VANCOUVER COMMUNITY COLLEGE

Vancouver Community College Board of Governors
Public Meeting Agenda
March 30, 2022 at 5:30 p.m.

Board Members (In-person Broadway A, Room 5025) Other participants (Zoom):
https://vcc.zoom.us/j/64397010942?pwd=YWFYcWNGNXFlTm5qdFBRSGRZRmVOdz09

Zoom Phone: +1 778 907 2071
Meeting ID: 643 9701 0942
Password: 037455
Version 2

ATTENDANCE

Board Members (Appointed)

Joey Hartman	(Chair, Board/HRC)
Libby Davies	(Vice Chair)
Jeffrey Yu	(Chair, FAC)
Mahin Rashid	(Chair, Governance)
Nadia Belokopitov	
Rene-John Nicolas	
Seung Oh	
Shobha Rajagopalan	
Sue Hammell	

Board Members (Elected)

Airan Sahagun (Student Rep)
Karen Brooke (Faculty Rep)
Ladan Sahraei (Student Rep)
Paul Yeung (Support Staff Rep)

Ex-Officio

Ajay Patel	President & CEO
Natasha Mandryk	Chair, Education Council

Staff Resources

David Wells	VP, Academic & Applied Research
Ian Humphreys	VP, Admin & International Development
Kate Dickerson	VP, People Services
Jane Shin	VP, Students & Community Development
Elmer Wansink	AVP, IT & CIO
Clayton Munro	AVP, Student & Enrolment Services
Tannis Morgan	AVP, Academic Innovation
Jamie Choi	ED, Finance & CFO
Karen Wilson	ED, Marketing & Communications
Deborah Lucas	Executive Assistant, Board of Governors
Lisz Keallen	ASL Interpreter
Carmen Curman	ASL Interpreter

Guests

Frank Cosco	Vice President, VCCFA
Chris Joyce	President, CUPE Local 4627
Sydney Sullivan	Executive Director, SUVCC

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

Item	Topic	Action	Speaker	Time	Attach	Page
1.	**CALL TO ORDER, LAND ACKNOWLEDGEMENT/ OPENING REMARKS/SWEAR IN NEW MEMBERS**		J. Hartman/ A. Patel	7 min		
2.	**APPROVAL OF AGENDA/CONSENT AGENDA**		J. Hartman	2 min		
	"THAT the VCC Board of Governors approve the agenda and approve/ acknowledge receipt of the following items on the consent agenda."	Decision				
	2.1 Minutes: Feb 9, 2022, Public Meeting				✓	3
	2.2 Board Correspondence				✓	8
	2.3 Indigenization Readiness Report				✓	9
	2.4 News & Events				✓	11
	2.5 VCCFA Report				✓	14

Item	Topic	Action	Speaker	Time	Attach	Page
3.	**ACTION TRACKER**: Feb 9, 2022, Items	Info	J. Hartman	1 min		
	No items					
4.	**CONSTITUENCY GROUP REPORTS**					
	4.1 CUPE Local 4627 **4.2** VCCFA **4.3** SUVCC	Info	Constituency Reps	5 min 5 min 5 min	✓	14
5.	**EDUCATION COUNCIL REPORT**		N. Mandryk	15 min		
	5.1 EdCo Chair Report **5.2** Enrolment Plan	Info Decision			✓ ✓	16 19
6.	**FINANCE AND AUDIT COMMITTEE REPORT**		J. Yu	20 min		
	6.1 Chair's Report **6.2** Financial Performance Report (Period end: Jan 31, 2022) **6.3** 2022-23 Operating Budget **6.4** 2022-23 Capital Budget	Info Info Decision Decision			 ✓ ✓ ✓	 29 37 42
7.	**GOVERNANCE COMMITTEE REPORT**		M. Rashid	20 min		
	7.1 Chair's Report **7.2** Policy: Revised A.3.2 Policy Development & Maintenance	Info Decision			 ✓	 45
8.	**HUMAN RESOURCES COMMITTEE REPORT**		J. Hartman	5 min		
	8.1 Chair's Report	Info				
9.	**NEW BUSINESS**		J. Hartman	5 min		
	9.1 Annual Affirmation of Oath of Office	Oath			✓	70
10.	**NEXT MEETING & ADJOURNMENT**	Info	J. Hartman	1 min		
	Next meeting: May 25, 2022					

VANCOUVER COMMUNITY COLLEGE BOARD OF GOVERNORS
DRAFT PUBLIC MEETING MINUTES
February 9, 2022
5:30 p.m. Room 5025, Broadway Campus

ATTENDANCE

Board Members	Staff Resources	
Joey Hartman (Chair, Board/HRC)	David Wells	VP, Academic & Applied Research
Libby Davies (Vice Chair) (Zoom)	Ian Humphreys	VP, Admin & International Development
Jeffrey Yu (Chair, FAC)	Kate Dickerson	VP, People Services
Mahin Rashid (Chair, Governance)	Jane Shin	VP, Students & Community Development
Karen Brooke	Elmer Wansink	AVP, IT & CIO
Ladan Sahraei	Clayton Munro	AVP, Student & Enrolment Services
Nadia Belokopitov	Tannis Morgan	AVP, Academic Innovation
Paul Yeung	Jamie Choi	ED, Finance & CFO
Rene-John Nicolas	Karen Wilson	ED, Marketing & Communications
Seung Oh	Surinder Aulakh	Director, Safety, Security & Risk
Shobha Rajagopalan	Deborah Lucas	Executive Assistant, Board of Governors
Sue Hammell (Zoom)	Lisz Keallen	Interpreter
	Joy Allan	Interpreter

Ex-Officio	Guests	
Ajay Patel President & CEO	Taryn Thomson	President, VCCFA
Natasha Mandryk Chair, Education	Chris Joyce	President, CUPE Local 4627
Council	Sydney Sullivan	Executive Director, SUVCC

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1.   CALL TO ORDER, LAND ACKNOWLEDGEMENT & OPENING REMARKS

- J. Hartman called the meeting to order at 5:39 p.m. The land acknowledgement was presented by board member, R. Nicolas. The opening remarks were presented by the Chair:
  - Welcome everyone back after the winter break and proudly highlighted the Feb 8, 2022, announcement that that VCC is recognized as one of BC's Top Employers for a second consecutive year.
  - Natasha Mandryk, elected Education Council Chair for a one (1) year term, was introduced and sworn in.
  - Congratulated students who received Awards at the virtual ceremony on Dec 3. Students are recognized for academic excellence and leadership in the classroom or in their community. Happy to have presented a message on behalf of the Board and see so much support from their family, friends, and instructors. Thank the VCC Foundation Board & generous donors for supporting student scholarships & bursaries at VCC.

- VCC's Strategic Innovation Plan was publicly launched on VCC.ca in December. Encouraged everyone to visit the site which serves as a guide to how we shape our campuses, programs & partnerships to meet needs of B.C. students, industry and enhance the communities where our campuses are situated.
- On Jan 21, Provincial Health Officer (PHO) Dr. Bonnie Henry issued a letter to all post-secondary institution presidents in B.C. The letter outlines how colleges like VCC are successfully returning to on-campus operations & continue to be safe places to work and learn. She thanked everyone for their resilience and dedication to resuming on campus operations.

A. Patels Remarks:

- Acknowledge the honour at being recognized as Top Employer. Recognizing staff and faculty for their dedication to creating an inclusive space for working and learning. With the Campus Master Plan VCC is looking to the future; to continue meeting the needs of our employees, students, and community. People Services, Elaine Pedersen, was thanked for her work on the award submission.
- Town Hall – Feb 9 – Over 200 employees attended. Guest Vancouver Coastal Health representative Dr. Mark Lysyshyn to answer medical-related questions about COVID-19 and the Omicron variant.
- Expressed appreciation for the record breaking $47,623.34 donations to the VCC Foundation's *#GivingTuesday* campaign between Nov 30 and Dec 31. With matching funds from the VCC Foundation, $95,246.69 has been added towards awards and bursaries for deserving VCC students.
- VCC is very proud of its alumni and on Jan 31, the 2021 Outstanding Alumni Award winners were announced. VCC has many amazing alumni who leave VCC and make significant contributions to their industries and our community. For their unique stories of success, inspiration, and dedication, he referenced the News and Events in the meeting materials and expressed congratulations to the recipients.
- S. Aulakh provided an Emergency Operations Committee (EOC) update. The College is considered a low-risk environment. The EOC has met, and smaller working groups established to complete reviews of safety plans and other documents, following Provincial Health Office and Ministry orders. VCC continues to be in a good position.

2. APPROVAL OF AGENDA AND CONSENT AGENDA.

MOTION:	THAT the VCC Board of Governors approve the Feb 9, 2022, agenda, and approve/ acknowledge receipt of the following items on the consent agenda: 1. Minutes: Nov 24, 2021, Public Board Meeting 2. Board Correspondence 3. News & Events 4. VCCFA Report **Moved, Seconded & CARRIED (Unanimously)**

3. ACTION TRACKER

- No brought forward actions from Nov 24, 2021, Board of Governors Public Meeting.

4. CONSTITUENCY GROUP UPDATES

4.1 CUPE Local 4627: Presented by Chief Shop Steward, D. Bates

- For the minutes, this report is recorded under its agenda item. At the meeting it was presented later in the meeting, due to unforeseen delay by D. Bates.
- CUPE members have made ten $1,000 bursary donations.

▪ With respect to Heavy Duty Mechanical (HMT) at Annacis Island Campus, CUPE have appreciated working closely with management to minimize the impact on their members.

4.2 Vancouver Community College Faculty Association (VCCFA): Presented by President, T. Thomson

▪ The VCCFA Report was received by the Board in the Consent Agenda. T. Thomson also highlighted a letter to VCCFA from Don Davies (MP, Kingsway), acknowledging their continued advocacy, and his support, for public funding to support the delivery cost of ABE and EAL types of programming.

▪ J. Hartman referred to VCCFA report's comments regarding the Heavy Mechanical Trades at Annacis Island Campus. As a public record, it requires a response. While the Board does not engage in operations, it does provide governance oversight. On this matter, the board has received updates from Management, and have been informed of a high level of consideration for the needs of the employees, and compliance with the Collective Agreements and the Labour Code. The Board are confident that staff and students have been treated fairly.

4.3 Student Union of Vancouver Community College (SUVCC): Presented by SUVCC Exec. Director, S. Sullivan

▪ The SUVCC will continue to advocate for lower tuition fees for international students.

5. EDUCATION COUNCIL (EdCo)

5.1 Education Council Chair's Report

▪ The Education Council (EdCo) Chair, N. Mandryk, highlighted the two items for information:
  - Results of Dec 2021 EdCo Elections, which resulted in N. Mandryk's election as Chair for a one (1) year term ending Dec 31, 2022.
  - Upcoming by-election to fill student vacancies on the Board and EdCo.

5.2 New Program: Applied Leadership and Business Management Certificate

▪ As a result of a program review, the Applied Leadership and Business Management Certificate has been streamlined to a consolidated program with various specialization options. It is geared towards individuals working full-time as new or emerging leaders in management positions, and those looking to upgrade their skills or move into more senior management positions. Program electives are available to be taken as stand-alone courses or applied towards micro-credentials.

▪ EdCo inquired about the lack of admission requirements. Curriculum Committee had discussed this point and agreed to not add language restricting enrolment. Access should be simple and flexible, particularly since students may decide to take only one course.

▪ Age requirements were removed. There is no sensitive content in this program that would necessitate a higher age than the College's general admission requirement (min. 16 years of age). It was explained that age restrictions may be deemed appropriate for some programs, e.g., aesthetics.

> **MOTION:** THAT, on the advice of Education Council, the Board of Governors approve the implementation of the Applied Leadership and Business Management Certificate Program.
> **Moved, Seconded & CARRIED (Unanimously)**

5.3 New Program: Health Care Assistant Diploma (International Cohort)

▪ COVID has highlighted the need for Health Care Assistants (HCA). The Program Advisory Committee (PAC) support the opportunity to recruit international students. The two (2) year post-graduate program is a good introduction to Canadian healthcare and includes info tech sciences and health and well-being of Indigenous peoples. The first cohort will launch in Jan 2023.

- VCC is in the unique position to offer a full-time HCA Diploma that will allow students to work while they are studying, and to qualify for a three-year post graduate work permit. As an entry level program, this provides VCC a competitive advantage.
- The Board supports the new program, which is incentivized by its pathway to permanent residency, but it is also an opportunity to support the health care system, which is in high demand.

6. FINANCE AND AUDIT COMMITTEE (FAC) REPORT

6.1 Chair's Report

- Finance and Audit Committee (FAC) met on Jan 26, 2002. They reviewed the 2022/23 Operating Budget (Draft #1). The final draft will be presented on Mar 16, 2022. A recommendation will be submitted to the Board on Mar 30, 2022.
- FAC received the Financial Performance for information (Item 6.2) and considered 2 tuition matters for (Items 6.3 & 6.4).
- Next FAC meeting is Mar 16, 2022.

6.2 Financial Performance (Period End Dec 31, 2021)

- The report was distributed in advance for review. The 2021/22 Forecast (9 months actual + 3 months forecast): 2022/23 Forecast (9 months actual + 3 months forecast): VCC is projecting a deficit of $3.92M to budget deficit of $4.06M.
- Revenue is forecasted to be $132.3M ($4M above budget) and $9.6M above prior year. The current tuition revenue forecast reflects the January enrolment for both domestic and international students.

6.3 Tuition: Applied Leadership and Business Management Certificate

- The program was described under item 5.2. FAC agreed that offering micro-credentials (Awards of Achievement) aligns with VCC's program offerings of the future.
- The Board support the delivery of programs which encourage the development of leadership skills.
- FAC had been informed that there were expensive, full-time Leadership & Management courses in the Lower Mainland; VCC's program continues to fill a gap as it's more affordable, part-time and has a variety of options. FAC approved the recommended tuition on Jan 26, 2022.

> **MOTION:** That on the recommendation of the Finance and Audit Committee, the Board of Governors approve tuition fees of $6,795, for the new Applied Leadership & Business Management Certificate, effective Feb 10, 2022.
> **Moved, Seconded & CARRIED (Unanimously)**

1. 6.4 Tuition: Health Care Assistant Diploma (International Cohort)

- The program was described under item 5.3. FAC considered the international tuition recommendation for the Health Care Assistant Diploma. It is VCC's first venture into international programming for health. The costing model is robust and aligns with other VCC international program costings per credit.
- There are no public or private colleges in BC offering HCA training to international students and that provides eligibility for a three (3) year postgraduate work permit. It also creates opportunities to ladder into VCC's Nursing and BSN programs, expanding health careers for students.
- In a question related to costs it was clarified that there are recruitment agency costs for international students. Also, transparency and predictability of fees will be provided in advance.

> **MOTION:** THAT, on recommendation of the Finance and Audit Committee, the Board of Governors approve tuition of $42,880 ($670 per credit) for the Health Care Assistant Diploma (International Cohort), effective Feb 9, 2022.
> **Moved, Seconded & CARRIED (1 – Abstain: K. Brooke)**

7.   GOVERNANCE COMMITTEE (GC) REPORT

7.1   Chair's Report

- Governance Committee (GC) will next meet on Feb 23, 2022. As part of the policy refresh project, they will make a board recommendation on the significantly revised A.3.2 Policy Development and Management policy and procedures.
- GC will establish 2022 objectives using the new 2021 Annual Policy Report as a guide.

8.   HUMAN RESOURCES COMMITTEE (HRC) REPORT

8.1   Chair's Report

- The Human Resources Committee (HRC) has been kept apprised of the status of the President's 2021 Objectives throughout the year. The year-end review has now been completed. It has been a collaborative process, and carry-over/new objectives for 2022 are to be set. In addition, in preparation for the in-depth three (3) year evaluation, processes are being identified.

9.   NEW BUSINESS

- No new business.

10.   NEXT MEETING & ADJOURNMENT

- The next regular Public Board of Governors meeting is on Mar 30, 2022. With no further business, the meeting adjourned at 7:07 p.m.

APPROVED AT THE MARCH 30, 2022, PUBLIC BOARD MEETING

Joey Hartman
Chair, VCC Board of Governors

Board of Governors Public Meeting
March 30, 2022

BOARD OF GOVERNORS CORRESPONDENCE

DATE	FROM	DETAIL
Feb 4, 2022	The Honourable Anne Kang Minister of Advanced Education & Skills Training And Hon. Ravi Kahlon, Minister of Jobs, Economic Recovery and Innovation	Invite: Live online event: Release of the 2021 Labour Market Outlook
Feb 17, 2022	Hon. Anne Kang, Minister of Advanced Education and Skills Training & Hon. Sheila Malcolmson, Minister of Mental Health and Addictions	Here2Talk Campaign, supporting students mental health
Feb 24, 2022	Tony Loughran, Executive Lead Governance and Corporate Planning, AEST	To: President Patel Letter of recognition for submitting the 2020-21 Institutional Accountability Plan & Report (IAPR) & VCC's success in achieving Ministry established performance measure targets.
Mar 8, 2022	Joey Hartman, VCC Board Chair	To: Hon. Anne Kang, Minister of Advanced Education and Skills Training Re: Funding Review
Mar 13, 2022	Shannon Baskerville, Deputy Minister, Ministry of Advanced Education & Skills Training	Notification of VCC Board of Governors Reappointments: 	Appointed Board Member	New Term Expiry	 |---|---| 	Nadia Belokopitov	July 31, 2024	 	Jeffrey Yu	July 31, 2025	 	Seung Oh	July 31, 2025	 	Sue Hammell	July 31, 2025	

Indigenization at VCC

Indigenization Readiness Assessment & Planning Report

PREPARED FOR: VCC Board of Governors

DATE: March 30, 2022

SUMMARY

In the spring of 2020, leadership from the Indigenous Education and Community Engagement (IECE) department began discussing how Vancouver Community College should approach the process of Indigenization and decolonization in response to the United Nations Declaration on the Rights of Indigenous People (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission of Canada (TRC). As discussions proceeded, it became clear that the College needed a plan or framework to guide this work.

Before developing this plan/framework, the College needed to record and evaluate the current Indigenization and decolonization efforts at the College, measure them against best practices in the sector and identify any gaps. Additionally, leadership also need to discover how community members felt about engaging in this process and what they needed to feel supported during this journey – readiness. This process needed to be consultative and collaborative as it would be setting the tone for how indigenization and decolonization work would continue at the College.

In September 2020, Daum consulting was engaged. Lead consultant, Robert Daum was known for his work with Reconciliation Canada and the Yukon Summer Institute. His partner, Lindsay Heller, was known for her work with Indigenous science education, decolonization, and pedagogy. Both Daum and Heller had also worked on the National Inquiry into Murdered and Missing Indigenous Women and Girls.

From September 2020 through to March 2021, 34 individual groups from within the College community engaged in discussion with Daum and Heller and some of these groups met with the consultants on more than one occasion. Additionally, Daum and Heller were researching best practices for Indigenization and decolonization at post secondary institutions in Canada.

n late 2021, a draft Indigenization Planning and Readiness report was reviewed by College stakeholders, including the external Indigenous Education Advisory Committee, College elders and the IECE department. From January to March 2022, the final report and accompanying presentation were shared with stakeholder groups.

