



Board of Governors: Eugene Hodgson, Cathy Young, Christian Avendano, Rachael DesLauriers, Susan Ewanick, Ambra Simonella, Claire Marshall, Pam Ryan, Jim Storie, Janet Zlotnik, Ted McGurk, Rick Stokes

Ex-Officio: Doug Callbeck, Susie Findlay

Staff Resources: Bill Radford, Irene Young, Linda Sanderson, Catherine Clement, John Woudzia and Angela Blake

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1	Call to Order	--	Chair	--	--	--
2	Adopt Agenda	--	Chair	Agenda	Decision	1
3	Chair Remarks	5 min	Chair	Verbal	Information	--
4	College Report	5 min	Doug Callbeck	VCC News and Events	Information	3
5	Third Quarter Report on FTEs, financial results and KPI Performance	10 min	Doug Callbeck Irene Young/Bill Radford	Third Quarter Report	Information	6
6	ESL / ELSA Update	5 min	Doug Callbeck	Verbal	Information	--
7	Finance and Audit Committee Report <ul style="list-style-type: none"> • Update on BCIT/VCC Motive Power • Report on Enterprise Risk Management • Approval to open bank accounts with TD Canada Trust • Award of Laundry Services Contract 	10 min	Ted McGurk	Verbal	Information	--
8	Human Resources Committee Report <ul style="list-style-type: none"> • Update on President Recruitment 	5 min	Susan Ewanick	Verbal	Information	--
9	Sustainability Update	5 min	Wendy Avis	Verbal	Information	--



10	Other Business/Items for Information <ul style="list-style-type: none"> • 2014/2015 GLE 	5 min	Irene Young	IN 2014/2015 GLE	Information	
11	Constituency Group Updates <ul style="list-style-type: none"> • SUVCC • CUPE • VCCFA 	5 min each	Nimmi Takkar Chris Joyce Karen Shortt	Verbal	Information	--
12	Next meeting date: April 30, 2014	--	--	--	--	--
13	Termination Meeting duration: approximately 1 hour					

VCC NEWS AND EVENTS January - February 2014

VCC News & Events

- On January 18, VCC opened its doors to our Downtown Eastside neighbors for the annual Christmas in January event. In total, VCC staff and student volunteers roasted 66 turkeys, mashed 400 lbs of potatoes, poured 3,500 cups of coffee, and served 200 litres of ice cream to more than 1600 people. Among those volunteering were 33 health students from VCC who offered free blood pressure tests.
- VCC was recognized by HUB (formerly the Vancouver Area Cycling Coalition) as a bike-friendly leader at the Bike-Friendly Business Awards in January. The selection panel found that VCC is taking concrete steps towards encouraging cycling, and investing in healthier employees, sustainable transportation, and a more bike-friendly workplace.
- VCC's new College Profile infographic, launched in February, provides a visual representation of our unique and diverse student population. The new [infographic](#) shows VCC's student demographics, our broad range of program areas, and the employment and satisfaction rates of VCC grads in a vibrant, eye-catching visual that is available in print and on the web.
- VCC held its Budget Town Halls for faculty and staff on February 18 and 25, with standing room only at the Broadway session. The SUVCC town halls attracted more students than in previous years and provided the opportunity for students to ask questions and offer feedback.
- The Incubator Project is a partnership between VCC, the City of Vancouver, VanCity Savings, Mark Brand Inc. (MBI), and a private investment group to create a commercial kitchen at Save-On-Meats (owned by MBI) located in the Downtown Eastside. In February, 16 Culinary Arts students started their training at VCC and will be moving to the new kitchen at Save-On-Meats on March 10. Planning for an official launch for media and other key stakeholders is underway.
- VCC's new Continuing Studies flyer was launched in February with an insert in the Georgia Straight and will be distributed throughout Metro Vancouver. The flyer has been completely redesigned to be more eye-catching and easier to use.

