of Governors. The next steps are for the Governance Committee to make recommendations for review by Education Policy Committee.
- The committee received approval for the 2019 Board Evaluation for recommendation to the Board. The evaluation will be conducted in May and the results discussed by the Board in June.
- The next meeting is Apr 24. G. Manning thanked Governance Committee members for their stewardship.

### **6.2 Human Resources Committee (HRC)**

- A sub-committee of HRC, composed of J. Hartman and L. Davies have commenced stakeholder interviews, as part of the President's Performance Evaluation process. A series of questions were distributed to approximately 12-14 internal and external stakeholders and telephone interviews conducted.

### **6.3 Finance & Audit Committee (FAC)**

- Finance and Audit Committee met on Apr 3, 2019
- The committee reviewed the Financial Performance (Management, Discussion & Analysis) Report for the period end Dec 31, 2018. Full report under 7.1.
- FAC reviewed and are recommending for approval:
  - 2019/20 Capital & Operating Budgets
  - Tuition: Transportation Trades Sampler Certificate
- The next meeting is scheduled for May 15, 2019.

- For FAC succession planning purposes, J. Hartman made the recommendation that Seung Oh be elected to FAC for a term of one year. S. Oh has accepted the nomination.

**MOTION:** THAT the Board of Governors approve for Seung Oh to be a member Finance and Audit Committee for a term of one year.

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

## **7. FINANCIAL REPORTING**

### **7.1 Financial Performance - Management, Discussion & Analysis (MD&A) – Period End Feb 28, 2019**

- The MD&A report was included in the meeting materials. M. Tourigny provided highlights.
- Revenue for the period was \$104.2M (\$2.8M above plan).
- Domestic revenue is down for the period by \$1.46M compared to budget and has been offset by higher international, revenue of \$1.42M. This is a trend that is being observed. FAC recognizes the importance of offering international students the same experience as domestic students and understands that costs for providing additional support services may be incurred.
- The 2018/19 forecast shows that VCC is projecting a net surplus of \$446K. Increased contract revenue has contributed to this.

### **7.2 2019/20 Capital Budget**

- The annual budget cycle includes developing a capital plan that will be funded through VCC internal capital. Capital requests are submitted by various departments and from there priorities are established.
- The budget was presented to FAC on Apr 3, 2019 for review. Supporting documents included the Statement of Financial Position and Statement of Cash Flow. In 2019/20, VCC is requesting the \$3.0M be allocated for facilities improvements, library, furniture and equipment, classroom enlargement and for IT projects that are not covered under the tech refresh leasing program. FAC confirmed that the capital projects are consistent with the current plans and recommend it for Board approval.

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the \$3.0 million 2019/20 Capital Budget, as presented at the April 10, 2019 meeting.

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

### **7.3 2019/20 Operating Budget**

- The 2019/20 operating budget draft was developed with various assumptions made by the management.
- To support the increase in international students additional services have been budgeted. It was explained that through monthly variance analysis reporting, departments can adjust the forecast can request additional resources.
- The projected increase in domestic enrolment is explained with the implementation of new programs and running cohorts that were cancelled in 2018/19.
- Contract revenue is kept conservative, but expectations are that contract revenue will be higher. The assumption is based on signed contracts.
- FAC reviewed and agreed with the assumptions made by management for the development of the budget and approved its recommendation to the Board on Apr 3, 2019.

**MOTION:** THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the 2019/20 Operating Budget, as presented at the April 10, 2019 meeting.

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

## 8. PROGRAMS, TUITION AND FEES

### 8.1 New Program: Transportation Trades Sampler Certificate

#### 8.1.1 Credential

- E. Ting and B. Griffiths introduced this item and responded to questions.
- It is an Industry Training Authority (ITA) funded program that's designed to offer high school students (Grades 11 and 12) the opportunity to experience a variety of transportation trades, including Auto Service Technician, Heavy Duty Equipment Technician. It's run over the summer and is focused on experiential learning. The availability of counselling services over the summer may be a challenge. VCC's counselling department will reach out to school districts to discuss the implementation of a contingency plan. The program could be offered in multiple formats e.g. women in trades, indigenous groups. ITA has opened up adult training blocks, which will be taken into consideration when looking at alternate formats for this program. Outreach to Vancouver School Board isn't limited to Vancouver school districts as they also represent other areas including Richmond, Coquitlam, Delta and the RayCam Community Centre.
- Students that successfully complete the forklift training course are immediately employable in a number of jobs including warehousing and parts distribution.
- Students are not required to have a driving license to take the program, but a requirement in the heavy duty industry is a valid license. As obtaining a driving license can be a barrier for many indigenous learners and other students who live in the city and only use transit, VCC will provide advice to students on how to overcome these barriers.
- This program is considered a pathway for students to transition into foundation entry level programs at VCC.