Indigenization at VCC

Indigenization Readiness Assessment & Planning Report

The report identified nine focus areas for the College: governance, policy, curriculum, access, learner support, professional development, research, Indigenous leadership and relationships. Each focus area was explored with the following considerations: what was underway at VCC,

exemplary practices in the sector, what the VCC community said about this area and recommendations for further work by the College.

This report will inform and guide how VCC develops an Indigenization and decolonization plan/framework that builds capacity for Indigenous students, the IECE Department, the College community, and the three host nations: xʷməθkʷəẏəm (Musqueam), Sḵwx̱wú7mesh (Squamish), and səl̓ilw̓əta?ɬ (Tsleil-Waututh).

PREPARED BY:

Reba Noel, Interim Dean, Indigenous Education & Community Engagement

VCC NEWS AND EVENTS

February/March 2022

- On Feb. 8, VCC was recognized as one of BC's Top Employers for a second consecutive year. BC's Top Employers is a special designation that recognizes companies and organizations in the province that lead their industries in offering exceptional places to work. Read VCC's feature story in the BC's Top Employers special magazine.

- On Feb. 16, the results for the VCC by-election to Education Council and the Board of Governors were announced. Congratulations to **Ali Oliver**, **Vivian Munroe**, and **Andy Sellwood** who have been elected to Education Council, and **Airan Sahagun** who has been elected as a student representative to the Board of Governors.

- On Feb. 25, VCC President, **Ajay Patel** shared a statement on behalf of the college about the devastating events taking place in Ukraine. "I share with many of you deep concerns for the people of Ukraine and offer the college's support and care to our students and employees of Ukraine heritage and ties whose families, friends, and communities are directly impacted by these intolerable acts of violence."

- On Mar. 1, VCC launched *Not Myself Today* to all employees. This initiative of the Canadian Mental Health Association was created to help reduce stigma and support mental health at work through free workplace resources, tools, and activities that are available online.

- Also on Mar. 1, VCC announced that RBC Foundation donated $50,000 to support the college's Transportation Trades Sampler program. This unique introductory program, which has been supported by RBC Foundation for the past three years, is open to Metro Vancouver youth aged 14 to 18 who wish to gain hands-on experience in automotive collision repair, automotive refinishing, automotive service, and heavy mechanical trades.

- On Mar. 4, after more findings on residential school burial sites were released in Keeseekoose First Nation in Saskatchewan and Kapawe'no First Nation in Alberta, VCC Board Chair, **Joey Hartman** issued a statement on behalf of the Board of Governors to the VCC community.

- On Mar. 7 VCC announced its Practical Nursing program was the first of its kind to earn accreditation from the Canadian Association of Schools of Nursing (CASN). Since 1987, CASN accreditation is reserved for Bachelor of Science in Nursing (BScN) programs, and VCC's BScN program first obtained it in 2016.

- For decades, VCC's **Community and Career Education** department (CACE) has provided top-quality job training programs for adults living with disabilities. A major benefit of these programs has always been multiple workplace practicums, but as COVID-19 severely limited service-industry opportunities in 2020, instructors reached out to the Greater Vancouver Food Bank about volunteering. Read how [VCC students with disabilities make an impact at the Greater Vancouver Food Bank](#)

- **Libby Davies**, lifelong social activist, career politician, and VCC Board of Governors Vice Chair has been nominated for a **2022 Women of Distinction Award** in the Non-Profit category from YWCA Metro Vancouver. Libby is also eligible to receive the Connecting the Community Award for her work in advancing gender equality. Voting, which is open to the public is on now until April 13 at 12 p.m. [Take a moment to vote for Libby.](#)

Government relations

- On Feb. 11, the Province of B.C., through the Ministry of Advanced Education and Skill Training, announced new [$5 million funding](#) to increase training seats in the skilled trades. Post-secondary institutions like VCC anticipate an influx of students seeking to start or complete their apprenticeships.

- On Mar. 10, Provincial Health Officer Dr. Bonnie Henry announced that as of Friday, Mar. 11, **masks are no longer mandated in public indoor settings** including post-secondary institutions. While masks are no longer mandatory on VCC campuses, the college is encouraging everyone to go at their own pace and be respectful of others.

- On Mar. 17, VCC hosted a meeting with the **Hon. Anne Kang**, **Minister of Advanced Education and Skills Training**, Association of Southeast Asian Nations, BC Council for International Education, Consulate General of the Republic of Indonesia and the University Mobility in Asia and the Pacific to discuss educational opportunities for skilled training in the future.

Ajay Patel meets with Hon. Anne Kang, the Association of Southeast Asian Nations, and others to discuss skills training.

VCC in the News, highlights

- [Fashion designer Stevie Thomas finds muse through Vancouver Community College certificate program](#), Georgia Straight, Feb. 3. Several years ago, fashion designer Stevie Thomas took a non-credit course at Vancouver Community College. Thomas had no idea that this would set them on a path to discovering what they wanted to do for the rest of their life.

- [Entrepreneurial chef chooses VCC on path from family cooking to Red Seal Apprentice](#), Georgia Straight, Mar. 3. VCC culinary arts alumna Katherine Aguilar remembers her mother and grandmother as the ones who passed on the cultural recipes and flavours that brought family together around the table.

VCC's Fashion program featured on the cover of the Feb. 3 issue of the Georgia Straight.

- The **25th Annual Georgia Straight Golden Plates** nominations are now open. Fill out this year's [Golden Plates ballot](#) and support VCC's culinary arts.

Upcoming events

- [VCC Fashion 2022 Grad Show](#), Thursday, April 7 at the Chinese Cultural Centre as part of Vancouver Fashion Week.

- [Chef's Table Dinner Series](#) (VCC Culinary Arts program). Limited tables still available throughout March.

PREPARED BY: VCC Marketing & Communications
DATE: March 28, 2022

**VANCOUVER COMMUNITY COLLEGE
FACULTY ASSOCIATION**

VCCFA Report to the VCC Board of Governors, March 2022

Prepared by Taryn Thomson, VCCFA President

Ukraine

We are horrified about the events unfolding in Ukraine and send our thoughts and well wishes to all the faculty, staff and students worried about loved ones there. The VCCFA sent a donation of $1000 to the Red Cross for humanitarian aid, and we thank the members for supporting that initiative.

Fund it, Fix it

The VCCFA Executive recently endorsed the BC Federation of Students Fund it, Fix it Campaign. We applaud the students on this important initiative.

Our Funding Conference

On March 1, we held a virtual event about various funding issues in Post-Secondary. Our Vice-President, Frank Cosco, spoke about the VCC context and the funding situation the Board is well aware of. A colleague from North Island College spoke of the unique challenges facing rural institutions. Alex Hemingway from the CCPA summarized his talk in his title, "BC can afford to invest in the common good (and can't afford not to)". And Dale McCartney from University of the Fraser Valley spoke about the history of International Education in Canada, and how the introduction of differential fees made education, "something that was sold on a global market" and that contributed to a shift "to see[ing] education through its value to the economy, not to students." Please let me know if you are interesting in viewing the slides from any of the presentations.

Food Insecurity and International Students

Recently we learned of one department in the college, Hospitality Management, which is finding ways to support students who are facing food insecurity. Here is some information about an event the department is hosting:

The Hospitality Management Department is hosting an event for the International Students. Some students reached out to Willy Aroca (the Assistant Department Head) to address their struggles. Subsequently, we applied to the EDI Committee for a micro grant to be able to do something for these students. VCCFA also helped and we received some money from the Hospitality Alumni Association. Therefore, we are hosting our first Hospitality "Community Connections" Event to address the students who reached out about food insecurities. We have Elder John coming to start with a Sharing Circle as this event is all about sharing our cultures.

I am certain the problem of food security is not limited to one department. This issue should be no surprise to anyone; it is all over the news that International Students often come from poverty, and many families sell the farm, literally, to fund their children's education in Canada. Everything rides on this decision. Then kids come here and this city is extremely expensive, housing is ridiculous, the cost of living is rising. The situation is likely to be extremely difficult to navigate.

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We are in a bind at VCC, as we actually need to increase the number of International students because we need the money. But it behooves us to examine the full costs of these decisions. How will VCC support hungry students going forward?

This issue is related to the point Dale McCartney made at our March 1 event. The introduction of differential fees for International students arose out of austere governmental budgets, became entrenched, and now is used to justify lowered governmental funding of institutions. As we know, VCC has been a small player in the International game over the years, and this is a choice administrators have made consciously and for good reason. Now, however, our financial situation at VCC is leading us to increase our International offerings due to the tuition fees International students bring.

Each time we approve high tuition for an International cohort, we should commit to fully supporting that cohort of students, many of whom will be giving up everything to embark on this program of study. How will we support them? How will we support faculty to support them?
https://www.studyinternational.com/news/working-hours-in-canada-students/

HMT
I am happy to report that we have navigated our way through this difficult transitional phase, and that outcomes were relatively positive for the VCC HMT faculty, all things considered. Our thanks to VCC Admin for stepping in and helping negotiate a decent deal. Our best wishes to the HMT faculty who will be leaving VCC; we wish you bright futures. In addition, to the faculty who remain in the new HMT at Broadway, we hope the transition is smooth after the rough few years you have had.

VCC Sustainability
As we come to the end of the second, and we presume last, deficit budget, we worry about the future. I have a meeting with Minister Kang at the end of the month to raise our concerns and request not just input on the funding review, but a totally different funding model for VCC.

My thanks, as always, to faculty for their optimism, creativity, humour, and care for their students and colleagues. Thanks in particular to the Hospitality Management faculty and Department Head for rising to the challenge of food insecurity. And thanks, as always to my colleagues in the VCCFA for the support to do this work.

Taryn

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INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: March 30, 2022

ISSUE: Education Council Chair Report to Board of Governors

EDUCATION COUNCIL BY-ELECTION RESULTS

Following a by-election in February, Education Council welcomed two new members and one returning member.

Returning to EdCo in one of the two College-at-Large support staff positions is Ali Oliver, from Disability Services. She is joined by Vivian Munroe, from the Registrar's Office, in the other College-at-Large staff position.

The new faculty representative for the School of Instructor Education/Centre for Teaching, Learning and Research is Andy Sellwood. Andy succeeds Lucy Griffith, the previous representative in this seat, who now holds an administrative role, and sits on EdCo in that capacity.

Education Council extends a warm welcome to its new members.

CONCEPT PAPER: BUILDING MANAGER

The Centre for Continuing Studies has offered a Building Management program since 1987. This program has received minor updates over the years but is currently running more or less in its original state. The concept paper lays out a complete redesign following a program renewal in 2019—20.

The process involved extensive consultations with industry stakeholders and PAC members to align the program with current and future industry needs. The proposed changes resulted from feedback received in the program renewal and from subsequent industry and instructor consultations. The changes include:

- Updated Program Goal and Learning Outcomes,
- Increase in the number of courses from four to nine,

- Exit pathway at the Short Certificate level,
- Expanded scope of graduate roles, stemming from a shift in focus from solely residential building management to include commercial management,
- Incorporation of online and blended delivery methods and modalities,
- Increased emphasis on hands-on and experiential learning, and
- An update and refresh of the course content to meet current and upcoming industry needs.

Students will learn foundational skills in areas such as building maintenance and cleaning, contracts, budgeting, building operations and technology, sustainability, risk management, and communication. There are opportunities to develop further programming in specialized fields, e.g., in healthcare building management. This program also provides a natural career progression pathway for graduates of the Building Service Worker course (also offered through VCC CS).

The redesigned Building Manager Certificate is an 18-credit program; there is an early exit option (Building Manager Short Certificate) consisting of 8 credits. Designed for flexible, part-time study, the courses can be taken à la carte and completed in approximately one year.

Through delivering the existing Building Management program during the pandemic, instructors have learned that students prefer an online learning format. While the new program can be taught fully online, students may benefit from some in-person components, such as building site visits.

It is anticipated that this program will enjoy the steady demand that exists for the current program. The flexible structure, including online or hybrid delivery, will make the program more accessible for students throughout the province.

ANNUAL REPORTS: DEANS AND DIRECTORS

Each year, the deans and directors of the College's various schools and service areas report on their areas' accomplishments and goals to Education Council.

Several reports focused on different areas' efforts toward Indigenization. These include developing courses or modules, such as the course on Impacts of Colonization on the Health and Wellbeing of Indigenous People, which was developed for the new international Health Care Assistant (HCA) Diploma program. In the School of Hospitality, Food Studies, and Applied Business, there are plans to reinvigorate collaborations with local First Nations around Culinary and Baking & Pastry Arts. It was also reported that there has been high demand for San'yas Indigenous Safety Training among VCC employees; this training will continue to be offered.

A second major thread of discussion revolved around delivery modes. Most course delivery pre-pandemic was fully in-person; various forms of online, hybrid, or HyFlex learning (teaching

students face-to-face and remotely at the same time) have emerged over the past two years. In some areas with a traditional focus on hands-on learning, online delivery has proven successful, such as in the E-pprentice offerings in Automotive Trades. By contrast, online delivery is challenging for some student groups, such as some students with disabilities; these students tend to prefer either fully face-to-face or fully online delivery, with little interest in hybrid models. There is a need for training to prepare students for online learning. Overall, the trend is toward embracing delivery modes that are in demand by students, while monitoring educational quality and emerging student needs.

PREPARED BY: Natasha Mandryk, Chair, Education Council

DATE: March 23, 2022

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 30, 2022

ISSUE: **RECOMMENDATION FOR APPROVAL:**
Vancouver Community College Enrolment Plan 2022-23

BACKGROUND:

Patris Aghakian, Associate Director of Institutional Research, and David Wells, Vice President Academic & Research, presented drafts of the 2022—23 Enrolment Plan to Education Council at its February 2022 meeting and again at a specially-scheduled meeting on March 16, 2022. The report reflects budgeted registrations projected by Finance, which in turn represent prospective enrolment and form the basis of full-time equivalent (FTE) calculations.

DISCUSSION:

There was a discussion about budgeted numbers and expectations for the next year in several areas.

- Hospitality, Food Studies & Applied Business: A significant increase in FTE is projected; several program areas are expecting increases of 10–15%. A large contributing factor are the new Marketing Technology and Accounting Diploma programs, which will go into their first full year of delivery.

- The numbers for LINC (Language Instruction for Newcomers to Canada) are not included by Finance in projections, but are calculated at the end of the year according to the contract. Similarly, budgeted FTE numbers in the School of Health Sciences do not include any seats from contract delivery, as these numbers depend on ministry needs throughout the year.

With regards to overall enrolment trends, domestic numbers are flat across the post-secondary sector; most projected growth is in international enrolment.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the 2022-23 Enrolment Plan, as presented on March 30, 2022.

ATTACHMENT: APPENDIX A: 2022-23 Enrolment Plan

PREPARED BY: Natasha Mandryk, Chair, Education Council

DATE: March 22, 2022

VCC 2022-23 Enrolment Plan

Part 1. VCC Enrolment Plan by School

This includes:
- Final FTE for previous fiscal years; 2016-17 to 2020-21.
- 2021-22 Budgeted FTE from Budget Draft 2, April 2021.
- 2021-22 Actual FTE as of January 19, 2022.

- 2022-23 Budgeted FTE calculated using Budget Draft 2 data file.

Part 2. VCC Enrolment Plan by School by ORG Code (Program)

This includes:
- 2021-22 Budgeted FTE from Budget Draft 2, April 2021.
- 2021-22 Actual FTE as of January 19, 2022, Domestic and International enrolment and FTE.
- 2022-23 Budgeted FTE calculated from Budget Draft 2 data file, Domestic and International enrolment and FTE.

Notes:
- Budgeted Registrations are projected totals from the Budget Draft data files, representing potential enrolments.

- Budgeted FTE calculated using projected totals where the freeze/census date of the section falls within the stated fiscal year.

- Budgeted totals for each School will include International FTE's where sections (CRN's) include inserts.
  - CIN School includes International-only cohorts.

- ORG is as assigned to the course or CRN by the Registrar's Office and may be subject to change during the scheduling process.

- Not all enrolment totals are included in the budgeting process, i.e., LINC program, and CRN's that are missing or not valid in Banner will not be included in this report. Enrolments without FTE have data discrepancies.

- Data for Actual FTE are as of March 8, 2022, and does not represent the entire 2021-22 fiscal year. International students are those identified with 'R' residency coding in Banner.

PART 1.