VCC in the News

- An exciting announcement for VCC's heavy-duty commercial transport students: in January, the provincial government announced it is providing \$4.5 million to move heavy-duty transportation programs offered by VCC and BCIT into a new Motive Power Centre on Annacis Island. When the Motive Power Centre opens to students in September 2014, it will focus on collaboration, innovation, and the efficient use of equipment and resources. VCC graduate Leigh Wall spoke at the event and was featured in [24 Hours](#) in a story about the announcement.
- VCC's unique new advertising campaign, "Go ahead. Get skilled." and redesigned website won three accolades in the 2013 MarCom Awards, an international creative competition that recognizes outstanding achievement by marketing and communications professionals.
- Shelley Robinson, Instructor for VCC's Culinary Arts program, won Food Network's Chopped Canada on January 9. Robinson trained at both Dubrulle Culinary Institute and VCC. In March, she will be appearing

on Top Chef Canada.

- VCC alumna Jennifer Gasoi has won a Grammy Award in the category of Best Children's Album for her sophomore release, *Throw a Penny in the Wishing Well*. Jennifer studied voice at VCC in 1997.
- On February 19, the Ministry of Advanced Education announced \$4.67 million for VCC as part of initial transition funding for ESL programs in 2014/15. The Ministry has stated it continues to pursue other sources of one-time funding to support the transition of ESL services. VCC Interim President Doug Callbeck was interviewed by the [Vancouver Sun](#) following this announcement.

Prepared by:

Kate Chandler

Director of Communications and Government Relations

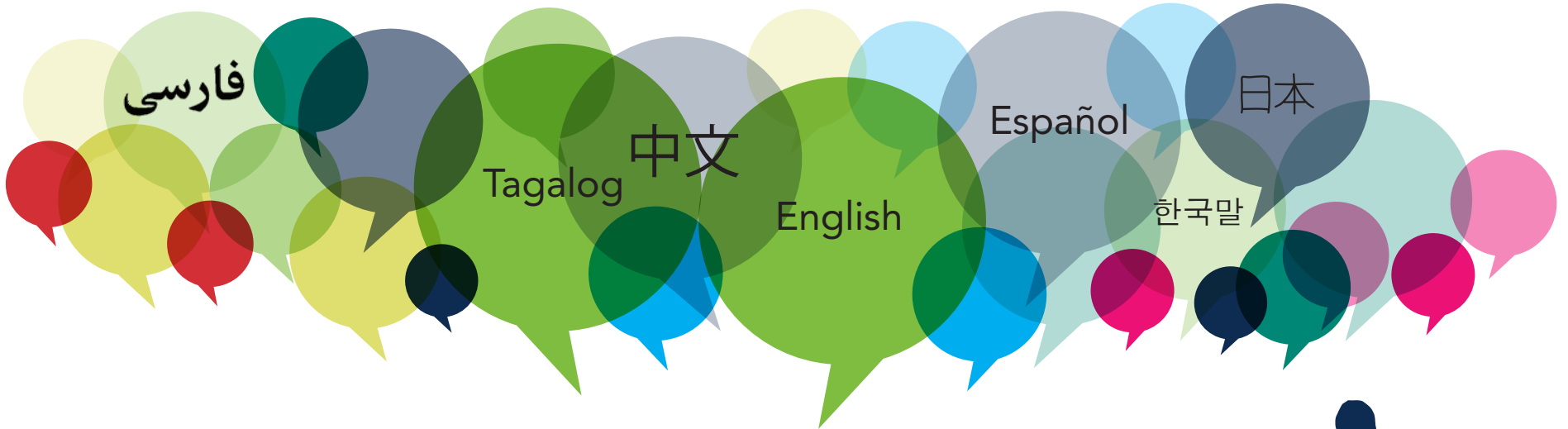
Date: February 19, 2014

VCC.CA

2014 / 2015

22,000

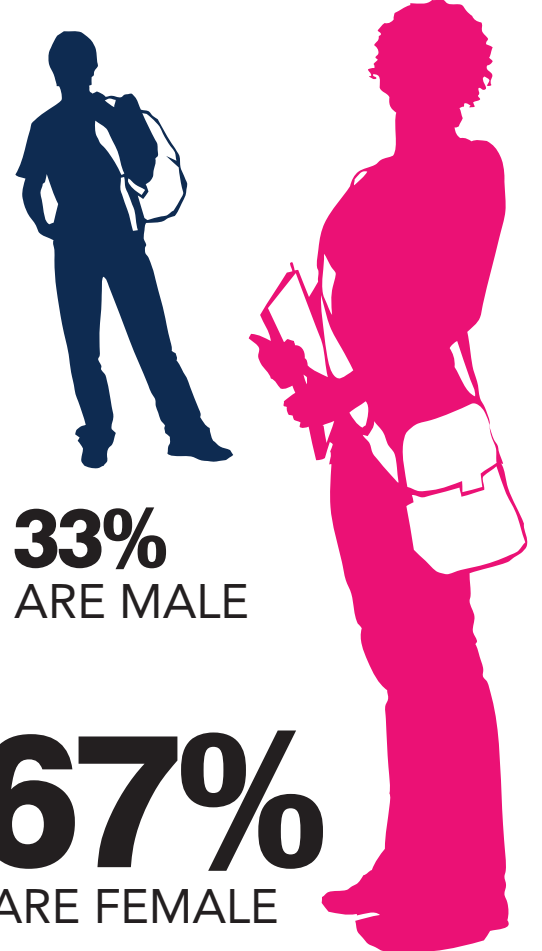
STUDENTS REGISTERED ANNUALLY



OVER **30** LANGUAGES SPOKEN



830
ABORIGINAL STUDENTS ENROLLED
including Ministry data 2012/13



33%
ARE MALE



34
AVERAGE AGE OF DOMESTIC STUDENT

67%
ARE FEMALE

26
AVERAGE AGE OF INTERNATIONAL STUDENT

PROGRAM AREAS

28 DIPLOMAS
88 CERTIFICATES
3 DEGREES
10 APPRENTICESHIPS



93%
OF GRADUATES ARE EMPLOYED



97%
OF STUDENTS SATISFIED WITH QUALITY OF INSTRUCTION



QUARTERLY REPORT

Forecast Report ending December 31, 2013 Plus Annual Forecast

PREPARED FOR: Board of Governors

Key Metrics:

Metric	Actuals to December 31, 2014	Budget - to December 31, 2014	Variance - Actual to Budget	Annual Forecast	Annual Budget	Variance - Forecast to Budget	Comments
Enrolment/Utilization							
FTE's (domestic)	4,224	4,609	(385)	6,024	6,670	(712) 90.3%	Variance is mainly in Hospitality and Applied Business (247 FTE), Music, Dance Design (119 FTE) and Health Sciences (97.58 FTE)
Ministry of Advanced Education Target				6,024	6,537	(592) 92%	
Number of International Students	185	194	(9)	302	269	33 112%	Variance is mainly in Music, Dance and Design (21.32 FTE) and Transportation Trades (18.56 FTE)
ITA	914	1,221	(307)	1,362	1,867	(505) 73%	
Total FTE	5,323	6,024	(701)	7,689	8,806	(884) 87%	

Income – Note that all \$\$ are shown in 000's							
Revenues							
Metric	Actuals to January 31, 2014	Budget - to January 31, 2013	Variance - Actual to Budget	Annual Forecast	Annual Budget	Variance - Forecast to Budget	Comments
• Provincial Grants	\$54,594	\$53,595	\$999	\$65,818	\$65,120	\$698	Additional ESL funding. Also, ABESAP funding not included in budget.
• Provincial Contracts	\$8,302	\$8,664	(\$362)	\$12,111	\$9,297	\$2,814	One-time funding contracts received (LMA & LMDA). Contracts timed for completion late in fiscal year.
• Tuition & Student Fees	\$15,317	\$16,599	(\$1,282)	\$19,966	\$20,904	(\$938)	Domestic tuition is lower due to the cancelled Hospitality Degree year 3. International tuition is close to budget but is lower in areas such as Hospitality, Hair Design and ESL and higher in CS, Esthetics and Transportation Trades.
• Other Contract Revenues	\$502	\$599	(\$97)	\$926	\$718	\$208	Additional training contracts received.
• All Other Revenues	\$6,240	\$5,851	\$389	\$7,360	\$7,012	\$348	These revenues include: sales of goods and services, misc. income, investment income.
• Deferred Capital Contributions	\$4,193	\$4,558	(\$365)	\$5,105	\$5,470	(\$365)	This is the amortization of capital revenue from the Province and is a timing difference based on capital spending patterns.
TOTAL REVENUES	\$89,148	\$89,866	(\$718)	\$111,286	\$108,521	\$2,765	
Expenses							
• Instruction & Instructional Support	\$78,941	\$80,386	\$1,445	\$98,328	\$96,416	(\$1,912)	YTD spending against budget is due mostly due to non-labour spending being lower in supplies & general and professional fees. Forecast is higher than budget due to additional Provincial one-time funding contracts.
• Ancillary	\$2,633	\$2,474	(\$159)	\$3,136	\$2,976	(\$160)	Bookstore sales for the