**MOTION:** THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Transportation Trades Sampler Short Certificate credential.

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

#### 8.1.2 Tuition

- The financial analysis is based on 16 students. Indirect and direct costs were explained. FAC commented that the recommended tuition will generate 10% contribution to net revenue. This pricing is slightly higher than similar programs of longer duration, but it was important to set tuition at an amount that would ensure the program is sustainable.
- Tuition for this program is funded by the VCC Foundation, however, there is not a bursary in perpetuity. With the assistance of the Foundation, they are seeking to secure funds through donors.

**MOTION:** THAT, on the recommendation of the Finance & Audit Committee, the Board of Governors approve tuition of \$1,349 for the Transportation Trades Sampler Certificate, effective June 1, 2019.

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

## 9. EDUCATION COUNCIL (EdCo)

### 9.1 EdCo Chair Report

- E. Ting left the meeting at 6:49 p.m. The EdCo report was included in the meeting materials.

### 9.2 2019/20 Enrolment Plan

- Institutional Research (IR) developed the draft 2019/20 enrolment plan for review by EdCo.
- Tracking international students has been challenging and IR are working on improving the reporting of this data. EdCo reviewed the draft plan in Jan 2019 and again on Apr 2, when they approved its recommendation to the Board.

**MOTION:** THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, the 2019-2020 Enrolment Plan.

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

### 9.3 2019-2024 Academic Plan

- K. McNaughton presented the draft 2019-24 Academic Plan. The plan is a framework for the next 5-years. It's been a good pathway and direction for programming for the past few years, but following her retirement announcement, future plans may change depending on the approach of the new VP, Academic.
- The plan ensures that the student experience is addressed, with more blended learning and digital learning opportunities. A working group has been established to ensure curriculum development and instructional learning is supporting this. More flexible programs e.g. evening and weekend offerings.
- Institutional Learning Outcomes (ILO's) are also guiding programming. Program leaders contribute to understanding how ILO's are built into VCC's programs.
- A teaching and learning framework is an opportunity to gain widespread support in what learning looks like in the 21st century. How to support returning learners, G12 graduates and learners that are newcomers to Canada. How to increase public and private partnerships.
- VCC are seeing increased professional development by staff and faculty as they see themselves as lifelong learners, wanting to continue delivering a high quality and relevant education to students.
- VCC students have an opportunity to learn in a highly diverse community. VCC wants to position students for immediate employment, as well as create pathways for further education. VCC graduates should be socially engaged and able to contribute to the community.
- The 2019/20 initiatives are budgeted.
- On Apr 2, 2019, Education Council approved the plan for recommendation to the Board.

**MOTION:** THAT, on the advice of Education Council, the Board of Governors approve, in the form presented at this meeting, the 2019-2024 Academic Plan.

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

## 10. STRATEGIC INNOVATION PLAN

### 10.1 Building Campuses of the Future: Building Ideas – Campus Master Plan Consultation

- As part of the "Building Ideas" consultation process on the Campus Master Plan (CMP), meetings at both the Broadway and Downtown Campuses were organised for external stakeholders. Participants included members of the local community, provincial and municipal governments, industry and post-secondary partners. Board members M. Rashid, E. Ting and S. Rajagopalan attended and submitted a briefing note to the board for information.

### 10.2 Building the Brand

- K. Wilson, Executive Director, Marketing and Communications gave a presentation on Strategic Innovation Plan priority "Building the Brand". It was well received. The Board are looking forward to seeing logo options.

## 11. OTHER BUSINESS

- The Board submitted the Request for Appointment package to the Ministry. This included expressions of interest for reappointment by M. Rashid, S. Rajagopalan and L. Davies, whose terms end on Jul 31, 2019. A response is pending.
- The Board received and signed the 2019/20 Mandate Letter. It's published on VCC.ca. It will be highlighted in the VCC Digest.

- Received letter of complaint from a student relating to refund application. J. Hartman contacted the student and met with P. Nunoda.

## **12. NEXT MEETING & ADJOURNMENT**

- The next Board of Governors Public Board meeting will be held on May 29, 2019.
- There being no further business, the meeting adjourned at 7:37 p.m.

### **APPROVED AT THE MAY 29, 2019 PUBLIC BOARD MEETING**

A handwritten signature in black ink that reads "Joey Hartman". The signature is written in a cursive style with a large, looped initial "J".

**Joey Hartman**  
**Chair, VCC Board of Governors**