2022-23 Enrolment Plan - DRAFT 2

Total Student FTE by School			Final FTE by School by Year					2021-22[1]									2022-23					
								Budgeted Registrations	Actual Registrations*			Seat Utilization	Actual FTE*			Budgeted Registrations			Budgeted FTE		
			2016-17	2017-18	2018-19	2019-20	2020-21		Domestic	International	Total		Domestic	International	Total	Domestic	International	Total	Domestic	International	Total
CCS	5,4,6	Centre for Continuing Studies	630.66	666.80	693.01	593.64	549.50	5,476	6,912	1,222	8,134	149%	624.95	99.28	724.23	6,687	2,767	9,454	557.73	269.90	**827.63**
CTT	2,6	Trades, Technology & Design	956.68	1,035.42	1,106.48	1,262.28	1,228.09	11,474	7,958	2,537	10,495	91%	995.78	338.47	1,334.25	5,930	2,621	8,551	756.27	351.55	**1,107.82**
LLTL	3,6	Library, Language, Teaching & Learning[7]				419.66	178.84	2,120	1,436	9	1,445	68%	137.90	0.84	138.74	2,002	0	2,002	190.95	0.00	**190.95**
SAS	3,6	Arts and Sciences	1,941.41	1,982.27	2,082.84	1,721.50	1,697.00	12,334	12,110	524	12,634	102%	1,462.31	32.29	1,494.60	10,836	0	10,836	1,235.12	0.00	**1,235.12**
SHP	2,6	Hospitality, Food Studies & Applied Business	916.32	1,012.38	1,062.14	1,088.38	1,049.40	13,403	5,370	6,265	11,635	87%	536.67	579.62	1,116.29	5,934	8,194	14,128	622.87	751.80	**1,374.67**
SHS	4	Health Sciences	815.98	762.46	809.37	750.05	698.27	9,354	10,892	146	11,038	118%	859.16	9.78	868.94	9,100	117	9,217	717.96	9.12	**727.09**
SIE	6	Instructor Education[8]	291.87	276.77	275.80	199.29															****
CIN		International Education	606.89	413.06	554.06	780.01	743.68	7,473	30	9,637	9,667	129%	2.18	882.07	884.25	0	10,569	10,569	0.00	957.78	**957.78**
Grand total - includes all activity except budgeted totals which exclude LINC			6,159.81	6,149.16	6,583.70	6,814.81	6,144.77	**61,634**	**44,708**	**20,340**	**65,048**	**106%**	**4,618.95**	**1,942.35**	**6,561.30**	**40,489**	**24,268**	**64,757**	**4,080.90**	**2,340.15**	**6,421.06**

*as of March 8, 2022

1. FTEs are allocated in this report to Schools in order to reflect department performance. FTEs for government reporting are allocated by student major/program.
2. Contributes to ITA target.
3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC.
4. Contributes to AVED Health target.
5. Continuing Studies has programs that contribute to AVED and Health Targets. Not included in the Budget process.
6. Contributes to AVED target.
7. LLTL was new in 2019-20 and not active during the 2020-21 budget process. ESL moved back to SAS and adjusted in table.
8. SIE moved to LLTL

2021-22 FTE Ministry Targets

(as at Dec 10, 2021)

AVED Total	AVED Target 6,681
AVED Priority Seats	
Developmental	
Adult Basic Education	
English as a Second Language	
Adult Special Education	
Subtotal- Developmental	921
Health	
Bachelor of Science in Nursing	129
Licensed Practical Nurse	210
Health Care Assistant	108
Health Care Assistant ESL	28
Acute Care for Health Care Assistant	12
Health Care Assistant Partnership Pathway (one-time)	72
Economic Recovery Plan (one-time) - Health Care Assistant Partnership Pathway	48
Allied Health	354
Subtotal- Health	961
Technology-Related program expansion Computer Systems Technology (Diploma)	40
Subtotal -AVED Priority Seats	**1,922**
AVED not-Targeted (does not include ITA)	**4,759**

Student FTE by School

1

2022-23 Enrolment Plan - DRAFT 2

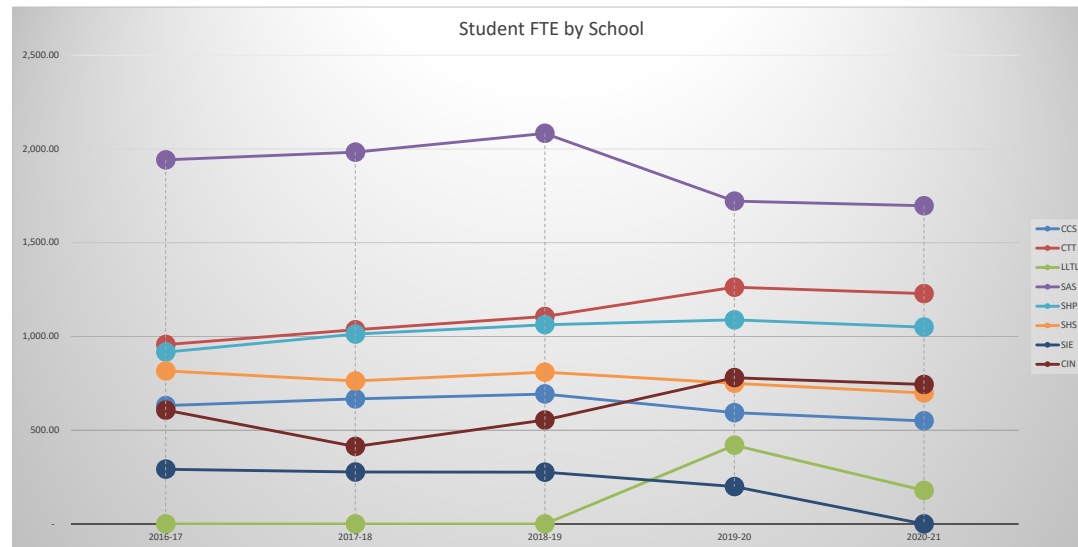| | | 2021-22[1] | | | | | | | | 2022-23 | | | | | |
| | | Budgeted Registrations | Actual Registrations* | | | Seat Utilization | Actual FTE* | | | Budgeted FTE | | | Budgeted Registrations | | |
			Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
School of Trades, Technology & Design															
4110 [6]	Electronics Repair Technology	66	1	63	64	97%	0.03	4.80	4.83	0.30	2.70	**3.00**	3	27	**30**
4202 [6]	Jewellery Art & Design	365	265	20	285	78%	29.19	2.38	31.57	35.11	2.16	**37.27**	331	21	**352**
4203 [6]	Drafting	1,987	1,047	549	1596	80%	62.48	33.98	96.46	64.42	35.80	**100.22**	1,037	559	**1,596**
4301 [2]	Automotive Collision Repair	726	599	0	599	83%	54.15	0.0	54.15	47.32	0.00	**47.32**	460	0	**460**
4303 [2]	Automotive ServiceTechnician	679	642	0	642	95%	53.70	0.0	53.70	57.25	0.00	**57.25**	686	0	**686**
4304 [2]	Heavy Duty/Commercial Transport	2,757	3,001	0	3001	109%	80.92	0.0	80.92	44.06	0.00	**44.06**	1,628	0	**1,628**
4314 [2]	Auto Collision Apprentice	98	66	0	66	67%	66.00	0.0	66.00	112.00	0.00	**112.00**	112	0	**112**
4315 [2]	Diesel Apprenticeship	210	220	0	220	105%	220.00	0.0	220.00	0.00	0.00	**0.00**	0	0	**0**
4316 [2]	Automotive Tech Apprenticeship	182	176	0	176	97%	176.00	0.0	176.00	182.00	0.00	**182.00**	182	0	**182**
4321 [2]	Automotive Refinish Prep - Voc	126	0	0	0	0%	0.00	0.00	0.00	0.00	0.00	**0.00**	0	0	**0**
4322 [2]	Auto Paint - Apprentice	14	10	0	10	71%	10.00	0.00	10.00	14.00	0.00	**14.00**	14	0	**14**
4323 [2]	Auto Prep - Apprentice	14	0	0	0	0%	0.00	0.00	0.00	0.00	0.00	**0.00**	0	0	**0**
4324 [2]	Auto Glass - Apprenticeship	14	0	0	0	0%	0.00	0.00	0.00	14.00	0.00	**14.00**	14	0	**14**
4325 [2]	Auto Refinishing Highschool	104	36	0	36	35%	5.08	0.00	5.08	0.00	0.00	**0.00**	0	0	**0**
4326 [2]	AST Apprenticeship - Online	16	29	0	29	181%	29.00	0.00	29.00	16.00	0.00	**16.00**	16	0	**16**
4329 [6]	Transportation Trades Sampler	-	64	0	64	0%	4.16	0.00	4.16	1.87	0.00	**1.87**	42	0	**42**
4430 [6]	Visual Comm Design Diploma	1,026	487	652	1139	111%	31.58	42.49	74.07	30.23	44.52	**74.75**	464	681	**1,145**
4702 [6]	Computer Systems Tech Diploma	1,766	496	370	866	49%	33.96	25.34	59.30	42.38	28.62	**71.00**	613	416	**1,029**
5202 [2]	Hairstyling	698	238	441	679	97%	58.22	113.53	171.75	44.70	119.45	**164.15**	171	469	**640**
5215 [2]	Hair Design -Satellite Prgrms	60	76	0	76	127%	20.33	0.00	20.33	18.90	0.00	**18.90**	75	0	**75**
5219 [2]	Hair Apprenticeship	14	8	0	8	57%	8.00	0.00	8.00	14.00	0.00	**14.00**	14	0	**14**
5221 [6]	Esth-Skin 7 Body Non-ITA	552	84	442	526	95%	19.40	115.95	135.35	17.73	118.30	**136.03**	68	448	**516**
A295 [6]	Mohawk Mat Hndlg 4.0 0621-0123	-	11	0	11		0.55	0.00	0.55						
A298 [6]	AST Sun Coast SD46 Sep21-Jan22	-	156	0	156		13.03	0.00	13.03						
A299 [6]	AST Bby Schls SD41 Sep21-Jan22	-	240	0	240		20.00	0.00	20.00						
A301 [6]	Acess to Tech CSTP/DH 02-0322	-	6	0	6										
Total Trades, Technology & Design		**11,474**	**7,958**	**2,537**	**10,495**	**91%**	**995.78**	**338.47**	**1,334.25**	**756.27**	**351.55**	**1,107.82**	**5,930**	**2,621**	**8,551**

*as of March 8, 2022

1. FTEs are allocated in this report to departments in order to reflect department performance. FTEs for government reporting are allocated by student major/program.

2. Contributes to ITA target

3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC

4. Contributes to AVED Health target.

5. Continuing Studies has programs that contribute to AVED and Health Targets. Budgeted based on Actuals of prior year and are not based on projected calculations.

6. Contributes to AVED target.

		2021-22[1]	Actual Registrations*			Seat Utilization	Actual FTE*			2022-23	Budgeted FTE			Budgeted Registrations		
		Budgeted Registrations	Domestic	Intl	Total		Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total
School of Arts and Sciences																
1901 [3]	Visually Impaired Adult Program	108	58	0	58	54%	7.34	0.00	7.34		6.41	0.00	**6.41**	50	0	**50**
1902 [3]	Deaf & Hard of Hearing	198	177	3	180	91%	15.53	0.55	16.08		5.36	0.00	**5.36**	123	0	**123**
1903 [3]	Community & Career Education	350	412	0	412	118%	37.54	0.00	37.54		33.89	0.00	**33.89**	350	0	**350**
1909 [3]	CCED Part Time Courses	33	36	0	36	109%	11.39	0.00	11.39		10.39	0.00	**10.39**	33	0	**33**
1951 [6]	ASL and Deaf Studies	502	415	0	415	83%	26.01	0.00	26.01		28.00	0.00	**28.00**	448	0	**448**
1952 [6]	ASL and Deaf Studies - Part time	112	65	0	65	58%	17.34	0.00	17.34		25.60	0.00	**25.60**	96	0	**96**
2001 [3]	Access to Careers & Education	60	39	0	39	65%	5.87	0.00	5.87		22.53	0.00	**22.53**	164	0	**164**
2003 [3]	ABE Intermediate Youth	125	89	0	89	71%	10.76	0.00	10.76		12.24	0.00	**12.24**	104	0	**104**
2004 [3]	College & Career Access	1,500	1,482	0	1,482	99%	182.57	0.00	182.57		185.67	0.00	**185.67**	1,488	0	**1,488**
2005 [3]	Basic Education	300	210	0	210	70%	34.50	0.00	34.50		21.20	0.00	**21.20**	228	0	**228**
2006 [3]	CF - Humanities	300	215	0	215	72%	26.92	0.00	26.92		25.54	0.00	**25.54**	194	0	**194**
2007 [3]	CF - Mathematics	600	385	0	385	64%	57.19	0.00	57.19		57.99	0.00	**57.99**	390	0	**390**
2008 [3]	CF - Science	1,000	751	0	751	75%	94.03	0.00	94.03		110.89	0.00	**110.89**	841	0	**841**
2016 [6]	UT Humanities	878	838	26	864	98%	83.80	2.60	86.40		86.40	0.00	**86.40**	864	0	**864**
2017 [6]	UT Mathematics	447	375	12	387	87%	37.50	1.20	38.70		40.50	0.00	**40.50**	405	0	**405**
2018 [6]	UT Science	793	748	12	760	96%	94.50	1.56	96.06		104.67	0.00	**104.67**	815	0	**815**
2019 [3]	ABE Lab	15	31	0	31	207%	3.81	0.00	3.81		0.00	0.00	**0.00**		0	**0**
2022 [6]	UT Engineering	130	60	1	61	47%	6.00	0.10	6.10		10.60	0.00	**10.60**	102	0	**102**
2023 [6]	UT Computing Science&Software	54	78	5	83	154%	7.80	0.50	8.30		8.80	0.00	**8.80**	88	0	**88**
2026 [6]	VR and AR	-	6	19	25		0.92	2.34	3.26						0	**0**
3350 [3]	LINC	-	1,642	0	1,642		282.11	0.00	282.11						0	**0**
3366 [3]	ESL Pathways	3,740	2,681	1	2,682	72%	332.75	0.05	332.80		365.00	0.00	**365.00**	2,884	0	**2,884**
4204 [6]	Music	840	788	64	852	101%	48.47	4.56	53.03		49.87	0.00	**49.87**	869	0	**869**
4206 [6]	Music Degree	221	265	0	265	120%	21.43	0.00	21.43		20.10	0.00	**20.10**	238	0	**238**
4208 [6]	Dance Diploma	28	41	67	108	386%	2.35	3.59	5.94		3.47	0.00	**3.47**	62	0	**62**
4209 [6]	Dancing Diploma - Arts Umberlla	-	207	314	521		10.20	15.24	25.44							
A284 [6]	Access to BSN Supp Mar21-Dec22	-	6	0	6		0.75	0.00	0.75							
A303 [3]	Gateway to PS Jan-Jun'22	-	10	0	10		2.93	0.00	2.93							
Total Arts and Sciences		12,334	12,110	524	12,634	102%	1,462.31	32.29	1,494.60		1235.12	0.00	1,235.12	10,836	0	10,836

*as of March 8, 2022

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2. Contributes to ITA target

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5. Continuing Studies has programs that contribute to AVED and Health Targets. Budgeted based on Actuals of prior year and are not based on projected calculations.

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		2021-22[1]	Actual Registrations*			Seat Utilization	Actual FTE*			2022-23	Budgeted FTE			Budgeted Registrations		
		Budgeted Registrations	Domestic	Intl	Total		Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total
School of Library, Language, Teaching & Instruction																
1500 [6]	Provincial instructor Diploma	1,996	1,356	8	1,364	68%	127.79	0.71	128.50		175.20	0.00	**175.20**	1,876	0	1,876
1535 [6]	Online/eLearning Instruction	124	80	1	81	65%	10.11	0.13	10.24		15.75	0.00	**15.75**	126	0	126
Total Instructor Education		2,120	1,436	9	1,445	68%	137.90	0.84	138.74		190.95	0.00	190.95	2,002	0	2,002

*as of March 8, 2022

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| | | 2021-22[1] | | | | | | | 2022-23 | | | | | |
| | | Budgeted Registrations | Actual Registrations* | | | Seat Utilization | Actual FTE* | | | Budgeted FTE | | | Budgeted Registrations | | |
			Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
School of Hospitality, Food Studies & Applied Business															
4601 [6]	Legal Administrative Assistant	315	254	0	254	81%	24.53	0.00	24.53	31.50	0.00	**31.50**	324	0	**324**
4602 [6]	Medical Office Assistant 15/16	524	547	13	560	107%	42.08	0.97	43.05	40.00	0.00	**40.00**	520	0	**520**
4607 [6]	Executive Assistant	39	16	0	16	41%	1.60	0.00	1.60	1.00	0.00	**1.00**	10	0	**10**
4612 [6]	Administrative Assistant	-	-	-	-	-	-	-	-	-	-	**-**	-	-	**-**
4614 [6]	Admin Professional 1 & 2	901	664	188	852	95%	56.87	16.02	72.89	71.60	11.90	**83.50**	804	134	**938**
4615 [6]	Medical Transcriptionist	255	171	17	188	74%	10.09	0.97	11.06	11.94	1.00	**12.94**	203	17	**220**
4820 [6]	Accounting Diploma	-	12	125	137		1.00	10.40	11.40	9.20	38.50	**47.70**	102	420	**522**
4830 [6]	Marketing Technology Diploma	-	7	206	213		0.60	17.40	18.00	8.50	59.50	**68.00**	96	664	**760**
5301 [2]	Baking & Pastry Arts	1,117	1,070	149	1,219	109%	60.66	8.94	69.60	69.53	8.40	**77.93**	1,200	144	**1,344**
5302	Baking Intn'l 5 month program	232	0	0	0	0%	0.00	0.00	0.00	0.00	0.00	**0.00**	0	0	**0**
5305 [2]	Baking Apprenticeship	34	22	0	22	65%	22.00	0.00	22.00	40.00	0.00	**40.00**	40	0	**40**
5404 [2]	Culinary Arts ESL	124	20	0	20	16%	1.32	0.00	1.32	0.00	0.00	**0.00**	0	0	**0**
5406 [2]	Culinary Arts - Satellite Program	343	507	1	508	148%	58.47	0.17	58.64	55.00	0.00	**55.00**	480	0	**480**
5409 [2]	Professional Cook 2 Advanced	-	0	0	0		0.00	0.00	0.00						
5410 [2]	Culinary Arts (Blended)	4,731	1,004	2,230	3,234	68%	95.10	228.74	323.84	125.43	265.17	**390.60**	1,356	2,643	**3,999**
5501 [2]	Asian Culinary Arts	206	234	18	252	122%	17.96	1.31	19.27	15.67	3.33	**19.00**	206	44	**250**
5701 [6]	Hospitality Management	3,708	357	2,749	3,106	84%	31.40	240.20	271.60	26.50	312.00	**338.50**	306	3,557	**3,863**
5702 [6]	Hospitality Management App Deg	748	199	569	768	103%	19.00	54.50	73.50	17.00	52.00	**69.00**	187	571	**758**
5708 [2]	Culinary Arts Apprenticeship	126	78	0	78	62%	78.00	0.00	78.00	100.00	0.00	**100.00**	100	0	**100**
A276 [6]	MOA Training Contract 2122	-	208	0	208		15.99	0.00	15.99						
Total Hospitality, Food Studies & Applied Business		**13,403**	**5,370**	**6,265**	**11,635**	**87%**	**536.67**	**579.62**	**1,116.29**	**622.87**	**751.80**	**1,374.67**	**5,934**	**8,194**	**14,128**

*as of March 8, 2022

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2. Contributes to ITA target

3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC

4. Contributes to AVED Health target.

5. Continuing Studies has programs that contribute to AVED and Health Targets. Budgeted based on Actuals of prior year and are not based on projected calculations.