Operations							YTD are higher than budget by \$141k. This trend is expected to continue.
• Special Purpose Funds	\$620	\$620	\$ -	\$620	\$620	(\$-)	This expense relates mostly to Student financial aid and is offset directly by revenues in Provincial Grant funding. The net is 0.
• Amortization of Tangible Capital Assets	\$7,144	\$7,090	(\$54)	\$8,561	\$8,509	(\$52)	Amortization of capital expenditures either funded internally or by Ministry funding.
TOTAL EXPENSES	\$89,338	\$90,570	\$1,232	\$110,644	\$108,521	(\$2,123)	
• Net Operating Surplus/Deficit	(\$190)	(\$704)	\$514	\$642	\$0	\$642	Overall financial results YTD January 31, 2014 are better than budgeted. Forecast is to have a small surplus (less than 0.5%)
• Capital Spending	4.7 M	see note	n/a	10 million Available (carry forward plus current year allocation)			Capital Budget is developed on an annual basis only. Forecast is to be on budget at the end of the fiscal year.

Key Performance Indicators from Business Plan

Relevant, Quality Education – Improving the quality of our education offerings

KPI	2013/2014	Status
Implement Education Revitalization and Quality Assurance Framework	a) Quality assurance framework adopted. b) Program review and renewal undertaken for 4-5 programs.	a) New Education Plan accepted by EDCO in March 2013. Proposal for a 50% faculty position to document all relevant course and program information is in process. b) Revised program review and renewal policy developed by VP Education was approved in May 2013. Five program renewals are underway as of fall 2013: College Prep English, Medical

		Technology, Culinary Arts, Office Administration & Interior Design.
Levels of satisfaction among students and industry	<p>a) PAC feedback/evaluation mechanism developed.</p> <p>b) Maintain or improve key student scores.</p>	<p>a) Program Advisory Committee Policy and PAC Reporting Template approved in May 2013.</p> <p>b) In 2012/13, Ministry student KPI's re satisfaction with education and quality of education were achieved (>=90%). Overall skills development assessment was achieved or substantially achieved, and this has remained stable for the past 4 years.</p>
DIVERSIFIED SOURCES OF REVENUE – Growth in new sources of revenue to ensure long-term sustainability		
KPI	2013/2014	Status
Increase earned revenue as a percentage of total revenue	Earned revenue as a percentage of total revenue increased to 35%.	Forecast to come in at 37% which is higher than Target of 35%. Gain relates to higher than budgeted contract revenue.
100% ENROLMENT		
KPI	2013/2014	Status
Domestic enrolment	Achieve 100% domestic enrolment	Domestic student forecast to year end is 92% of Ministry target. Forecasting methodology is being examined.
International enrolment	Increase international enrolment by 10% over 2012/2013	Forecast to year end is at 112% over budget. Target has been exceeded.
Aboriginal enrolment	Aboriginal participation represents 4.8% of domestic enrolment	To be determined Brian's Q1 information

DISCUSSION:

Hair Salon & Spa

Hair salon and spa renovations were completed and the Minister of Advanced Education participated in the grand opening.

Challenges/Risk Register Review

ESL/ELSA funding was identified on the risk register. Negotiations with CIC for a new contract to replace the provincial ELSA contract are ongoing with a contract expected to be signed by the end of March 2014. The Province has advised that initial ESL funding for 2014/15 will be at the \$4.67 million level, a reduction of \$3.3 million from the \$8 million provided in the current year. The Ministry has advised that Colleges will not be able to charge to tuition to ESL students and will not be able to bill the Ministry for grants in lieu of tuition which contributed \$3 million to VCC's revenue in 2013/14. VCC is assessing the implications of the funding reduction.

Status of Strategic Initiatives

As a group, spending on the Initiatives totaled \$200k compared to a budget of \$450k. Spending to yearend is forecast to be at \$540k on a budget of \$750k. Initiatives which are under budget are education plan implementation and partnerships.

