



VANCOUVER COMMUNITY COLLEGE
BOARD OF GOVERNORS PUBLIC MEETING AGENDA
 Wednesday, February 25, 2015, 6:00 p.m., Room 420, Downtown Campus
 Dial In Number: 1-866-565-7807; Participant Code: 0116166#

Board of Governors: Eugene Hodgson (Chair), Pam Ryan, Jim Storie, Rick Stokes, Sumit Ahuja, Ted McGurk, Claire Marshall, Chloe Choi, Erin Klis, Tanis Sawkins, Jennifer Haggerty

Ex-Officio: Peter Nunoda, Todd Rowlatt

Staff Resources and Guests: Irene Young, Linda Sanderson, Judith McGillivray, Tori Klassen, Janette King, Chris Joyce, Karen Shortt, Angela Blake

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1	Call to Order	--	Eugene Hodgson	--	--	--
2	Adopt Agenda	--	Eugene Hodgson	Agenda	Decision	1
3	Approve Minutes	1 min	Eugene Hodgson	Minutes: December 3, 2014	Decision	3
4	Chair Remarks	2 min	Eugene Hodgson	Verbal	Information	--
5	President's Report	5 min	Peter Nunoda	IN – VCC News and Events	Information	9
6	VCCFA presentation: Tuition Fees for Adult Basic Education	30 min	Various speakers	Verbal	Discussion	--
7	Education Council Update <ul style="list-style-type: none"> • EdCo Chair Report • New Qualification for Continuing Studies Instructor – New Policy • C.2.1 International Students and Study Permits – revised policy • Academic Schedule Policy • EdCo Annual Report 	20 min	Todd Rowlatt	EdCo Chair Report DN – New Qualifications for Continuing Studies Instructor Policy and Procedures DN – International Students on Study Permits DN – New Academic Schedule EdCo Annual Report	Information Decision Decision Decision Information	11 14 18 21 26
8	Finance and Audit Committee Report <ul style="list-style-type: none"> • Third Quarter Report 	15 min	Ted McGurk / Irene Young	Q3 Report	Information	33
9	Human Resources Committee Report	15 min	Linda Sanderson	Verbal	Information	--



Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
10	Tuition Fee Approvals <ul style="list-style-type: none"> • Hospitality Management Degree • Hospitality Management Diploma • Dental Hygiene Diploma • Speech & Hearing Diploma • Increase in Domestic Tuition 	20 min	Irene Young	DN – Tuition for Hospitality Mgmt Degree DN – Tuition for Hospitality Mgmt Diploma DN – Tuition for Dental Hygiene Diploma DN – Tuition for Speech & Hearing Diploma DN – Increase in Domestic Tuition	Decision Decision Decision Decision Decision	37 42 47 50 53
11	Constituency Group Updates <ul style="list-style-type: none"> • SUVCC • CUPE • VCCFA 	5 min each	Janette King / Chris Joyce/ Karen Shortt	Verbal	Information	--
12	Next meeting date: April 29, 2015	--	--	--	--	--
13	Termination	Meeting duration: approximately 2 hours				

**MINUTES OF THE PUBLIC MEETING OF THE BOARD OF GOVERNORS
OF VANCOUVER COMMUNITY COLLEGE HELD ON
DECEMBER 3, 2014 AT THE BROADWAY CAMPUS**

Committee Members: Eugene Hodgson (Chair), Ted McGurk, Jim Storie , Rick Stokes, Claire Marshall, Chloe Choi, Erin Klis, Tanis Sawkins, Jennifer Haggerty, Pam Ryan

Ex-Officio: Peter Nunoda, Susie Findlay

Staff Resources/Guests: Irene Young, Linda Sanderson, John Woudzia, Judith McGillivray, Victoria Klassen, Angela Blake, Chris Joyce, Karen Shortt, Janette King

Regrets: Sumit Ahuja

The meeting was called to order at 5:28 p.m. by Mr. Hodgson. Ms. Blake acted as Secretary of the meeting. Mr. Hodgson declared the meeting to be properly called and constituted.