6. Contributes to AVED target.

3

		2021-22[1]								2022-23					
		Budgeted Registrations	Actual Registrations*			Seat Utilization	Actual FTE*			Budgeted FTE			Budgeted Registrations		
			Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
School of Health Sciences															
4610 [4]	Health Unit Coordinator	360	376	0	376	104%	31.17	0.00	31.17	35.23	0.00	**35.23**	423	0	**423**
5002 [4]	Resident Care Attendant - ESL	300	-	0	-	0%	0.00	0.00	0.00	13.23	0.00	**13.23**	180	0	**180**
5004 [4]	Practical Nursing	2,311	2,242	0	2,242	97%	157.51	0.00	157.51	159.73	0.00	**159.73**	2,339	0	**2,339**
5005 [4]	Pharmacy Technician	260	247	0	247	95%	16.83	0.00	16.83	41.92	0.00	**41.92**	445	0	**445**
5017 [4]	Access to Practical Nursing	452	456	0	456	101%	27.57	0.00	27.57	15.10	0.00	**15.10**	302	0	**302**
5019 [4]	Success in Practical Nursing	0	14	0	14		0.49	0.00	0.49						
5031 [4]	Baccalaureate Nursing	1,326	1,303	0	1,303	98%	109.12	0.00	109.12	110.21	0.00	**110.21**	1,327	0	**1,327**
5076 [4]	Occup/Physical Therap Assist	489	508	0	508	104%	43.22	0.00	43.22	41.91	0.00	**41.91**	490	0	**490**
5078 [4]	LPN Bridging to BSN	96	89	0	89	93%	18.58	0.00	18.58	20.00	0.00	**20.00**	96	0	**96**
5101 [4]	Dental Hygiene	360	355	0	355	99%	39.42	0.00	39.42	40.00	0.00	**40.00**	360	0	**360**
5102 [4]	Dental Assisting	1,045	958	16	974	93%	55.22	0.93	56.15	54.31	0.27	**54.58**	966	5	**971**
5103 [4]	Dental Technology	146	191	108	299	205%	16.12	7.60	23.72	12.80	8.80	**21.60**	152	111	**263**
5104 [4]	Dental Reception Coordinator	264	327	0	327	124%	40.85	0.00	40.85	40.67	0.00	**40.67**	320	0	**320**
5106 [4]	Dental Radiography	19	39	2	41	216%	4.36	0.22	4.58	2.23	0.00	**2.23**	20	0	**20**
5115 [4]	Distance Dental Assisting	331	460	0	460	139%	23.68	0.00	23.68	19.47	0.00	**19.47**	327	0	**327**
5116 [4]	Health Care Attendant	1,069	1,307	13	1,320	123%	88.50	0.95	89.45	55.38	0.05	**55.44**	785	1	**786**
5117 [4]	Medical Lab Assistant	414	429	0	429	104%	47.50	0.00	47.50	48.00	0.00	**48.00**	432	0	**432**
5118 [4]	CCAH Part Time Programs	64	64	0	64	100%	6.41	0.00	6.41	6.93	0.00	**6.93**	64	0	**64**
5120 [4]	CDA Directed Studies DAST 1600	48	74	7	81	169%	0.88	0.08	0.96	0.84	0.00	**0.84**	72	0	**72**
A279 [4]	HCAT-PT Sept'20-Aug'21	-	34	0	34		3.24	0.00	3.24						
A284 [4]	Access to BSN Supp Mar21-Dec22	-	264	0	264		42.00	0.00	42.00						
A286 [4]	HCA Pathway Nov 2021	-	171	0	171		14.61	0.00	14.61						
A288 [4]	HCA Pathways Apr 21-Jun 22	-	919	0	919		62.61	0.00	62.61						
A289 [4]	Ministry PN Trainout Mar-Aug21	-	65	0	65		9.27	0.00	9.27						
Total Health Sciences		**9,354**	**10,892**	**146**	**11,038**	**118%**	**859.16**	**9.78**	**868.94**	**717.96**	**9.12**	**727.09**	**9,100**	**117**	**9,217**

*as of March 8, 2022

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2. Contributes to ITA target

3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC

4. Contributes to AVED Health target.

5. Continuing Studies has programs that contribute to AVED and Health Targets. Budgeted based on Actuals of prior year and are not based on projected calculations.

6. Contributes to AVED target.

		2021-22[1]								2022-23					
		Budgeted Registrations	Actual Registrations*			Seat Utilization	Actual FTE*			Budgeted FTE			Budgeted Registrations		
			Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
Centre for International Education - sections with CIN school															
4110	Electronics Repair Technology	172	0	216	216	126%	0.00	20.00	20.00	0.00	39.00	39.00	0	422	422
4306	Auto Collision Refinishing Dip	1,464	0	1,337	1337	91%	0.00	98.81	98.81	0.00	116.75	116.75	0	1,585	1,585
4328	Auto Serv Tech Diploma Intl	666	0	664	664	100%	0.00	82.89	82.89	0.00	92.57	92.57	0	737	737
4801	Canadian Business Mgmt. Diploma	2,182	0	2,451	2451	112%	0.00	243.80	243.80	0.00	256.65	256.65	0	2,637	2,637
4811	Bus Project Mgmt PD Diploma	2,447	0	2,766	2766	113%	0.00	250.80	250.80	0.00	315.50	315.50	0	3,514	3,514
5202	Hairstyling	0	0	12	12		0.00	1.80	1.80	0.00	13.70	13.70	0	0	0
5302	Baking Intn'l 5 month program	-	0	167	167		0.00	9.59	9.59		0.00	0.00		250	250
5306	Baking & Pastry - Artisan Int'l	542	0	523	523	96%	0.00	32.19	32.19	0.00	37.40	37.40	0	612	612
5410	Culinary Arts (Blended)	0	24	786	810		1.58	78.89	80.47	0.00	86.21	86.21	0	812	812
5701	Hospitality Management	0	6	715	721		0.60	63.30	63.90	0.00	0.00	0.00	0	0	0
5712	Diploma Culinary Arts Intl	-	0	-	0					0.00	0.00	0.00	0	0	0
Total International Education		**7,473**	**30**	**9,637**	**9,667**	**129%**	**2.18**	**882.07**	**884.25**	**0.00**	**957.78**	**957.78**	**0**	**10,569**	**10,569**

*as of March 8, 2022

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3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC

4. Contributes to AVED Health target.

5. Continuing Studies has programs that contribute to AVED and Health Targets. Budgeted based on Actuals of prior year and are not based on projected calculations.

6. Contributes to AVED target.

| | 2021-22[1] | | | | | | | | | 2022-23 | | | | | |
| | Budgeted Registrations | Actual Registrations* | | | Seat Utilization | Actual FTE* | | | Budgeted FTE | | | Budgeted Registrations | | |
		Domestic	Intl	Total		Domestic	Intl	Total	Domestic	Intl	Total	Domestic	Intl	Total
Continuing Studies[5]														
6022 [6] Fashion Design	207	219	115	334	161%	15.01	7.52	22.53	17.47	2.59	**20.06**	271	37	**308**
6023 [6] Jewellery	-	29	0	29		1.22	0.00					11	0	**11**
6024 [6] Gemmology	-	10	0	10		2.99	0.00	2.99						
6034 [6] Cr Writng-now New Init Art&Des	-	24	4	28		0.24	0.04	0.28	0.06	0.00	**0.06**	8	0	**8**
6038 [6] Bldg Mgr Residential	93	118	2	120	129%	19.86	0.11	19.97	11.25	0.00	**11.25**	125	0	**125**
6046 [6] Computers - City Centre	216	128	1	129	60%	3.37	0.00	3.37	4.46	0.00	**4.46**	250	0	**250**
6052 [6] Early Childhood Education	666	1,312	593	1905	286%	97.52	45.19	142.71	100.46	80.08	**180.54**	1318	992	**2310**
6060 [6] Management Skills Supervisors	134	133	3	136	101%	6.01	0.12	6.13	9.29	0.00	**9.29**	183	0	**183**
6064 [6] Office & Admin CertificateProg	986	863	6	869	88%	45.55	0.28	45.83	53.27	0.00	**53.27**	1058	0	**1058**
6065 [6] Leadership Skills Certificate	267	271	6	277	104%	14.28	0.24	14.52	16.71	0.00	**16.71**	312	0	**312**
6067 [6] Paralegal Program	1,302	1,268	0	1268	97%	113.50	0.00	113.50	122.05	0.00	**122.05**	1335	0	**1335**
6068 [6] Small Business	232	112	1	113	49%	0.77	0.05	0.82	1.03	0.00	**1.03**	137	0	**137**
6076 [4] Allied Health	81	102	0	102	126%	3.68	0.00	3.68	1.86	0.00	**1.86**	104	10	**114**
6082 [4] Sterile Supply Room Aide	169	239	0	239	141%	117.83	0.00	117.83	105.00	0.00	**105.00**	239	0	**239**
6089 [6] Human and Social Services	-	28	0	28		1.25	0.00	1.25		0.00				
6093 [6] Counselling Skills	551	534	0	534	97%	50.20	0.00	50.20	56.52	0.00	**56.52**	589	0	**589**
6108 [6] Mandarin & Languages	60	104	0	104	173%	3.81	0.00	3.81	2.95	0.00	**2.95**	87	0	**87**
6197 [6] Fashion Merchandising	27	71	0	71	263%	5.22	0.00	5.22	3.68	0.00	**3.68**	50	0	**50**
6199 [6] Wedding & Event Management	19	18	1	19	100%	1.50	0.08	1.58	1.33	0.00	**1.33**	16	0	**16**
6222 [6] Fashion Non-credit Courses	40	38	0	38	95%	1.85	0.00	1.85	1.25	0.00	**1.25**	34	0	**34**
6225 [6] Technical and Creative Writing	126	56	0	56	44%	0.38	0.00	0.38	0.50	0.00	**0.50**	90	0	**90**
6226 [6] ECCE - Special Need	-	3	0	3		0.50	0.00	0.50						
6227 [6] ECCE - Infant Toddler	171	210	0	210	123%	22.69	0.00	22.69	27.17	12.38	**39.55**	238	108	**346**
6228 [6] ECCE - Extra	129	95	2	97	75%	10.38	0.25	10.63	11.88	0.00	**11.88**	125	0	**125**
6239 [6] Transformative Learning		1	0	1		0.01	0.00	0.01						
6245 [6] LERN UGotClass		119	0	119		3.28	0.00	3.28						
6255 [6] Optician Diploma									0.00	16.06	**16.06**	0	180	**180**
6601 [6] IT Operations		89	474	563		7.68	45.40	53.08	9.54	158.79	**168.33**	107	1440	**1547**
6650 [6] CS Music		6	0	6		0.30	0.00	0.30						
A131 [6] ESA Consortium CapU		16	0	16		1.06	0.00	1.06						
A223 [6] Building Services Worker Train		2	0	2		0.03	0.00	0.03						
A271 [6] Acct Sources Community		9	0	9		3.32	0.00	3.32						
A276 [6] MOA Training Contract 2122		47	0	47		0.00	0.00	0.00						
A291 [6] BUILDING SERVICE WORKER 2122		297	0	297		55.65	0.00	55.65						
A292 [6] AAST Sources Jan-Aug'21		114	0	114		4.57	0.00	4.57						
A293 [6] SOURCES BSW 2122		10	0	10		0.73	0.00	0.73						
A295 [6] Mohawk Mat Hndlg 4.0 0621-0123		11	0	11		1.64	0.00	1.64						
A300 [6] AAAB-CWRG		198		198		6.49	0.00	6.49						
A306 [6] Kitchen Basics		7		7		0.58	0.00	0.58						
S341 [6] Ready2Work		1	14	15		0.00								
Total Continuing Studies	5,476	6,912	1,222	8,134	149%	624.95	99.28	724.23	557.73	269.90	**827.63**	6687	2767	**9454**

*as of March 8, 2022

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3. Contributes to AVED ABE/ESL/ASE targets - Budget does not include LINC

4. Contributes to AVED Health target.

5. Continuing Studies has programs that contribute to AVED and Health Targets. Not included in the Budget process.

6. Contributes to AVED target.

INFORMATION NOTE

PREPARED FOR: Board of Governors

DATE: March 30, 2022

ISSUE: **Financial Performance (for the Nine Months ended January 31, 2022)**

2021/22 Operating Overview (April 2021 – January 2022)

Revenue for the period was $109.1 million compared to budget of $105.4 million ($3.7 million above plan) and prior year of $101.4 million ($7.72 million above prior year) **(Table 4)**. Domestic tuition revenue is down for the period by $2,600 (excluding ABE/EAL) compared to original budget and international revenue was up by $1.2 million. **(Table 1, 2 and 3)**.

The School of Hospitality, Food Studies and Applied Business domestic revenue was $224K lower than budget. However, international revenue was up by $1.2 million; Culinary program is down by $238K, but Business Management, Project Management and Hospitality programs are up by $568K, $304K and $465K respectively.   The School of Trades, Technology and Design domestic tuition revenue was lower than budget by $203K and international revenue was lower than budget by $740K, mainly coming from Hair Design and Skin and Body Therapy, Computer Technology and Auto Collision Programs.

The School of Health and Science domestic tuition revenue was higher than budget by $21K and its Dental Technology program's international revenue is $144K with no budgeted revenue allocated this year.   The School of Arts and Sciences domestic tuition is higher than budget by $5,800, but international tuition revenue is down by $70K.   For Adult Basic Education, College Foundations and ESL Pathway programs are down by $850K to budget, but College Career Access program domestic tuition is increased by $33K compared to budget.

Continuing Studies domestic tuition revenue was up by $584K mainly from ECCE & Medical Device Reprocessing Technician programs, and international tuition revenue was up by $608K from ECCE and IT Operation and Network programs.

Other revenues such as parking, movie rental, space rental, commercial services and interest income is higher by $1.35 million.

Total expenses for the period were $107.7 million compared to budget of $105.2 million ($2.6 million above budget) and prior year of $100.9 million ($6.8 million above prior year).

The surplus for period was $1.38 million compared to a budget surplus of $246K ($1.15 million more favourable than budget) and prior year surplus of $511K ($884K million favourable than prior year).

2022/23 Forecast to Budget Overview

2022/23 Forecast (10 months actual + 2 months forecast) in **Table 8** shows that VCC is projecting a deficit of $2.48 million to budget deficit of $4.06 million.   Revenue is forecasted to be $132.7 million compared to budget of $128.3 million ($4.4 million above budget) and prior year of $122.6 million ($10 million above than prior year).   The current tuition revenue forecast reflects the January/February enrolment for both domestic and international students.

Expenses are forecasted to be $135.25 million compared to budget of $132.4 million ($2.8 million higher than budget) and prior year of $125.8 million ($9.39 million above than prior year).

ATTACHMENTS:	Table 1, 2 and 3: Summary – Actual Revenue by School (Apr – Jan 2022)
	Table 4 – Statement of Operations for the Ten Months ended Jan 31, 2022
	Table 5, 6 and 7: Summary – Forecast Revenue by School (Apr 2021 – Mar 2022)
	Table 8 – Statement of Operations: 2021/22 Forecast with the Ten Months Actual (Ended Jan 31, 2022) and Two Months Forecast
PREPARED BY:	Jamie Choi, Executive Director FS & CFO
DATE:	March 21, 2022

Summary - Year to Date Revenue by School

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

	Current Year 2021/22 Actuals (Apr 2021 - Jan 2022)	Current Year 2021/22 Budget (Apr 2021 - Jan 2022)	Variance (Actuals vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Jan 2022)	Variance (Current Year vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	2,953,768	2,368,936	584,832	2,251,101	702,667
SCHOOL OF ARTS AND SCIENCES	1,170,639	1,164,818	5,821	1,141,886	28,753
ABE & EAL TUITION FREE	2,831,038	3,648,137	(817,099)	3,345,136	(514,098)
SCHOOL OF HEALTH	3,431,939	3,410,786	21,153	3,077,448	354,491
SCHOOL OF HOSP, FOOD & BUSINESS	1,197,651	1,421,729	(224,078)	1,294,016	(96,365)
DIVISION OF LIBRARY, TEACH & LEARN	559,269	745,645	(186,376)	685,881	(126,612)
SCHOOL OF TRADES, TECH & DESIGN	2,090,126	2,294,083	(203,957)	1,824,045	266,082
	14,234,430	**15,054,134**	**(819,704)**	**13,619,513**	**614,917**

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

	Current Year 2021/22 Actuals (Apr 2021 - Jan 2022)	Current Year 2021/22 Budget (Apr 2021 - Jan 2022)	Variance (Actuals vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Jan 2022)	Variance (Current Year vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	864,864	256,071	608,793	102,306	762,558
SCHOOL OF ARTS AND SCIENCES	235,731	306,599	(70,869)	279,416	(43,686)
SCHOOL OF HEALTH	144,361	0	144,361	33,257	111,104
SCHOOL OF HOSP, FOOD & BUSINESS	16,666,281	15,417,451	1,248,830	13,077,582	3,588,699
DIVISION OF LIBRARY, TEACH & LEARN	10,372	0	10,372	10,807	(435)
SCHOOL OF TRADES, TECH & DESIGN	7,303,425	8,044,183	(740,758)	6,630,804	672,621
	25,225,033	**24,024,304**	**1,200,729**	**20,134,171**	**5,090,862**

Table 3:
Combined Domestic and International Revenue by School

	Current Year 2021/22 Actuals (Apr 2021 - Jan 2022)	Current Year 2021/22 Budget (Apr 2021 - Jan 2022)	Variance (Actuals vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Jan 2022)	Variance (Current Year vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	3,818,632	2,625,007	1,193,625	2,353,407	1,465,225
SCHOOL OF ARTS AND SCIENCES	1,406,370	1,471,417	(65,047)	1,421,302	(14,933)
ABE & EAL TUITION FREE	2,831,038	3,648,137	(817,099)	3,345,136	(514,098)
SCHOOL OF HEALTH	3,576,300	3,410,786	165,514	3,110,705	465,594
SCHOOL OF HOSP, FOOD & BUSINESS	17,863,932	16,839,180	1,024,752	14,371,598	3,492,335
DIVISION OF LIBRARY, TEACH & LEARN	569,641	745,645	(176,004)	696,688	(127,047)
SCHOOL OF TRADES, TECH & DESIGN	9,393,551	10,338,266	(944,715)	8,454,848	938,703
	39,459,463	**39,078,438**	**381,025**	**33,753,684**	**5,705,779**

Statement of Operations –Comparison to Budget and Prior Year
2021/22 For the Ten Months Ended January 31, 2022
Table 4:

(In $ Thousands)	Current Year 2021/22 Actuals (Apr 2021- Jan 2022)	Current Year 2021/22 Budget (Apr 2021 - Jan 2022)	2021/22 Actuals vs Budget	Comments	Prior Year 2020/21 Actuals (Apr 2020 - Jan 2021)	Variance (Current Year vs Prior Year Actuals)
Province of B.C. Grants	50,351	49,002	1,349	Year to date funding added for Sustainable Services Negotiating Mandate.	51,349	(999)
Adult Upgrading Grant (AUG)	262	345	(83)		250	13
Sales of goods and services	2,862	1,819	1,042	Bookstore revenue higher by $497K; cafeterial revenue $481K (that was not in budget)	2,003	858
Tuition and student fees	39,437	38,132	1,306	Table 1,2 and 3	32,447	6,990
ABE/EAL Tuition Free	2,831	3,648	(817)	ABE $110K, CF $120K , ESL $614K less than budget; CCA $33K higher than budget	3,345	(514)
Other grants, fees & contract services	6,323	5,800	523		5,129	1,195
Miscellaneous income	1,591	1,305	286	Parking $67K and movie rental$36K higher than budget. $150K Translink payment	1,503	88
Donation income (Foundation Related)	541	616	(75)		570	(29)
Amortization of deferred capital contribution	4,642	4,567	76		4,618	25
Interest income	326	224	102	Due to higher interest rate	231	94
REVENUES	**109,167**	**105,458**	**3,708**		**101,446**	**7,721**
SALARY AND BENEFIT EXPENSES	**80,741**	**78,812**	**(1,929)**	Faculty sickness $221K, casual staff/overtime $422K, vacation accrual $275K, contract delivery $386K, CS $150K and new program addtions $385K increased.	**75,783**	**(4,958)**
Supplies and general expenses, othere	6,281	7,032	751	Travel and Conference, PD fund down by $510K, overall supplies expenses reduced by $250, mostly timing difference.	6,440	159
AUG Financial Aid	262	345	83		250	(13)
Bursary/Scholarship (donation related)	541	616	75		570	29
Professional fees	5,030	3,991	(1,040)	Additional contracts delivery $186K and projects that were not in budget- timing difference	3,749	(1,281)
Building and telecom	5,035	5,064	29		4,602	(432)
Cost of Goods Sold	2,043	1,479	(564)	Cost of goods sold higher due to higher bookstore / cafeteria revenues	1,683	(360)
Depreciation Expense	7,838	7,873	35		7,858	20
OPERATING EXPENSES	**27,031**	**26,401**	**(630)**		**25,152**	**(1,879)**
TOTAL EXPENSES	**107,771**	**105,212**	**(2,559)**		**100,935**	**(6,837)**
NET SURPLUS (DEFICIT)	**1,395**	**246**	**1,150**		**511**	**884**