Financial Results

Financial results to the end of January are better than budget (by \$514k) due to timing differences in operational expenses.

Forecasted financial results for fiscal year 13/14 call for a surplus of \$642k. Revenues are projected to be higher than budget by \$2.7 Million and expenses are forecast to be higher than budget by \$2.1 Million.

Revenues – Additional one-time contracts from the Province of \$3.5 Million.

Expenses – Additional one-time funding contracts have additional costs of \$3.2 Million.

FTE's

Domestic FTE forecast to year-end is projected to be below budget with domestic utilization at 92% of target. Main variances are in the following areas:

School of Hospitality and Applied Business – Hospitality degree program is undergoing external review and is not being offered in 2013/14 (125 FTE's). Soft enrolment in Legal Admin Assistant and Admin Assistant programs has continued through the year (64 FTE's).

School of Music, Dance and Design – Dance diploma (partnership with Arts Umbrella) enrolment is down by 28 FTE's. Skin and body treatment domestic enrolment was down at the beginning of the year prior to the spa renovations (38 FTE's). May domestic enrolment is expected to be on target.

School of Health Sciences – Access to Practical Nursing is 48.46 FTE's under budget and Pharmacy Technician is under budget by 24 FTE's.

UPDATES

Marketing and Communications

A year-over-year increase in web site hits to VCC homepage and an increase in inquiries to the College generated from visits to the website. New VCC ad campaign was recognized with a MarComm Platinum Award and the new VCC website with a MarComm Gold Award.

Education and Student Services

- *Policy Development Initiatives:*
A new draft Credentials policy provides for the option of granting Associate Degree, Advanced Certificate, and Advanced Diploma credentials. These credentials are well-established at many post-secondary institutions throughout BC but are currently not offered at VCC. The new credentials policy would allow for this option thereby making VCC attractive to prospective students interesting in pursuing these learning opportunities as either stand-alone credentials or laddering into other degree programs.

The Faculty Qualifications policy and procedures is currently at the draft stage and seeks to align requisite qualifications with program requirements that are either prescribed by regulatory agencies such as Degree Quality Assurance Board (DQAB), or are considered essential by entities such as Program Advisory Committees (PACs).

An Academic Scheduling draft policy is underdevelopment. The purpose of this policy is to assist in the establishment of dates that reflect the scheduling (start and end dates) of programs as well as courses not part of a program, dates important for students to note in relation to their program/course as well as dates that impact the entire College community

The Program Renewal draft policy is currently before Education Council for consideration. The policy identifies critical pathways and tasks to be completed as part of a comprehensive and robust program renewal process and has been informed by representatives from industry, PACs, and other stakeholder groups as part of the identification and renewal process.

- The Bachelor of Hospitality Management Program has responded to the recommendations contained in the DQAB report and has incorporated the appropriate changes related to program content and faculty qualifications. Arrangements will be made for the review panel to return once the curricular changes have been reviewed and approved by Education Council this spring.
- First applied research project was granted funding to carry out a joint research with BCIT on gluten free baking. The project tests the anecdotal evidence observed by many artisan bakers throughout the UK and Canada that some types of sourdough breads made using traditional bread-making methods can be safely consumed by customers with gluten sensitivities.
- A Curriculum Inventory project is currently underway and is being coordinated by the Education Council Assistant. The initiative is an important one and involves collecting and organizing course outlines and Program Content Guides from each program area and analyzing and identifying content area gaps and/or missing data critical for decision-making related to both student registration and the granting of appropriate credit-levels for courses.
- In February, staff from Bow Valley College in Alberta came to VCC and provided an overview of their Essential Skills training model for senior staff, Deans, and Directors, Department Leaders and faculty. The model is based on a collection of core skills deemed critical for success in the workforce. A total of 50 faculty members were trained.
- The Strategic Enrolment Management committee will be reconstituted in March to implement the recommendations arising from a report put together by a consultant. The project has identified issues and barriers for online registration, scheduling, timetabling and workflow.
- A K-12 Transitions strategy is currently being developed with the goal of increasing enrolment among the 18-20 year age range. At present, there are a number of activities underway that involve potential partnerships with the VSB and other metropolitan school districts. These activities are occurring across various schools and departments and the intent of this initiative is to coordinate these activities in order to optimize student enrolment.