APPROVAL OF AGENDA

Mr. Hodgson asked if there were any proposed amendments to the agenda for the meeting, a copy of which was provided with the meeting materials. As no amendments were suggested, the agenda, as set out in the meeting materials, was adopted.

MINUTES OF PRIOR MEETING

Mr. Hodgson referred to the draft minutes of the November 6, 2014 public Board meeting that was provided with the meeting materials.

UPON MOTION duly made, seconded and carried, the following resolution was approved and adopted:

RESOLVED THAT the minutes of the Board of Governors meeting held on November 6, 2014 are approved.

CHAIR REMARKS

Mr. Hodgson provided general introductory comments to attendees, noting that he has enjoyed working with Dr. Nunoda thus far and that next year will be VCC's 50th anniversary and should be a good year for the College.

PRESIDENT REMARKS

Dr. Nunoda welcomed Judith McGillivray and Victoria Klassen as new members of the leadership team. He noted that Ms. McGillivray will be acting as Vice President, Education, and interim Vice President, Academic. Dr. Nunoda also noted that, at the in camera Board meeting that preceded the public meeting that evening, it was determined to defer the vote on the suspension of ESL pending completion of the next day's scheduled meeting between himself, Karen Shortt and the Deputy Minister of AVED. The Board intends to hold a teleconference meeting with respect to the consideration of the suspension of ESL prior to December 17, 2014, and the results of that vote will be publicly conveyed to the VCC community following that meeting.

Dr. Nunoda then discussed other VCC news and events, as further described in the meeting materials, including the recent opening ceremony for the Centre of Excellence of Motive Power at Annacis Island, which he noted will be an integral component of VCC's programs and will be one of the College's centres of operation going forward.

He also announced that the College has entered into an agreement with FortisBC and the Canadian Natural Gas Vehicle Alliance, pursuant to which VCC will become the exclusive provider of Compressed Natural Gas and Liquefied Natural Gas (LNG) vehicle training in British Columbia. He advised that the College also hopes to shortly have an announcement with respect to the creation of a natural gas filling station at the Broadway Campus. He gave credit to the College's team in the Trades area for positioning VCC within the Province's agenda for LNG.

FINANCE AND AUDIT COMMITTEE REPORT

Ms. Young referred to the briefing note included in the meeting materials with respect to the second quarter report for the financial period ended September 30, 2014. She commented that, as expected, key in the report is the significant deficit the College is experiencing and projecting due to the loss of ESL funding. She noted that it was not until late 2013 that the College was advised of the elimination of \$11 million in funding for ESL. As a result, the Finance team came up with very aggressive revenue targets in order to balance the budget for the fiscal year ending March 31, 2015. She advised that it is now obvious that the College will not be able to deliver on those targets, and highlighted steps the College is taking to try to minimize the expected deficit, including the imposition of a hiring freeze. A deficit of \$4.7 million is being projected for the 2014/15 fiscal year.

Ms. Young advised that VCC has submitted a deficit mitigation strategy to the Ministry of Advanced Education (AVED) with options to resolve the deficit. Under the Colleges and Institutes Act, public post-secondary institutions are required to obtain approval from the Minister of Advanced Education and the Finance Minister prior to running financial statement deficits. Approval is pending and has not yet been granted. In the event that it is granted, VCC will be required to provide the Ministers with monthly updates as to the actions the College is taking to mitigate the deficit. Ms. Young noted that five other post-secondary institutions in the Province have also submitted notification of a projected deficit to the Ministry, notwithstanding that VCC has been the hardest hit by the loss of ESL funding.

Ms. Young also noted that a few key performance indicators were off in the second quarter, largely due to the loss of ESL full time enrolments. The business plan, when drafted, covered a three year period, so enrolment targets were set when the College did not have specifics of what would happen with ESL. However, international tuition is over budget in terms of both student and revenue, being over 25% higher than last year's actuals, and the preliminary forecast for next year is for further increases.