*ABE : Adult Basic Education   *EAL : English as Additional Language   *SSNM: Sustainable Services Negotating Mandate
*CCA: College & Career Access   *CF: College Foundation   *AUG: Adult Upgrading Grant

Summary – Forecast Revenue by School

Table 5:
Domestic Tuition Revenue by School – Forecast Compared to Budget and Prior Year

	Current Year 2021/22 Forecast (Apr 2021 - Mar 2022)	Current Year 2021/22 Budget (Apr 2021 - Mar 2022)	Variance (Forecast vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Mar 2021)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	3,607,785	3,010,261	597,524	3,057,999	549,785
SCHOOL OF ARTS AND SCIENCES	1,412,344	1,481,181	(68,837)	1,427,416	(15,072)
ABE & EAL TUITION FREE	3,595,116	4,697,786	(1,102,670)	3,868,032	(272,916)
SCHOOL OF HEALTH	4,193,282	4,185,340	7,942	3,816,166	377,116
SCHOOL OF HOSP, FOOD & BUSINESS	1,489,394	1,783,716	(294,322)	1,611,510	(122,115)
DIVISION OF LIBRARY, TEACH & LEARN	722,716	924,395	(201,679)	811,533	(88,817)
SCHOOL OF TRADES, TECH & DESIGN	2,601,002	2,870,874	(269,872)	2,293,565	307,437
	17,621,639	**18,953,553**	**(1,331,914)**	**16,886,221**	**735,418**

Table 6:
International Tuition Revenue by School – Forecast Compared to Budget and Prior Year

	Current Year 2021/22 Forecast (Apr 2021 - Mar 2022)	Current Year 2021/22 Budget (Apr 2021 - Mar 2022)	Variance (Forecast vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Mar 2021)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	1,391,291	312,699	1,078,592	134,542	1,256,750
SCHOOL OF ARTS AND SCIENCES	258,242	384,180	(125,939)	328,145	(69,904)
SCHOOL OF HEALTH	186,871	0	186,871	44,019	142,851
SCHOOL OF HOSP, FOOD & BUSINESS	21,135,603	19,438,165	1,697,438	16,848,884	4,286,718
DIVISION OF LIBRARY, TEACH & LEARN	10,372	0	10,372	11,853	(1,481)
SCHOOL OF TRADES, TECH & DESIGN	9,036,722	9,874,125	(837,403)	8,194,339	842,383
	32,019,100	**30,009,169**	**2,009,931**	**25,561,783**	**6,457,317**

Table 7:
Combined Domestic and International Tuition Revenue by School - Forecast

	Current Year 2021/22 Forecast (Apr 2021 - Mar 2022)	Current Year 2021/22 Budget (Apr 2021 - Mar 2022)	Variance (Forecast vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Mar 2021)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	4,999,076	3,322,960	1,676,116	3,192,541	1,806,535
SCHOOL OF ARTS AND SCIENCES	1,670,586	1,865,361	(194,775)	1,755,561	(84,976)
ABE & EAL TUITION FREE	3,595,116	4,697,786	(1,102,670)	3,868,032	(272,916)
SCHOOL OF HEALTH	4,380,153	4,185,340	194,813	3,860,185	519,967
SCHOOL OF HOSP, FOOD & BUSINESS	22,624,997	21,221,881	1,403,116	18,460,394	4,164,603
DIVISION OF LIBRARY, TEACH & LEARN	733,088	924,395	(191,307)	823,386	(90,298)
SCHOOL OF TRADES, TECH & DESIGN	11,637,724	12,744,999	(1,107,275)	10,487,904	1,149,819
	49,640,739	**48,962,722**	**678,017**	**42,448,004**	**7,192,735**

Statement of Operations – Comparison to Budget and Prior Year
2021/22 Forecast with Ten Months Actual (Ended January 31, 2022) and Two Months Forecast
Table 8:

(In $ Thousands)	Current Year 2021/22 Forecast (10 + 2)	Current Year 2021/22 Budget	Forecast vs Budget	Comments	Prior Year 2020/21 Actuals	Current Year Forecast vs Prior Year Actuals
Province of B.C. Grants	60,417	58,801	1,616	Funding added for Sustainable Services Negotiating Mandate.	60,111	306
Adult Upgrading Grant (AUG)	317	400	(83)		295	22
Sales of goods and services	3,279	2,109	1,171	Bookstore revenue higher by $497K; cafeterial revenue $605K (that was not in budget)	2,329	950
Tuition and student fees	49,381	47,489	1,893	Table 5, 6 & 7	41,140	8,242
ABE/EAL Tuition Free	3,595	4,698	(1,103)	ABE $134K, CF $139K , ESL $822K less than budget	3,868	(273)
Other grants, fees & contract services	7,297	6,774	523		6,447	850
Miscellaneous income	1,862	1,575	286	Parking $67K and movie rental $36K higher than budget. $150K Translink payment	1,853	8
Donation income (Foundation Related)	685	760	(75)		687	(1)
Amortization of deferred capital contribution	5,556	5,480	76		5,678	(123)
Interest income	370	269	102		288	82
REVENUES	**132,760**	**128,355**	**4,405**		**122,697**	**10,063**
SALARY AND BENEFIT EXPENSES	**99,641**	**96,765**	**(2,875)**	Faculty salaries and benefits $450K added for the new programs and additional cohort; faculty sickness $221K, casual staff/overtime $422K, contract delivery $380K, CS $220K increased; benefits rates expected to increase by $200K from Dec - March); vacation accrual expected to increase by $450K; severance payment increased by $600K.	**93,484**	**(6,157)**
Supplies and general expenses	8,714	10,427	1,713	Travel & Conf reduced by $51K; overall expenses reduced but software increased by $98K, contingency $1.5M removed in the forecast	8,445	(269)
AUG Financial Aid	317	400	83		295	(22)
Bursary/Scholarship	685	760	75		687	1
Professional fees	7,527	6,529	(998)	To deliver additional contracts and projects that were not in budget.; $185K agency fee added due to increased international tuition revenues	5,363	(2,164)
Building and telecom	6,513	6,356	(158)		5,948	(565)
Cost of Goods Sold	2,444	1,729	(716)	Cost of goods sold higher due to higher bookstore and cafeterial revenues	2,018	(426)
Depreciation Expense	9,413	9,448	35		9,617	204
OPERATING EXPENSES	**35,614**	**35,649**	**35**		**32,373**	**(3,241)**
TOTAL EXPENSES	**135,255**	**132,414**	**(2,840)**		**125,857**	**(9,397)**
NET SURPLUS (DEFICIT)	**(2,495)**	**(4,060)**	**1,565**		**(3,160)**	**666**

*ABE : Adult Basic Education
*CCA: College & Career Access
*EAL : English as Additional Language
*CF: College Foundation
*SSNM: Sustainable Services Negotating Mandate
*AUG: Adult Upgrading Grant

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 30, 2022

ISSUE: **RECOMMENDATION FOR APPROVAL:**
                               2022/23 Operating Budget

2022/23 Operating Budget

VCC operating budget for 2022/23 is being presented for review and for approval by Board of Governors.   The 2022/23 operating budget draft was developed with various assumptions made by the management. Finance & Audit Committee reviewed the first draft of the budget in January and approved the final on March 16, 2022.

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the 2022/23 Operating Budget, as presented on March 30, 2022.

ATTACHMENTS: APPENDIX A - Statement of Operations
                               APPENDIX B - Budget Assumptions
                               APPENDIX C - 2022/23 Budget vs 2021/22 Forecast
                               APPENDIX D - Summary Revenues by School

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

DATE: March 17, 2022

STATEMENT OF OPERATIONS   **APPENDIX A**

2022/23 Budget Compared to 2021/22 Forecast and 2020/21 Actual

(In $ Thousands)	Next Year 2022/23 Budget	Current Year 2021/22 Forecast (10 + 2)	Variance favourable /(unfavourable)	Last Year 2020/21 Actuals
Province of B.C. Grants	60,421	60,417	4	60,111
Adult Upgrading Grant (AUG)	400	317	83	295
Sales of goods and services	3,677	3,279	398	2,329
Tuition and student fees	57,768	49,381	8,387	41,140
ABE/EAL Tuition Free	3,685	3,595	90	3,868
Other grants, fees & contract services	7,649	7,297	352	6,447
Miscellaneous income	2,034	1,862	172	1,853
Donation income (Foundation Related)	760	685	75	687
Amortization of deferred capital contribution	5,352	5,556	(204)	5,678
Investment income	380	370	10	288
REVENUES	**142,126**	**132,760**	**9,366**	**122,697**
SALARY AND BENEFIT EXPENSES	**103,324**	**99,641**	**(3,683)**	**93,484**
Supplies and general expenses	10,630	8,714	(1,916)	8,445
Adult Upgrading Grant (AUG) Financial Aid	400	317	(83)	295
Bursary/Scholarship	760	685	(75)	687
Professional fees	7,914	7,527	(387)	5,363
Building and telecom	6,741	6,513	(227)	5,948
Cost of Goods Sold	2,771	2,444	(327)	2,018
Depreciation Expense	9,586	9,413	(173)	9,617
OPERATING EXPENSES	**38,802**	**35,614**	**(3,188)**	**32,373**
TOTAL EXPENSES	**142,126**	**135,255**	**(6,871)**	**125,857**
NET SURPLUS (DEFICIT)		**(2,495)**	**2,495**	**(3,160)**

2022/23 BUDGET ASSUMPTIONS

- $60M   The AEST operating grant $60M remains the same.
- $5M   Industry Training Authority (ITA) funding.
- 2%   Domestic tuition and mandatory fee increase.
- 4%   International tuition and manadatory fee increase.
- $116K   Domestic tuition revenue increase.
- $8M   International tuition revenue increase.
- $3.65M   Adult Basic Education (ABE) & English as an Additional Language (EAL) tuition free - $3.59M forecast for 2021/22.
- $308K   Routine capital maintenance funding for operating will be constant.
- $5.3M   AEST major capital funding; projects determined based on very specific criteria as outlined by the AEST.
- $3.4M   Software expenses increased by 7% - 30%.
- $1.8M   Unfunded benefit expenses increase.
    * Canadian Pension Plan (CPP) rate increased by 5.7% (approx $200K).
    * Emplyment Insurance (EI) rate increased by 7.1% (approx $106K).
    * Pension contribution increased by appro $450K.
    * Extended Health & Dental benefits increased by approx $700K.
    * Other benefit costs increased by approx $300K.
- 500K   Professional fee reduced to $500K from $1M Draft 1 for Campus Master Plan.
- 8.7%   Overall cost of operation (excluding salaries, benefits, cost of goods sold and depreciation) expected to go up by 8.7%.
- $600K   New and unfunded additional amortization expense for Asset Retirement Obligation budgeted.
- $1.35M   Contingency reduced to $1.35M (0.95% of budget) from $1.5M from Draft 1.
- Supporting COVID 19 pandemic/endemic and recovery.
- Assumes that domestic enrolment is stagnant.
- The new Seiffert market will open in June at a new location.
- Annacis Island campus operating expenses are not in the budget.
- Travel and conference expenses are added to pre-Covid level.
- International agency fee is increased accordingly.
- Only current contracts are budgeted in 2022/23.
- The Language Instruction for Newcomers to Canada (LINC) contract to continue in 2022/23.

(In $ Thousands)	Next Year 2022/23 Budget (Final Draft)	Current Year 2021/22 Forecast (10 + 2)	Variance favourable /(unfavourable)	Comments	Last Year 2020/21 Actuals
Province of B.C. Grants	60,421	60,417	4	No increase in the operating grant	60,111
Adult Upgrading Grant	400	317	83		295
Sales of goods and services	3,677	3,279	398	Cafeteria revenues budgeted for a full year.	2,329
Tuition and student fees	57,768	49,381	8,387	Appendix D	41,140
ABE/EAL Tuition Grant	3,685	3,595	90		3,868
Other grants, fees & contract services	7,649	7,297	352	Only current contracts are budgeted in 2022/23. Inlcudes LINC contract and additional HCA contract.	6,447
Miscellaneous income	2,034	1,862	172	Parking revenue increased $150K	1,853
Donation income (Foundation Related)	760	685	75		687
Amortization of deferred capital contribution	5,352	5,556	(204)		5,678
Interest income	380	370	10		288
REVENUES	**142,126**	**132,760**	**9,366**		**122,697**
SALARY AND BENEFIT EXPENSES	**103,324**	**99,641**	**(3,683)**	Faculty, staff and CS salaries $1.3M increased to support increased international students intake and increased contracts; New positions $550K added to execute CMP and Strategic Innovation Planning. $1.8M benefits increased.	**93,484**
Supplies and general expenses	10,630	8,714	(1,916)	Software budget increased by $400K. $1.35M Contingency budgeted in next year budget, but removed in the forecast	8,445
Adult Upgrading Grant Financial Aid	400	317	(83)		295
Bursary/Scholarship	760	685	(75)		687
Professional fees	7,914	7,527	(387)	$1M added for agency fees; $500K reduced for CMP compared to forecast and $500K in the budget. Overall resulted in net increase of $387K.	5,363
Building and telecom	6,741	6,513	(227)	Increased due to return to campus and rising costs	5,948
Cost of Goods Sold	2,771	2,444	(327)	Increased due to increased revenues and rising costs	2,018
Depreciation Expense	9,586	9,413	(173)	$600K Asset Retirement Obligation budgeted	9,617
OPERATING EXPENSES	**38,802**	**35,614**	**(3,188)**		**32,373**
TOTAL EXPENSES	**142,126**	**135,255**	**(6,871)**		**125,857**
NET SURPLUS (DEFICIT)		**(2,495)**	**2,495**		**(3,160)**

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

	Next Year 2022/23 Budget (Apr 2022 - Mar 2023)	Current Year 2021/22 Forecast (Apr 2021 - Mar 2022)	Variance (Forecast vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Mar 2021)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	3,457,317	3,607,785	(150,468)	3,057,999	399,318
SCHOOL OF ARTS AND SCIENCES	1,421,790	1,412,344	9,446	1,427,416	(5,626)
ABE & EAL TUITION FREE	3,684,766	3,595,116	89,650	3,868,032	(183,266)
SCHOOL OF HEALTH	4,178,126	4,193,282	(15,156)	3,816,166	361,960
SCHOOL OF HOSP, FOOD & BUSINESS	1,732,340	1,489,394	242,946	1,611,510	120,830
DIVISION OF LIBRARY, TEACH & LEARN	903,448	722,716	180,732	811,533	91,915
SCHOOL OF TRADES, TECH & DESIGN	2,450,327	2,601,002	(150,675)	2,293,565	156,762
	17,828,114	**17,621,639**	**206,475**	**16,886,221**	**941,893**

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

	Next Year 2022/23 Budget (Apr 2022 - Mar 2023)	Current Year 2021/22 Forecast (Apr 2021 - Mar 2022)	Variance (Forecast vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Mar 2021)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	3,693,859	1,391,291	2,302,568	134,542	3,559,317
SCHOOL OF ARTS AND SCIENCES	250,723	258,242	(7,519)	328,145	(77,422)
SCHOOL OF HEALTH	213,993	186,871	27,122	44,019	169,974
SCHOOL OF HOSP, FOOD & BUSINESS	25,423,247	21,135,603	4,287,644	16,848,884	8,574,363
DIVISION OF LIBRARY, TEACH & LEARN	0	10,372	(10,372)	11,853	(11,853)
SCHOOL OF TRADES, TECH & DESIGN	10,471,262	9,036,722	1,434,540	8,194,339	2,276,923
	40,053,084	**32,019,100**	**8,033,984**	**25,561,783**	**14,491,301**

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

	Next Year 2022/23 Budget (Apr 2022 - Mar 2023)	Current Year 2021/22 Forecast (Apr 2021 - Mar 2022)	Variance (Forecast vs Budget)	Prior Year 2020/21 Actuals (Apr 2020 - Mar 2021)	Variance (Current Year Forecast vs Prior Year Actuals)
CENTRE FOR CONTINUING STUDIES	7,151,176	4,999,076	2,152,100	3,192,541	3,958,635
SCHOOL OF ARTS AND SCIENCES	1,672,513	1,670,586	1,927	1,755,561	(83,048)
ABE & EAL TUITION FREE	3,684,766	3,595,116	89,650	3,868,032	(183,266)
SCHOOL OF HEALTH	4,392,119	4,380,153	11,966	3,860,185	531,934
SCHOOL OF HOSP, FOOD & BUSINESS	27,155,587	22,624,997	4,530,590	18,460,394	8,695,193
DIVISION OF LIBRARY, TEACH & LEARN	903,448	733,088	170,360	823,386	80,062
SCHOOL OF TRADES, TECH & DESIGN	12,921,589	11,637,724	1,283,865	10,487,904	2,433,685
	57,881,198	**49,640,739**	**8,240,459**	**42,448,004**	**15,433,194**

DECISION NOTE

PREPARED FOR:	Board of Governors
DATE:	March 30, 2022
ISSUE:	**RECOMMENDATION FOR APPROVAL:**
	2022/23 Capital Budget

An integral part of the annual budget cycle includes developing a capital plan that will be funded through VCC internal capital. Capital requests are submitted by various departments and from there priorities are established. In 2022/23 VCC is requesting that $3.0 million be allocated for facilities improvements, library, furniture and equipment, classroom enlargement and IT projects.

VCC capital budget for 2022/23 was reviewed and approved by the Finance and Audit Committee on March 16, 2022.

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

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the $3.0 million 2022/23 Capital Budget, as presented on March 30, 2022.

ATTACHMENTS:	APPENDIX A – Statement of Financial Position
	APPENDIX B – Statement of Cash Flow
PREPARED BY:	Jamie Choi, Executive Director, FS & CFO
DATE:	March 17, 2022

APPENDIX A

STATEMENT OF FINANCIAL POSITION

Based on the 2021/22 forecast and 2022/23 budget, the statement of financial position and cash flow are highlighted in the table below.