Human Resources

- The number of leadership roles filled with interim appointments has been reduced from 7 to 6 since the last quarterly report. Our current interim fill rate is 21% including the role of President. While the caliber of the individuals fulfilling the interim roles is strong, the lack of consistent and long-term leadership can have an impact on long range planning and decision-making. The lack of 'bench strength' to fill these roles internally is increasing the amount of time to fill vacancies and pointing to the need for a comprehensive succession plan. In addition, the public sector wide management salary freeze continues and could render the College uncompetitive in attempting to fill key roles for Dean and Executive positions.
- The Collective Agreement with the VCCFA expires on March 31, 2014 and notice to bargain could be served at any time. The provincial bargaining mandate that spells out the financial and other parameters for public sector bargaining was published in December 2013. The College is in the final stages of developing its bargaining plan that must fall within the mandate and be preapproved by PSEC. All of this could mean that the 2014 bargaining for both local and sector

wide could begin prior to the end of the fiscal year. This has the potential to be disruptive and distracting for the day-to-day operation of the College.

Other

VCC is hosting the Regional Skills Competition and a “Try-a-trade” event on March 5th. We have over 500 high school students participating. Students will have the opportunity to try their hands out at several auto service tech and auto collision/repair stations. Other programs including Culinary Arts, Baking and Jewelry Arts will be displaying their work.

Prepared by: Irene Young/Bill Radford/John Woudzia/Catherine Clement/Linda Sanderson

Date: February 21, 2014



INFORMATION NOTE

PREPARED FOR: Board of Governors – Public Meeting

ISSUE: 2014/15 Government Letter of Expectations

INFORMATION:

The Board of Governors authorized the Chair of the Board to sign the Letter of Expectations between the Government of BC and VCC, which provides the Government's annual direction to the VCC.

Attachments: 2014/15 Government Letter of Expectations

Prepared by: Angela Blake

Date: February 21, 2014



GOVERNMENT'S LETTER OF EXPECTATIONS

BETWEEN

**THE MINISTER OF ADVANCED EDUCATION
(AS REPRESENTATIVE OF
THE GOVERNMENT OF BRITISH COLUMBIA)**

AND

**THE CHAIR OF THE BOARD OF
VANCOUVER COMMUNITY COLLEGE
(AS REPRESENTATIVE OF
VANCOUVER COMMUNITY COLLEGE)**

FOR 2014/15

PURPOSE

This Letter of Expectations between the Government of British Columbia (Government) and Vancouver Community College (Institution) provides Government's annual direction to the Institution and is an agreement on the parties' respective accountabilities, roles and responsibilities. This Letter applies equally to both parties and does not create any legal or binding obligations on the parties. It is intended to create an opportunity for dialogue between the parties and to support an open, positive and co-operative working relationship, resulting in the achievement of Government's policy and performance expectations in a transparent and accountable manner.

The Institution is a public post-secondary institution which receives funding from the Government. The Government is responsible for setting the legislative, regulatory and public policy frameworks in which the public post-secondary institutions operate and which set the Institution's mandate as defined by the *College and Institute Act*.

The Government and the public post-secondary institutions share a commitment to ensuring that British Columbians have access to the high quality post-secondary education and training programs they need to fully participate in British Columbia's economy and society. This includes being responsive to student and labour market demands and to addressing the overall socio-economic and regional employment needs of the province.

The parties also share a commitment to achieving a seamless and sustainable transfer system that supports mobility of students and portability of their credits to help them achieve their education, training and employment goals.

In response to the Government's general direction, frameworks and principles, and respecting the role of the Senate, Academic Council, Education Council and/or Program Council as applicable to the Institution, the Institution will, in fulfilling its mandate, consider Government's priorities in the alignment of its institutional resources. In the spirit of collaboration and cooperation, the Institution agrees to:

- In establishing the Institution's priorities, consider the Government's goals of supporting our economy by controlling spending to balance the budget, job creation and investment in the province, and improving social programs that support families of every description and improve the lives of British Columbians.
- Work in partnership with the Government and Aboriginal communities, organizations and institutes to implement the Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan in order to increase the participation and success of Aboriginal learners.
- Assist in advancing Government's International Education Strategy, including promoting greater internationalization of the education system, attracting and retaining more international students, and providing increased opportunities for students and educators to study and work abroad.
- Continue to support the development and adoption of open education resources, including Government's open textbook initiative, to increase affordability for students and their families.
- Support seamless delivery of education and skills training for students from high school right through entry into the workforce.
- Collaborate with Government to set targets for post-secondary graduates to ensure British Columbia's current and future labour market needs are met.
- Continue to minimize overhead costs and, where appropriate, consolidate functions across different post-secondary institutions.