AS AT MARCH 31	Budget 2022/23	Forecast 2021/22	Actual 2020/21
Cash and cash equivalent	41,938	40,704	42,342
Due from Province of BC	189	189	189
Accounts receivable	3,073	3,073	3,073
Inventories for resale	938	938	938
Investments	238	238	238
TOTAL	**46,376**	**45,142**	**46,780**
Accounts payable	34,400	34,400	34,400
Due to Province of BC	741	741	741
Employee future benefits	2,587	2,587	2,587
Deferred tuition	7,014	7,014	7,014
Deferred revenue	9,718	9,718	9,718
Deferred capital contribution	73,495	73,546	73,291
Capital Lease	8,714	8,714	8,714
TOTAL	**136,669**	**136,720**	**136,465**
NET DEBT	**(90,293)**	**(91,578)**	**(89,685)**
Tangible capital assets	105,083	106,368	106,970
Inventories held for use	102	102	102
Prepaid expenses	957	957	957
TOTAL	**106,142**	**107,427**	**108,029**
ACCUMULATED SURPLUS	**15,849**	**15,849**	**18,344**

APPENDIX B

STATEMENT OF CASH FLOW

AS AT MARCH 31 CASH PROVIDED BY (USED IN): OPERATIONS:	Budget 2022/23	Forecast 2021/22	Actual 2020/21
Cash and cash equivalents, beginning of year	40,704	42,342	30,600
Annual Surplus (Deficit)	-	(2,495)	(3,160)
Items not involving cash:			
Amortization of tangible capital assets	9,586	9,413	9,617
Revenue recognized from deferred capital contribution	(5,352)	(5,556)	(5,678)
Change in employee future benefits			190
Change in non-cash operating working capital			
(Increase) decrease inventories for resale			14
(Increase) decrease accounts receivable			1,287
(Decrease) increase accounts payable			8,598
(Decrease) increase deferred tuition			(514)
(Decrease) increase deferred revenue			5,941
(Increase) decrease non-cash operating working capital			42
CAPITAL ACTIVITIES:			
(Acquisition) of tangible capital assets	(8,301)	(8,811)	(8,166)
FINANCING ACTIVITIES:			
(Decrease) increase in capital lease			(2,104)
Deferred capital contributions received	5,301	5,811	5,675
CASH AND CASH EQUIVALENTS, END OF YEAR	**41,938**	**40,704**	**42,342**

ASSUMPTIONS
- $8.3 M in capital additions are projected for 2022/23, and are funded as follows:
  - $5.3M AEST funding for major routine capital
  - $3.0M VCC internal capital funding

DECISION NOTE

PREPARED FOR: Board of Governors

DATE: March 30, 2022

ISSUE: **RECOMMENDATION FOR APPROVA :**

Revisions to Policy A.3.2 Policy Development and Maintenance Policy

BACKGROUND:

A.3.2 has undergone a significant review. A working group led by Policy Coordinator, Nicole Degagne, rewrote the policy, and along with a change in title to *A.3.2 Policy Development and Management Policy and Procedures,* the main revisions focused on five areas:

1. New category of "Operational Guidelines and Standards" to go along with College-level policies and procedures and Departmental Practices.
2. New policy principles acknowledging VCC's commitment to decolonization, Indigenization, and equity, diversity, inclusion, and justice.
3. Established an expedited process for revisions to procedures and definitions where the Review Body (typically a policy committee) can approve changes without sending the policy and procedures out for community feedback.
4. New sections: College Feedback, Legal Opinion, and Expedited Policy and Procedures in exceptional/emergency situations. This primarily codifies what is already current practice.
5. Expands the role of the Policy Coordinator position to include guidance, direction, and support on policy-related matters and managing the overall policy framework.

The revisions have been drafted with the consideration of feedback from the community, Operations Council, Admin Policy Committee and finally, by the Executive Team.

On February 23, the Governance Committee reviewed the revisions and approved them for recommendation to the Board. The committee acknowledged Nicole Degagne and the review committees for their work on refreshing the policy framework and specifically for adding principles around VCC's commitment to decolonization, Indigenization, and equity, diversity, inclusion and justice.

RECOMMENDATION:

WHEREAS A.3.2 Policy Development and Management policy and procedures has undergone a significant review.

BE IT RESOLVED THAT, on the recommendation of the Governance Committee, the Board of Governors approve revisions to A.3.2 Policy Development and Management policy and procedures (formerly A.3.2 Policy Development & Maintenance), as presented on March 30, 2022.

ATTACHMENTS: APPENDIX A: A.3.2 Policy Tracked Draft
APPENDIX B: A.3.2 Procedures Clean Copy Draft
APPENDIX C: A.3.2 Policy Tracked Draft
APPENDIX D: A.3.2 Procedures Clean Copy Draft
APPENDIX E: Flowcharts: Procedures

PREPARED BY: Ian Humphreys, VP Administration & International Development
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DATE: February 23, 2022

POLICY

Policy Name	**Policy Development and** ~~Maintenance~~Management
Policy Number	A.3.2
Approval Body	Board of Governors
Policy Sponsor	President
Next Scheduled Review Date	
Effective Date	December 18, 2017

CONTEXT AND PURPOSE

~~This policy outlines the principles and procedures that govern the development and ongoing maintenance of policies at~~ Vancouver Community College (VCC; the College~~)~~.

~~VCC's policies assist in ensuring compliance with legal and other regulatory requirements, achieving)~~ creates policy to advance the College's ~~vision and values, enhancing operational effectiveness, managing risk, and setting appropriate standards and restraints for the conduct of the College's affairs.~~

~~SCOPE AND LIMITS~~

~~The development, maintenance and approval of College policies comes under the jurisdiction of the Board of Governors, Education Council and the President, as directed by the legislative authority of the College and Institute Act (the Act).~~

~~The~~ Board of Governors ~~establishes policies that:~~

    ~~a.~~   ~~determine how the Board of Governors will govern itself~~

    ~~b.~~   ~~describe the College's values~~mission ~~and strategic~~ ~~goals~~

    ~~c.~~   ~~may have a significant impact either legally, financially or on the reputation of the College~~

    ~~d.~~   ~~are deemed by the Board of Governors as required~~

~~The~~ Education Council ~~establishes policy and provides advice and/or joint approval to the Board in the areas under their jurisdiction as defined by the Act. The College may request Education Council to assume responsibility for creating, reviewing and/or approving other policies.~~

~~The~~ President ~~establishes policy in all other areas not identified as part of the authority of the Board of Governors and/or the Education Council.~~

~~STATEMENT OF POLICY PRINCIPLES~~

~~1.~~   ~~A policy addresses broad, long-term College issues and values through statements of policy principles. While policies are reviewed on a regular basis, they serve the College over an extended period of time without the need for frequent change.~~

~~2.~~   ~~Procedures are developed to ensure clarity around the actions required to operationalize a policy. Internal organizational changes, legislation and other factors may require procedures to be updated and modified more frequently than the related policy.~~

3. ~~A policy requires formal approval at the highest level of the College, i.e. the Board of Governors, Education Council, President and is binding on all members of the College. Not all bodies are required to approve all policies.~~

4. ~~It is the role of policy to:~~

   a. ~~Translate values into operating principles~~
   b. ~~Ensure compliance~~direction; comply with legal ~~and other~~, regulatory and other requirements
   c. ~~Ensure that there is a risk management process in place~~

~~Enhance~~; promote operational ~~effectiveness and~~ efficiency and effectiveness; manage institutional risk; and set conduct expectations, roles and responsibilities.

   d. ~~Set standards, mandate action and/or restraints~~

5. ~~Policies are congruent with~~This Policy establishes the ~~vision~~principles and ~~strategic plan~~practices for the ~~College and~~ consistent ~~with~~, transparent and coordinated approach for the ~~legal and internal powers of the College's Board of Governors, Education Council and the President.~~

6. ~~The~~ development ~~and~~, approval ~~of policies is an open and inclusive process with an appropriate level of input from all members of the College community.~~

7. ~~The research and writing~~, amending and rescinding of Policy and related Procedures ~~are undertaken by the individual or body that is most knowledgeable about the issues addressed in the policy. Where applicable, the College will seek input from subject matter experts.~~

8. ~~Processes developed and approved by individual College departments are treated as Departmental Practices to distinguish them from College-wide policies and procedures. Departmental practices must be in compliance with and reference related College policy. In the event of a conflict the College policy will prevail.~~

9. ~~A request to develop a new policy, review or modify an existing policy may be initiated by any member of the College community as a result of the scheduled review process; a change in practice or college operations; and/or a change to legislation.~~

10. ~~The policy development and maintenance process is managed and accessed through the Coordinator, Curriculum and Policy.~~

11. ~~Policies, once approved, are readily accessible on the College website.~~

~~Policies are reviewed on a regular basis to ensure their continued currency~~.

DEFINITIONS

~~Approval Body: There are three (3) approval bodies for College policies: the Board of Governors, Education Council, and the President. Jurisdictional approval is set out in the Act.~~

~~Consultation: The notification to, and participation of, all interest groups or stakeholders in a two-way flow of information and opinion exchange before action is taken or decisions reached.~~

Policy: A written document that establishes the context, scope and guiding principles related to important issues or address the legislative requirements of the College. They have broad application and align with and support the College's mission and strategic direction. ~~concise, formal statement of principles which governs how the College will act in a particular area of concern. Policies include: context and purpose; scope and limits; policy principles; definitions; and have a related procedures document.~~

Procedures: The ~~specific~~ steps required to ~~operationalize~~ implement a policy~~; they. Procedures~~ communicate ~~acceptable~~ processes, set boundaries, and establish who is responsible for any required action. Procedures require a parent Policy.

Departmental Practice: Processes developed by individual College departments to guide the management of issues and processes within their particular jurisdiction and control. Generally characterized by one or more of the following:

   a. The issue does not have a critical impact on the College
   b. The issue is unique and applicable to ~~a~~an individual department
   c. The issue requires frequent review and modification to reflect technical or other, emerging issues (e.g. acquisition of ~~the latest~~new electronic devices)
   d. The issue can be initiated and managed by the department without broad, College-wide consultation

Operational Guidelines and Standards: An outline of the processes required to standardize operations and efficiency at the College. They outline the specific steps, technical specifications and/or the requirements necessary to maintain a high level of quality and performance.

~~Policy Sponsor: A senior executive of the College most knowledgeable about the issues addressed in the policy, usually the President or a Vice President. Policy Sponsors are selected by the Review Body.~~

Scheduled Review: The comprehensive evaluation of a Policy, related procedures, and relevant resources.

SCOPE AND LIMITS

~~addressed in the~~ The development, maintenance and approval of College policy~~, usually the~~ comes under the jurisdiction of the Board of Governors, Education Council and the President ~~or a Vice~~ as follows:

 a. Board of Governors: Policy relating to the management, administration and control of property, revenue, business and affairs of the College pursuant to section 19 of the *College & Institute Act*, or as directed by the Ministry of Advanced Education and Skills Training.

 b. Board of Governors with Education Council Advice: Policy relating to academic governance pursuant to section 23 of the *College & Institute Act*.

 c. Board of Governors and Education Council Jointly: Policy relating to academic governance pursuant to section 25 of the *College & Institute Act*.

 d. Education Council: Policy relating to academic governance pursuant to section 24 of the *College & Institute Act*.

 ~~a.~~e. President~~. Policy Sponsors are selected by the Review Body~~: Policy that addresses operational or administrative processes not identified as part of the authority of the Board of Governors and/or Education Council, or as directed by the Board of Governors.

POLICY ~~Writer: An individual or group appointed by~~**PRINCIPLES**

The College is committed to the ~~Policy Sponsor to develop~~development and ~~write new policies or rewrite existing policies.~~

~~12.~~1. ~~Review Body: An individual or group assigned by the Approval Body to scrutinize draft policies~~renewal of policy and procedures through robust and ~~provide feedback~~open dialogue, engaging with varied perspectives, and ~~direction as needed. Review Bodies may include but are not limited~~actively working to remove systemic barriers to ~~the Governance Committee of the Board, the Education Policy Committee of Education Council,~~justice, equity, diversity and ~~the Operations Council.~~inclusion.

2. The College is on a journey toward Indigenization and decolonization and is dedicated to providing a safe and empowering environment for Indigenous peoples.

3. Policy ~~Coordinator:~~ ensures that the ~~development~~College's processes and ~~maintenance of all College policies complies~~practices align with ~~the~~its strategic direction, core principles, and regulatory environment.

4. Procedures reflect the current organizational structure and regulatory framework of the College and are therefore subject to more frequent revision, and an accelerated review and approval processes.

5. Departmental Practices and Operational Guidelines and Standards must be consistent with and not contravene any official College Policy, Procedures or collective agreements. In the event of a conflict, College Policy, Procedures or relevant collective agreement will prevail.

6. All members of the College community are responsible for familiarizing themselves with and complying with College Policy and Procedures.

7. Official College Policy and Procedures are presented on a standardized template. To remain distinct, Departmental Practices and Operational Guidelines and Standards cannot be on the same or a similar template as policy and procedures~~set out in the Policy Development and Maintenance~~.

13.8.   Policy and Procedures A.3.2will undergo a scheduled review every five (5) years, unless otherwise required by legislation or as directed by government.

9.   The policy development and management process is managed and accessed through the Coordinator, Curriculum and Policy.

RELATED LEGISLATION & POLICIESRESOURCES

Legislation

College and Institute Act, RSBC 1996 c 52.

Policies

A.3.9 Records Management Policy

B.6.1 Archives Policy

RELATED PROCEDURES

Refer to Procedures

A.3.2   Policy Development and Maintenance ProceduresManagement

POLICY

Policy Name	**Policy Development and Management**
Policy Number	A.3.2
Approval Body	Board of Governors
Policy Sponsor	President
Next Scheduled Review Date	
Effective Date	December 18, 2017

CONTEXT AND PURPOSE

Vancouver Community College (VCC; the College) creates policy to advance the College's mission and strategic direction; comply with legal, regulatory and other requirements; promote operational efficiency and effectiveness; manage institutional risk; and set conduct expectations, roles and responsibilities.

This Policy establishes the principles and practices for the consistent, transparent and coordinated approach for the development, approval, amending and rescinding of Policy and related Procedures.

DEFINITIONS

Policy: A written document that establishes the context, scope and guiding principles related to important issues or address the legislative requirements of the College. They have broad application and align with and support the College's mission and strategic direction.

Procedures: The steps required to implement a policy; they communicate processes, set boundaries, and establish who is responsible for any required action. Procedures require a parent Policy.

Departmental Practice: Processes developed by individual College departments to guide the management of issues and processes within their particular jurisdiction and control. Generally characterized by one or more of the following:

a.   The issue does not have a critical impact on the College
b.   The issue is unique and applicable to an individual department
c.   The issue requires frequent review and modification to reflect technical or other, emerging issues (e.g. acquisition of new electronic devices)
d.   The issue can be initiated and managed by the department without broad, College-wide consultation

Operational Guidelines and Standards: An outline of the processes required to standardize operations and efficiency at the College. They outline the specific steps, technical specifications and/or the requirements necessary to maintain a high level of quality and performance.

Scheduled Review: The comprehensive evaluation of a Policy, related procedures, and relevant resources.

SCOPE AND LIMITS

The development, maintenance and approval of College policy comes under the jurisdiction of the Board of Governors, Education Council and the President as follows:

a. Board of Governors: Policy relating to the management, administration and control of property, revenue, business and affairs of the College pursuant to section 19 of the *College & Institute Act*, or as directed by the Ministry of Advanced Education and Skills Training.

b. Board of Governors with Education Council Advice: Policy relating to academic governance pursuant to section 23 of the *College & Institute Act*.

c. Board of Governors and Education Council Jointly: Policy relating to academic governance pursuant to section 25 of the *College & Institute Act*.

d. Education Council: Policy relating to academic governance pursuant to section 24 of the *College & Institute Act*.

e. President: Policy that addresses operational or administrative processes not identified as part of the authority of the Board of Governors and/or Education Council, or as directed by the Board of Governors.

POLICY PRINCIPLES

1. The College is committed to the development and renewal of policy and procedures through robust and open dialogue, engaging with varied perspectives, and actively working to remove systemic barriers to justice, equity, diversity and inclusion.

2. The College is on a journey toward Indigenization and decolonization and is dedicated to providing a safe and empowering environment for Indigenous peoples.

3. Policy ensures that the College's processes and practices align with its strategic direction, core principles, and regulatory environment.

4. Procedures reflect the current organizational structure and regulatory framework of the College and are therefore subject to more frequent revision, and an accelerated review and approval processes.

5. Departmental Practices and Operational Guidelines and Standards must be consistent with and not contravene any official College Policy, Procedures or collective agreements. In the event of a conflict, College Policy, Procedures or relevant collective agreement will prevail.

6. All members of the College community are responsible for familiarizing themselves with and complying with College Policy and Procedures.

7. Official College Policy and Procedures are presented on a standardized template. To remain distinct, Departmental Practices and Operational Guidelines and Standards cannot be on the same or a similar template as policy and procedures.

8. Policy and Procedures will undergo a scheduled review every five (5) years, unless otherwise required by legislation or as directed by government.

9. The policy development and management process is managed and accessed through the Coordinator, Curriculum and Policy.

RELATED RESOURCES

<u>Legislation</u>
College and Institute Act, RSBC 1996 c 52.

<u>Policies</u>
A.3.9 Records Management
B.6.1 Archives

<u>Procedures</u>
A.3.2   Policy Development and Management

PROCEDURES

Procedures Name	**Policy Development and ~~Maintenance~~Management**
Procedures Number	A.3.2
Approval Body	Board of Governors
Policy Sponsor	President
Next Scheduled Review Date	
Effective Date	December 18, 2017

~~Duties~~

1. The College's official Policy template includes:

   a. Policy Name and ~~Responsibilities~~Number
   b. Approval Body
   c. Policy Sponsor
   d. Next Scheduled Review Date
   e. Effective date (last revised)
   f. Context and Purpose
   g. Definitions
   h. Scope and Limits
   i. Policy Principles
   j. Related Resources, including Procedures where applicable

2. The ~~(~~Policy Coordinator will present an annual summary of policy and procedures that are due for Scheduled Review to each Approval Body. The list will include any additional policy and procedures that may require a review to address a significant change in legislation, regulations or College operations.

ROLES AND RESPONSIBILITIES

Approval Body

3. The three (3) approval authorities for College Policy – Board of Governors, Education Council, and the President – are responsible for approving:
   a. New Policy and Procedures
   b. Policy and Procedure revisions as part of a scheduled review
   c. Policy revisions (not part of a scheduled review)

Policy **Sponsor**~~:~~ (the Sponsor)

a. ~~Accountable for managing the development and maintenance of all policies assigned to them by the College. Some or all of their functions may be delegated to another College employee or group.~~

b. ~~Ensures that:~~

4. ~~all~~A senior executive of the College, such as a Vice President or Associate Vice President, appointed by the President, responsible for:
   a. Assigning a Responsible Authority
   b. Ensuring that appropriate research and consultation in the development of Policy and procedures are thorough and complete
   c. Approving requests for ~~new policy or changes to~~ a legal opinion
   d. Presenting draft documents for final approval
5. For Board approved Policy, the President is the Sponsor.

Review Body

6. A Policy Committee, responsible for:
   a. Scrutinizing draft Policy and Procedures and providing feedback and direction as needed
   b. Approving draft Policy and Procedures for College feedback
   c. Confirming that all feedback has been appropriately addressed
   d. Providing a recommendation for the approval of new or reviewed Policy and procedures, or revised Policy
   e. Vetting and approving revisions to Procedures as authorized below
   f. Reviewing draft Guidelines and Standards as requested

Responsible Authority

7. An individual or group responsible for:
   a. Researching, consulting, and drafting/revising documents
   b. Presenting draft documents to the Review Body
   c. Reviewing and addressing College feedback
   d. Creating and initiating an implementation plan as needed

Policy Coordinator (the Coordinator)

8. The College's official Policy holder, responsible for:
   a. Acting on requests to create new or revise existing Policy ~~are dealt~~and Procedures and initiating scheduled reviews
   b. Providing guidance, support and direction on the impact of regulatory, operational or other requirements on Policy and Procedures
   c. Providing recommendations and support on the College's Policy framework and related processes
   d. Tracking and reporting on activities related to Policy and Procedures
   e. Ensuring the completeness and accuracy of Policy approvals, documents, and related resources, such as forms, guidelines or standards
   f. Informing the College community of new or changes to Policy and Procedures, and maintaining Policy web pages
   ~~e.~~g. Working with the Responsible Authority to implement Policy and Procedures in a timely manner

   i. ~~an appropriate Policy Writer is assigned to research, write/modify policies~~

   h. Assisting with the development and review of Operational Guidelines and Standards as requested

DEVELOPMENT, REVIEW AND APPROVAL

A. Policy and Procedures

This section outlines the process for:

      a. New policy and procedures
      b. Scheduled reviews of policy and procedures
      c. Revisions to policy that are not part of a scheduled review (Note: Revisions to procedures follow the process outlined in section B.

9. Requests to create, revise or review policy and procedures are submitted to the Coordinator, who works with the Sponsor to determine appropriate next steps, and to assign a Responsible Authority.
10. The Responsible Authority conducts any required research and consultation with key stakeholders and others; drafts documents; and presents drafts to the Review Body for feedback and direction.
11. The Review Body approves draft documents for College feedback.
12. The Responsible Authority presents revised documents and a feedback summary to the Review Body.
13. The Review Body makes a recommendation for approval.
14. The Sponsor presents documents for final approval.
15. The Responsible Authority and Coordinator implement as needed.

B. Revisions to Procedures

This section outlines the process for the review and approval of revisions to procedures that are not part of a scheduled review.

16. The Responsible Authority conducts any required research and consultation with key stakeholders and others; edits the document; and presents a draft to the Review Body for input and direction as needed.
17. The Review Body will ensure that the revisions are consistent with the intentions of the policy and do not contravene the approved principles.
18. The Review Body may:
      a. Approve revisions to procedures
      b. Approve revisions to policy definitions
      c. Provide recommendations for further revisions and/or an implementation plan as needed
      d. Determine that the proposed change is s contravenes the principles of the related policy and direct the Responsible Authority to either begin a scheduled review or revise the policy
19. The Responsible Authority and Coordinator implement as needed.

C. Editorial Changes

20. Editorial revisions to policy and procedures include but are not limited to:
      a. correcting typographical errors
      b. updating job titles
      c. revising related resources
      d. changing the logo or template
      e. minor changes to language that helps clarify a practice

21. Requests for editorial changes are reviewed and approved by the Responsible Authority and/or Coordinator.

22. The Coordinator manages all aspects of an editorial change.

23. Editorial changes do not impact the dates noted on a policy or procedures.

    ii. **Departmental Practice**~~relevant research is carried out~~

    iii. ~~appropriate consultations and reviews take place~~

D. ~~drafts and background information are presented to~~

24. Departmental Practices will be reviewed by key stakeholders prior to implementation, but do not require formal approval.

25. For Departmental Practices, the approval authority is the Department Leader or Manager.
26. Individual departments are responsible for communicating, and making accessible, their Departmental Practices to relevant stakeholders.
27. Departmental practices must be consistent with all College policies, procedures and collective agreements (as per Policy Principle 5).

E. **Operational Guidelines and Standards**

28. Operational Guidelines and Standards will be reviewed by key stakeholders prior to implementation, but do not require formal approval.

~~2.~~29. The approval authority for Operational Guidelines and Standards is the appropriate Vice President or designate. ~~Approval Body~~

30. Individual departments are responsible for communicating, and making accessible, their Operational Standards and Guidelines to relevant stakeholders and/or the College community.

F. **Rescinding** ~~standards~~a **Policy**

31. A policy may be rescinded when it is no longer needed to establish high level practices and processes ~~outlined in this~~, or when consolidated with another policy~~.~~
32. Requests to rescind a policy are reviewed by the Responsible Authority and ~~related~~Sponsor.

33. If deemed appropriate to rescind a policy, the Responsible Authority submits the policy and rationale for rescinding to the Review Body.

34. The policy will be posted for community feedback.

35. The Review body makes a recommendation to rescind the policy.

36. The Sponsor presents the recommendation for approval.

37. A rescinded policy is removed from the website and archived.

COLLEGE FEEDBACK

~~3.~~38. The Coordinator notifies the College community of policy and procedures that are ~~followed.~~open for feedback.

~~1. Policy Writer (the Writer):~~

~~a. Conducts research and consultation, and facilitates the development of policy principles and the articulation of the related procedures.~~

39. ~~Drafts and redrafts policy documents and is available~~The College community will have fifteen (15) business days to respond ~~to requests~~.

~~4.~~40. The Responsible Authority and Coordinator review feedback and prepare a summary for ~~clarification as needed~~the Review Body.

2.   Review Body:

EvaluatesLEGAL OPINION

41. From time to time, it will be necessary and prudent to seek legal advice especially for specialized areas of expertise or to assess risk. Requests for legal advice must be approved by the Sponsor.
42. The Sponsor determines whether, and at what stage, a draft policy will be submitted for legal opinion and provides input into draft policiesinstructions to legal counsel regarding the nature and scope of such review.

EXPEDITED POLICY AND PROCEDURES

5.43.   Under exceptional and/or emergency circumstances, the President may approve new policy and procedures or revisions to existing policy and procedures within their jurisdiction. They may from time to time be asked to review policies outside of their jurisdictionon an interim basis until such time that the policy may proceed through the regular policy approval process. This may include but is not limited to addressing an immediate change to legislation and/or regulations or directives from the provincial government.

a.   Reviews College community feedback and respond as required.

b.   Present draft documentsThe decision of the President will immediately be forwarded to the appropriate Approval Body along with detailed information of the consultation and review process.

3. ~~Policy Coordinator (who may, depending on their authority, override~~ the ~~Coordinator):~~

   ~~6.~~44.   ~~Acts as~~decision of the ~~College's official policy holder; all new policies, modifications to existing policies, and archiving are managed through the coordinator~~President.

   a. ~~Provides recommendations and support on policy~~ Any policy put into, or taken out of, effect in an expedited manner will enter a normal development ~~and review processes.~~

   b. ~~Tracks the development and review processes and ensures the ongoing communication of progress and updates~~

   c. ~~Ensures that approvals and signatures are obtained.~~

   d. ~~Maintains all external and internal policy-related web pages.~~

~~General~~

4. ~~All policies are reviewed at least every five years.~~

5. ~~The review and approval process may vary depending on the Approval Body, and may be expanded to include individuals or committees reporting to those bodies. Approval Bodies will determine the most appropriate process for carrying out the review and approval steps in each of their areas of jurisdiction.~~

6. ~~Procedures, by their nature, must reflect the current organizational structure and regulatory framework of the College. Procedures will need to be reviewed and updated regularly in order to ensure that they reflect the most current organizational structure, regulatory framework and any other relevant change in circumstances.~~

7. ~~New or emerging issues may be initially addressed with an institution-wide policy however, over time institutional processes may show that a departmental practice would be more appropriate. This would be determined as part of the normal, periodic policy review process.~~

8. ~~Information about policy development and review is maintained on the College intranet (myVCC).~~

~~Development and Review of Policies~~

~~There are three (3) types of policy development, review and approval processes:~~

   A. ~~New Policy or change to an existing Policy~~

   ~~Minor Edits~~process in accordance with

   B. **~~Rescinding~~** ~~Policies~~

   ~~New Policy Development and Changes to Existing Policy~~

~~The~~ development of new policies and the change to existing policies will be handled as outlined below.

9. ~~An initial informal review is conducted with relevant stakeholders to identify key issues and concerns and to determine the direction of the policy and procedures. This review is generally conducted by the Writer with direction from the Sponsor.~~

   ~~7.~~45.   ~~The Writer drafts the policy documents and presents them to~~ the appropriate ~~Review Body to begin the formal consultation and vetting~~approval process.

10. ~~The Review Body presents the policy documents to the Approval Body for approval to seek feedback from the College community.~~

11. ~~The draft policy is distributed to the College community with a request for feedback. The College community will have fifteen (15) business days to respond.~~

12. ~~The Sponsor, Writer and Review Body will review and discuss all feedback as required and respond accordingly.~~

13. ~~The Review Body presents the final policy documents to the Approval Body for final approval.~~

B. ~~**Minor Edits**~~

~~These changes include~~ ~~correcting typographical errors~~, ~~updating job titles~~, ~~revising related policies and legislation,~~ ~~changing the logo or template~~.

14. ~~Requests for the minor revisions to a policy or procedures are reviewed and approved by the Sponsor and Coordinator.~~

15. ~~If deemed to be minor in nature, the change will be made and the revised policy will be updated on the website. Approval Bodies will be informed of minor edits to policies.~~

16. ~~The effective date of a policy or procedures will not be changed however the revision will be noted for archival purposes.~~

C. ~~**Rescinding Policies**~~

> ~~Used when a policy is no longer effective or needed to ensure that proper practices and processes are followed. In most cases, the content of rescinded policies is merged with another policy or becomes a~~ ~~**Departmental Practice**~~.

17. ~~Requests~~ ~~to rescind a policy are reviewed by the Sponsor and Review Body. If deemed appropriate to rescind a policy, the Review Body will present the policy to the Approval Body for approval to seek feedback from the College community.~~

~~8.~~46. ~~The policy is distributed to the College community with a request for feedback.~~ The College community will ~~have fifteen (15) business days to respond~~be notified of expedited policy decisions in a timely manner.

18. ~~The Sponsor and Review Body will review and discuss all feedback and respond accordingly.~~

19. ~~The Review Body presents the request to rescind a policy to the Approval Body for final approval.~~

20. ~~A rescinded policy will be removed from the external website and noted for archival purposes.~~

IMPLEMENTATION

~~9.~~47. Approved ~~policies~~Policy and Procedures become effective on the date that they are approved, unless a later effective date is indicated by the Approval Body.

~~10.~~48. Upon approval ~~of a new or revised policy~~, the Coordinator ~~provides notice to~~notifies the College community and ~~posts~~updates the ~~policy on the College's~~College website.

~~11.~~49. The Responsible Authority and Coordinator ~~will organize~~initiate an implementation ~~plans~~plan as needed.

a. ~~The plan will consider the best forms of communication, specific training (if required), additional work requirements, timelines, additional resources, financial implications, how progress will be tracked and regular updates.~~

~~b.~~a. ~~The plan will be communicated to the College community as soon as possible after the policy is approved.~~

RELATED ~~POLICY~~RESOURCES

~~Refer to~~ A.3.2 Policy Development and ~~Maintenance~~Management Policy

PROCEDURES

Procedures Name	**Policy Development and Management**
Procedures Number	A.3.2
Approval Body	Board of Governors
Policy Sponsor	President
Next Scheduled Review Date	
Effective Date	December 18, 2017

1. The College's official Policy template includes:

    a. Policy Name and Number
    b. Approval Body
    c. Policy Sponsor
    d. Next Scheduled Review Date
    e. Effective date (last revised)
    f. Context and Purpose
    g. Definitions
    h. Scope and Limits
    i. Policy Principles
    j. Related Resources, including Procedures where applicable

2. The Policy Coordinator will present an annual summary of policy and procedures that are due for Scheduled Review to each Approval Body. The list will include any additional policy and procedures that may require a review to address a significant change in legislation, regulations or College operations.

ROLES AND RESPONSIBILITIES

Approval Body

3. The three (3) approval authorities for College Policy – Board of Governors, Education Council, and the President – are responsible for approving:
    a. New Policy and Procedures
    b. Policy and Procedure revisions as part of a scheduled review
    c. Policy revisions (not part of a scheduled review)

Policy Sponsor (the Sponsor)

4. A senior executive of the College, such as a Vice President or Associate Vice President, appointed by the President, responsible for:
    a. Assigning a Responsible Authority
    b. Ensuring that appropriate research and consultation in the development of Policy and procedures are thorough and complete
    c. Approving requests for a legal opinion
    d. Presenting draft documents for final approval
5. For Board approved Policy, the President is the Sponsor.

Review Body

6. A Policy Committee, responsible for:
    a. Scrutinizing draft Policy and Procedures and providing feedback and direction as needed
    b. Approving draft Policy and Procedures for College feedback
    c. Confirming that all feedback has been appropriately addressed
    d. Providing a recommendation for the approval of new or reviewed Policy and procedures, or revised Policy
    e. Vetting and approving revisions to Procedures as authorized below
    f. Reviewing draft Guidelines and Standards as requested

Responsible Authority

7. An individual or group responsible for:
    a. Researching, consulting, and drafting/revising documents
    b. Presenting draft documents to the Review Body
    c. Reviewing and addressing College feedback
    d. Creating and initiating an implementation plan as needed

Policy Coordinator (the Coordinator)

8. The College's official Policy holder, responsible for:
    a. Acting on requests to create new or revise existing Policy and Procedures and initiating scheduled reviews
    b. Providing guidance, support and direction on the impact of regulatory, operational or other requirements on Policy and Procedures
    c. Providing recommendations and support on the College's Policy framework and related processes
    d. Tracking and reporting on activities related to Policy and Procedures
    e. Ensuring the completeness and accuracy of Policy approvals, documents, and related resources, such as forms, guidelines or standards
    f. Informing the College community of new or changes to Policy and Procedures, and maintaining Policy web pages
    g. Working with the Responsible Authority to implement Policy and Procedures in a timely manner
    h. Assisting with the development and review of Operational Guidelines and Standards as requested

DEVELOPMENT, REVIEW AND APPROVAL

A. Policy and Procedures

This section outlines the process for:
    a. New policy and procedures
    b. Scheduled reviews of policy and procedures
    c. Revisions to policy that are not part of a scheduled review (Note: Revisions to procedures follow the process outlined in section B.

9. Requests to create, revise or review policy and procedures are submitted to the Coordinator, who works with the Sponsor to determine appropriate next steps, and to assign a Responsible Authority.

10. The Responsible Authority conducts any required research and consultation with key stakeholders and others; drafts documents; and presents drafts to the Review Body for feedback and direction.

11. The Review Body approves draft documents for College feedback.
12. The Responsible Authority presents revised documents and a feedback summary to the Review Body.
13. The Review Body makes a recommendation for approval.
14. The Sponsor presents documents for final approval.
15. The Responsible Authority and Coordinator implement as needed.

B. Revisions to Procedures

This section outlines the process for the review and approval of revisions to procedures that are not part of a scheduled review.

16. The Responsible Authority conducts any required research and consultation with key stakeholders and others; edits the document; and presents a draft to the Review Body for input and direction as needed.
17. The Review Body will ensure that the revisions are consistent with the intentions of the policy and do not contravene the approved principles.
18. The Review Body may:
    a. Approve revisions to procedures
    b. Approve revisions to policy definitions
    c. Provide recommendations for further revisions and/or an implementation plan as needed
    d. Determine that the proposed change is s contravenes the principles of the related policy and direct the Responsible Authority to either begin a scheduled review or revise the policy
19. The Responsible Authority and Coordinator implement as needed.

C. Editorial Changes
20. Editorial revisions to policy and procedures include but are not limited to:
    a. correcting typographical errors
    b. updating job titles
    c. revising related resources
    d. changing the logo or template
    e. minor changes to language that helps clarify a practice

21. Requests for editorial changes are reviewed and approved by the Responsible Authority and/or Coordinator.

22. The Coordinator manages all aspects of an editorial change.

23. Editorial changes do not impact the dates noted on a policy or procedures.

D. Departmental Practice
24. Departmental Practices will be reviewed by key stakeholders prior to implementation, but do not require formal approval.

25. For Departmental Practices, the approval authority is the Department Leader or Manager.
26. Individual departments are responsible for communicating, and making accessible, their Departmental Practices to relevant stakeholders.
27. Departmental practices must be consistent with all College policies, procedures and collective agreements (as per Policy Principle 5).

E. Operational Guidelines and Standards

28. Operational Guidelines and Standards will be reviewed by key stakeholders prior to implementation, but do not require formal approval.

29. The approval authority for Operational Guidelines and Standards is the appropriate Vice President or designate.

30. Individual departments are responsible for communicating, and making accessible, their Operational Standards and Guidelines to relevant stakeholders and/or the College community.

F. Rescinding a Policy

31. A policy may be rescinded when it is no longer needed to establish high level practices and processes, or when consolidated with another policy.

32. Requests to rescind a policy are reviewed by the Responsible Authority and Sponsor.

33. If deemed appropriate to rescind a policy, the Responsible Authority submits the policy and rationale for rescinding to the Review Body.

34. The policy will be posted for community feedback.

35. The Review body makes a recommendation to rescind the policy.

36. The Sponsor presents the recommendation for approval.

37. A rescinded policy is removed from the website and archived.

COLLEGE FEEDBACK

38. The Coordinator notifies the College community of policy and procedures that are open for feedback.

39. The College community will have fifteen (15) business days to respond.

40. The Responsible Authority and Coordinator review feedback and prepare a summary for the Review Body.

LEGAL OPINION

41. From time to time, it will be necessary and prudent to seek legal advice especially for specialized areas of expertise or to assess risk. Requests for legal advice must be approved by the Sponsor.

42. The Sponsor determines whether, and at what stage, a draft policy will be submitted for legal opinion and provides instructions to legal counsel regarding the nature and scope of such review.

EXPEDITED POLICY AND PROCEDURES

43. Under exceptional and/or emergency circumstances, the President may approve new policy and procedures or revisions to existing policy and procedures on an interim basis until such time that the policy may proceed through the regular policy approval process. This may include but is not limited to addressing an immediate change to legislation and/or regulations or directives from the provincial government.

44. The decision of the President will immediately be forwarded to the appropriate Approval Body who may, depending on their authority, override the decision of the President.

45. Any policy put into, or taken out of, effect in an expedited manner will enter a normal development process in accordance with the appropriate approval process.