- Undertake an institution-wide core review of post-secondary education programming to ensure student seats are being filled.
- Comply with the Government's tuition limit policy that limits tuition and mandatory fee increases. For 2014/15, fee increases will be limited to two percent. A copy of the tuition limit policy can be found on the Ministry's website.

GENERAL INSTITUTIONAL ACCOUNTABILITIES

The Government also sets broad legislative and policy direction to ensure the Institution's operations and performance are consistent with the Government's Strategic Plan, found at: http://www.bcbudget.gov.bc.ca/2013_June_Update/stplan/2013_June_Strategic_Plan.pdf.

As such, the Institution agrees to:

- Conduct its affairs in a manner consistent with the spirit and intent of all applicable legislative, regulatory and policy framework established by the Government, and with the principles of integrity, efficiency, effectiveness and service.
- Ensure audited financial results (before endowment contributions) achieve a balanced or surplus position on an annual basis, and develop strategies to ensure this is achieved.
- Conduct board matters in accordance with the Government's best practice guidelines – *BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*, which can be found on the Ministry of Finance website.
- Ensure board remuneration rates comply with Order in Council 180/95 and that remuneration is publicly disclosed on the Institution's website as required by the Public Sector Employers' Council Secretariat.
- Comply with the Government's requirements to be carbon neutral under the *Greenhouse Gas Reduction Targets Act*.
- Comply with the Government's freeze on executive and management compensation announced September 2012.
- Comply with the 2014 Economic Stability Mandate which applies to collective agreements that expire on or after December 31, 2013. A summary of the mandate is available on the Public Sector Employers' Council Secretariat website.

GOVERNMENT RESPONSIBILITIES

The Government is responsible for setting the legislative, regulatory and public policy frameworks in which post-secondary institutions operate. In order to meet these responsibilities and support achievement of the Government's performance expectations, the Government will:

- Provide the Institution annual operating and capital funding allocations for inclusion in the Institution's planning activities.
- Review the student loan program and make recommendations for improvement to ensure the program is meeting the needs of today's students.
- Ensure Board appointments are filled in a timely way and support the Board's ability to fulfil its obligations.

During the term of this Letter, the Government may provide additional policy direction, and will work with the Institution to achieve such direction.

AREAS OF SHARED ACCOUNTABILITY

Communications

It is agreed by both the Government and the Institution that, to ensure effective and efficient day-to-day communications and relationship building, representatives for both parties will be tasked with implementing the contents of this Letter and keeping the Minister and the Institution's Board informed of progress in a timely fashion.

Reporting

The Government and the Institution are committed to transparency and accountability to the public and have planning, reporting and disclosure requirements in the *Budget Transparency and Accountability Act*, the *Financial Administration Act*, and the *Financial Information Act*. The Government has provided the Institution with *Reporting Requirements* which sets out statistical, financial and performance reporting requirements and which can be found on the Ministry's website.

The Institution agrees to meet these *Reporting Requirements*, and provide the Government with reports and high quality data required by Government to carry out its responsibilities.

The Institution and the Government will post the most recent signed copy of the Government's Letter of Expectations on their respective websites.

Review and Revision of this Letter

The Minister of Advanced Education is accountable for undertaking reviews of this Letter and monitoring its implementation. The Government and the Institution may agree to amend this Letter on a more frequent than annual basis.

Honourable Amrik Virk
Minister of Advanced Education

Mr. Eugene A. Hodgson
Chair of the Board
Vancouver Community College

Date

Date

pc: Honourable Christy Clark
Premier

Mr. John Dyble
Deputy Minister to the Premier and Cabinet Secretary

Mr. Peter Milburn
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Ms. Sandra Carroll
Deputy Minister
Ministry of Advanced Education

Ms. Cheryl Wenezenki-Yolland
Associate Deputy Minister
Ministry of Finance

Mr. Douglas Callbeck
Interim President
Vancouver Community College