46. The College community will be notified of expedited policy decisions in a timely manner.
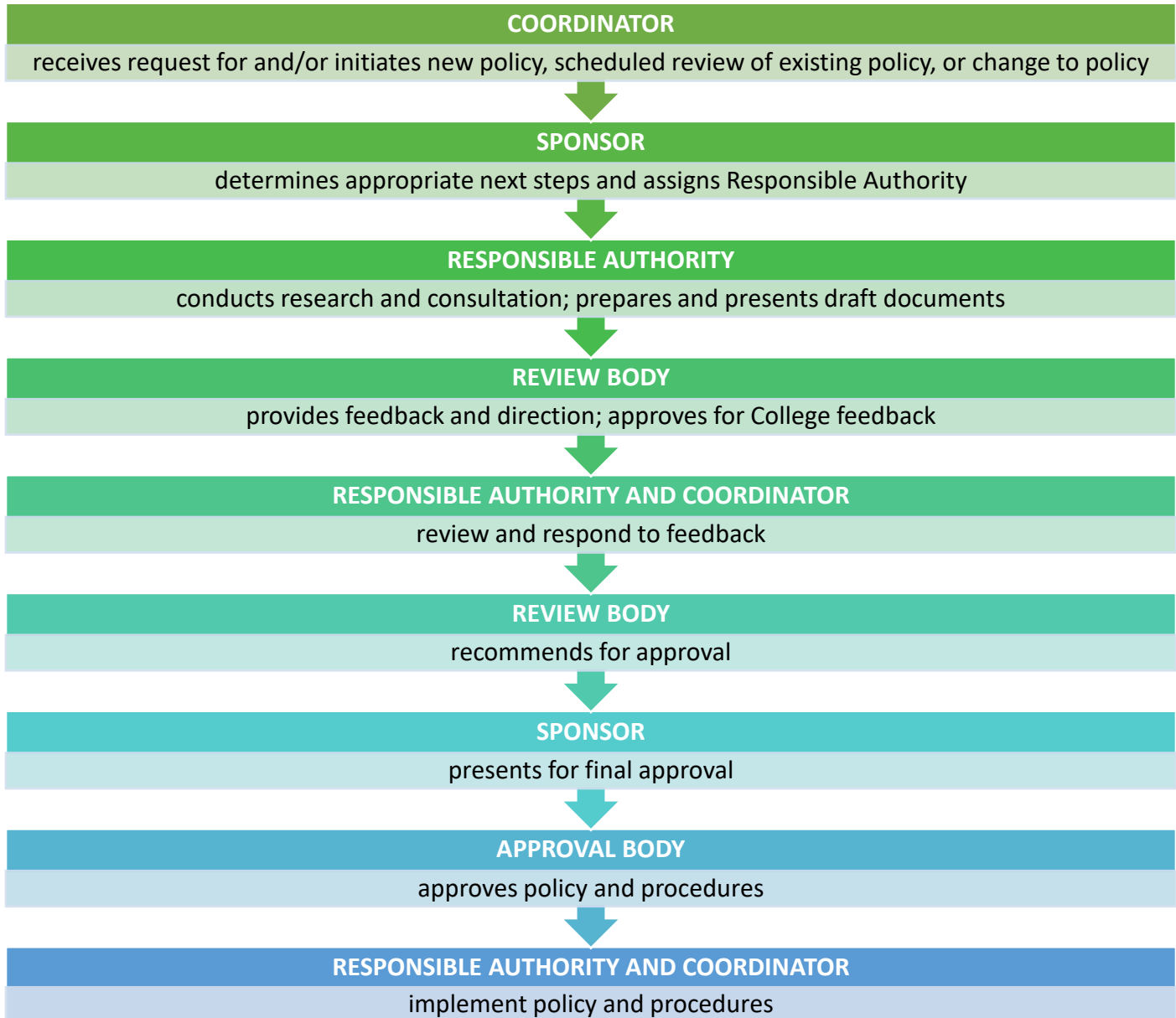
IMPLEMENTATION

47. Approved Policy and Procedures become effective on the date that they are approved, unless a later effective date is indicated by the Approval Body.

48. Upon approval, the Coordinator notifies the College community and updates the College website.

49. The Responsible Authority and Coordinator initiate an implementation plan as needed.
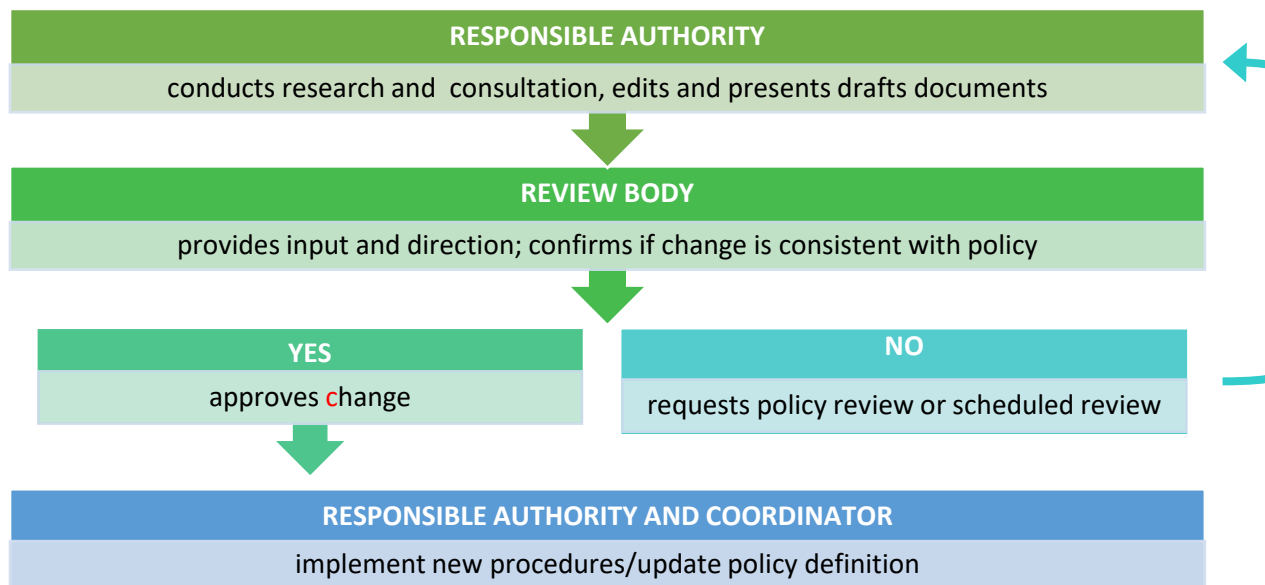
a.

RELATED RESOURCES
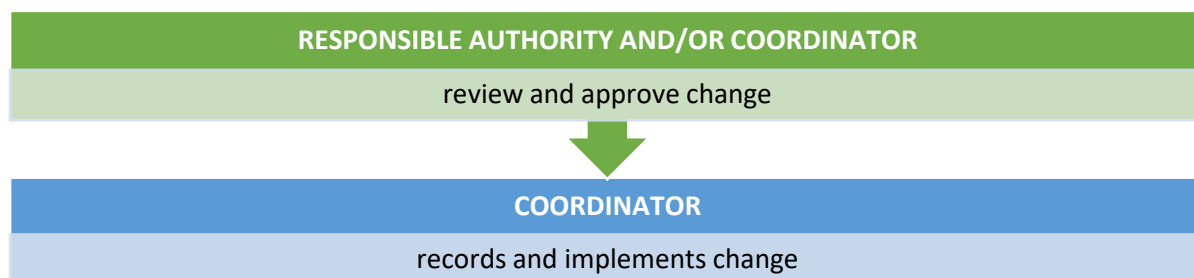
A.3.2 Policy Development and Management Policy

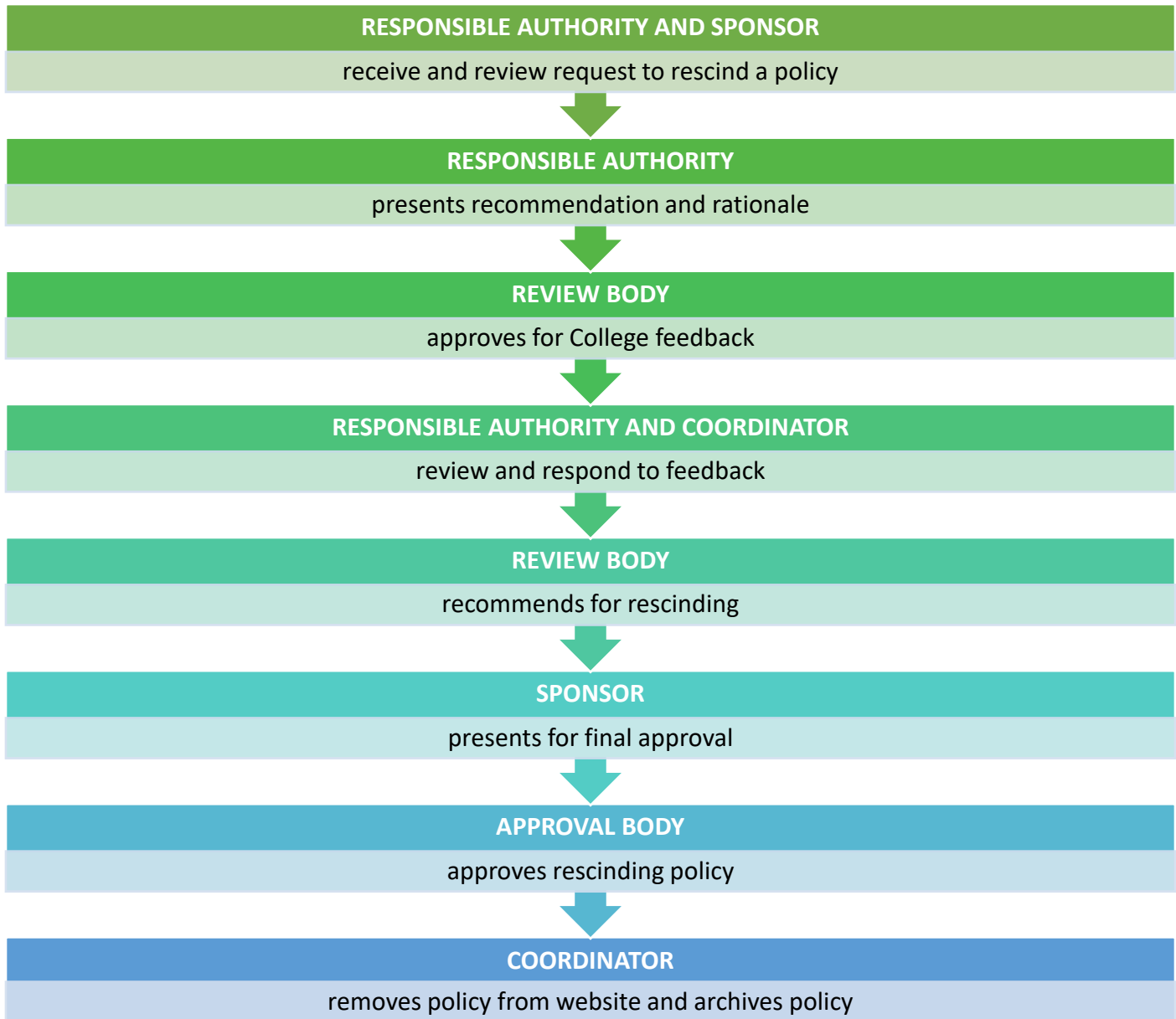**New Policy, Scheduled Review of Policy and Procedures, Change to Policy**

COORDINATOR

receives request for and/or initiates new policy, scheduled review of existing policy, or change to policy

SPONSOR

determines appropriate next steps and assigns Responsible Authority

RESPONSIBLE AUTHORITY

conducts research and consultation; prepares and presents draft documents

REVIEW BODY

provides feedback and direction; approves for College feedback

RESPONSIBLE AUTHORITY AND COORDINATOR

review and respond to feedback

REVIEW BODY

recommends for approval

SPONSOR

presents for final approval

APPROVAL BODY

approves policy and procedures

RESPONSIBLE AUTHORITY AND COORDINATOR

implement policy and procedures

Change to Procedures or Policy Definitions

| RESPONSIBLE AUTHORITY |
| conducts research and consultation, edits and presents drafts documents |

| REVIEW BODY |
| provides input and direction; confirms if change is consistent with policy |

| YES | NO |
| approves change | requests policy review or scheduled review |

| RESPONSIBLE AUTHORITY AND COORDINATOR |
| implement new procedures/update policy definition |

Editorial Change to Policy or Procedures

| RESPONSIBLE AUTHORITY AND/OR COORDINATOR |
| review and approve change |

| COORDINATOR |
| records and implements change |

Rescinding a Policy

RESPONSIBLE AUTHORITY AND SPONSOR

receive and review request to rescind a policy

RESPONSIBLE AUTHORITY

presents recommendation and rationale

REVIEW BODY

approves for College feedback

RESPONSIBLE AUTHORITY AND COORDINATOR

review and respond to feedback

REVIEW BODY

recommends for rescinding

SPONSOR

presents for final approval

APPROVAL BODY

approves rescinding policy

COORDINATOR

removes policy from website and archives policy

Item 9.1:

It is an annual requirement for board members to reaffirm the Oath of Office.
The signed declarations form part of the 2021/22 external audit submission.

On Feb 23, the Governance Committee reviewed G.1.0 for amendments, and approved proceeding with the current version dated May 29, 2019.

	BOARD CONDUCT BYLAW	
VCC BYLAW:	**G.1.0**
APPROVED BY:	**Board of Governors**
APPROVED DATE:	**February 7, 2018**
AMENDMENT DATE:	**May 29, 2019**

1.   PURPOSE / RATIONALE

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

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

2.   SCOPE / LIMITS

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

3.   DEFINITIONS

a)   Board means the governing board as defined in the College and Institute Act.

b)   Appointed member means a community member appointed by Order in Council.

c)   Internal employee member means a member of the faculty or support staff working at the college, elected by their peers to the Board as allowed under the College and Institute Act (including the ex officio position of Chair of Education Council).

d)   Student member means a student elected to the Board by their peers as allowed under the College and Institute Act.

e)   Board employee member means the President of the College who is named in the College and Institute Act as a non-voting member of the Board.

f)   Board Chair means an appointed member elected annually to the position of the Chair from among the voting board members by a majority vote.

g)   Related party means a person that is known to the Board member (usually close family or friend) who provides or intends to provide services to the Institution.

h)   Related party transaction is the provision of services by one party to the Institution over which the other "related party" has some influence or control.

4. PRINCIPLES

4.1 Code of Ethics

a) Each member, regardless of whether they are elected or appointed or is an ex officio member of the Board, has the responsibility first and foremost to the welfare of the institution and must function primarily as a member of the Board, not as a member of any particular constituency.

b) Members of specific constituency groups such as faculty, staff or students may bring forward to board discussions the views of their respective constituency; however, in deliberations and voting they shall always act in accordance with the best interest of the college as a whole.

c) Board members are expected to act at all times in good faith and with honesty and due diligence.

d) Board members are expected to regularly attend meetings and to adequately prepare for the duties expected of them.

e) "If a member of the board has not attended three (3) consecutive regular meetings of the board, the member is no longer a member of the board unless excused by resolution of the board." College and Institute Act, [S.59.7].

f) Board members shall stand by and uphold decisions of the Board.

g) The conduct and language of Board members must be free from any discrimination or harassment prohibited by the Human Rights Code.

h) Board members' conduct shall reflect social standards of courtesy, respect and dignity.

i) Board members must not reveal or divulge confidential information received in the course of their duties.

j) Confidential information must not be used for any purpose outside that of undertaking the work of the Board. To this end each member of the Board shall take due care to ensure that confidential information of the Board is not made public.

k) The Board speaks as with one voice. The Board Chair or someone designated by the Board Chair, represents the Board in the public. All Board members must refer to the Board Chair for public comments about the Board and its decisions.

l) Performance of Board duties shall not result in any personal or private financial or other substantive gain for its members. (Private gain does not include honoraria for service on the Board.)

4.2   Conflict of Interest

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

a) Personal financial interests, assets or holdings are not in conflict with any decision, information or other matter that may be heard by or acted upon by the Board.

b) Activities undertaken as a private citizen are not in conflict with any responsibilities held as a member of the Board.

c) Activities undertaken as a member of the Board are not in conflict with any activities undertaken as a private citizen.

d) They remain impartial at all times toward individuals who deal with the Board and, as a member, avoid taking any action that may result in preferential treatment for any individual.

e) Any actual or potential related party transactions are brought to the attention of the Chair and (if deemed appropriate by the Chair) to the rest of the Board.

f) Personal employment is not dependent on any decision, information or other matter that may be heard by or acted upon by the Board.

g) Other memberships, directorships, voluntary or paid positions or affiliations, are not in conflict with work undertaken in the course of performing their duties as a member of the board.

h) Board members who are also members of their faculty and staff associations should refrain from and should not be privy to any board discussion in relation to collective agreement negotiations or dispute resolution.

i) Student members are not considered to be in conflict on issues related to fees and charges paid to the institution by students, and may engage in the full debate and vote on these issues.

4.3   Enforcement

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

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

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

c) The decision of the Board is final.

5.   GUIDELINES

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

5.1   Handling Conflict of Interest

a) The Board Chair will examine the agenda with a view to determining real, potential or perceived conflict of interest.

b) If the Board Chair believes there is a conflict of interest situation, they will advise the individual involved.

c) If the Board member agrees, they will:

   i. Declare the conflict at the commencement of the meeting at which the topic of conflict is scheduled.

   ii. For In Camera sessions, the Board member in conflict will absent themselves from the meeting for the duration of the discussion and decision on the topic in conflict.

   iii. For public sessions, the Board member in conflict will refrain from discussing or voting on the topic in conflict.

d) If the Board member does not agree, the Board Chair will:

   i. Call an In Camera meeting prior to the meeting of at which the topic of conflict is scheduled.

   ii. Put the question to the full Board for a decision at that In Camera meeting.

   iii. The Board's decision will be final.

5.2   Handling a Breach to the Code of Ethics

a) When a breach to the code of ethics has been identified, the Board Chair will take whatever action they believe is appropriate based on the nature and severity of the breach. Such action may include but is not limited to:

   i. Warning

   ii. Reprimand

   iii. Suspension from the Board

b) If the member accepts the decision of the Board Chair, the penalty is imposed and the Board Chair must report the action at the next In Camera meeting of the Board.

Processing an Appeal

 c) If the member rejects the decision of the Board Chair, they may appeal to the Board in writing. The appeal must be requested within one week of the imposition of the penalty.

  i. The penalty will remain imposed until such time as the Board hears the appeal.

  ii. The Board will make every effort to hear the appeal within one month of its imposition.

 d) On hearing the appeal the Board may:

  i. allow whatever evidence it considers appropriate, without regard to the rules of evidence

  ii. allow the appeal, or

  iii. impose any of the penalties listed in 5.2(a) or, in the case of an appointed member, request that the Lieutenant Governor in Council remove the appellant from the Board.

 e) The decision of the Board is final.

6. RELATED LEGISLATION & POLICIES

College and Institute Act

7. RELATED POLICIES AND PROCEDURES

G.1.0 APPENDIX A – VCC Board Oath of Office

G.1.0 - BOARD CONDUCT

OATH OF OFFICE

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

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

_____   _____
Board Member   **Date**

_____
PRINT NAME

_____   _____
Chair, VCC Board of Governors   **Date**

_____
PRINT NAME