Mr. McGurk noted that the Finance and Audit Committee (FAC) reviewed the second quarter report in great detail. He noted that there are certain things that VCC is unable to control, such as ESL cuts, but there are some things that can be controlled, such as tuition and expenses. VCC is operating in a constrained environment fiscally so consideration must be given as to how to best manage factors that can be controlled.

Ms. Young then responded to questions from the Board with respect to the second quarter report, including with respect to the presentation of extraordinary items, subsidized programs and other contract revenues.

TUITION FEE APPROVALS

Hospitality Management Degree & Diploma

Ms. Young summarized the background of the Hospitality Management Degree and Diploma programs, as further described in the meeting materials, and the tuition review process that has been undertaken by the Finance and Audit Committee. Mr. Storie requested that consideration of this matter be postponed to a future Board meeting, which was unanimously agreed upon by the Board.

Early Childhood Care Education Diploma Programs – Special Needs & Infant Toddler

Ms. Young referred to the briefing note included in the meeting materials with respect to the proposed tuition fees for the Early Childhood Care Education Diploma Programs –Special Needs & Infant Toddler, which are part of Continuing Studies. She described the background regarding creation of the original Early Childhood Care and Education Basic Certificate Program in 1994, and its development since then. She then discussed the fee approval process undertaken by the leadership team and FAC, noting that consideration was given to both the cost of delivery of the program and comparable fees at other institutions, and it was determined that Option 3, being tuition of \$7,000 per student, as further described in the meeting materials, is the recommended option. She advised that these fees are slightly lower than at some other institutions but are believed to be at a comfortable level for students and it is expected that classes will be filled.

Ms. Young then took questions from the Board with respect to the tuition fees, assumptions used in modeling the different fee options, and the fact that students in the program are not eligible for student loans because the program is only offered on a part-time basis in the evenings. Mr. McGurk noted that FAC had approved the fees and had considered many of these questions, in addition to other questions with respect to the marketability of the program and other matters, and recommended that the Board approve Option 3. Dr. Nunoda commented that Continuing Studies is about generating revenue for the College, rather than cost recovery, so Continuing Studies programs need to generate a return to VCC above the cost of offering such programs.

UPON MOTION duly made, seconded and carried, with Ms. Haggerty opposing, the following resolution was approved and adopted:

RESOLVED THAT, at the recommendation of VCC's Finance and Audit Committee, the Board of Governors approves Option 3 for the tuition fees for the Education Childhood Care Diploma Programs – Special Needs and Infant Toddler

Sport and Recreation Management Certificate

Ms. Young referred to the briefing note included in the meeting materials with respect to the Sport and Recreation Management Certificate, noting that, like the other programs discussed that evening, fees for the Certificate have been the subject of a substantial review process. She discussed the comparables included in the briefing note, but noted that they are two year diplomas rather than a one year certificate as VCC's will be, so are not directly comparable. However, they are the closest comparables available. Ms. Young advised that Option 3, being tuition of \$4,600 per student, as further described in the meeting materials, is the recommended option.

Ms. Young then responded to questions from the Board with respect to the College's rationale for offering the Certificate as well as the components of the fees of comparable programs. She provided a summary of the background for the creation of the program and also noted that the BC Labour Market Outlook included program leaders and instructors in recreation, sport and fitness on the list of the top 60 jobs in demand.

UPON MOTION duly made, seconded and carried, with Ms. Haggerty opposing and Ms. Klis abstaining, the following resolution was approved and adopted:

RESOLVED THAT, at the recommendation of VCC's Finance and Audit Committee, the Board of Governors approves Option 3 for the tuition fees for the Sport and Recreation Management Certificate.

EDUCATION COUNCIL REPORT

Sport and Recreation Management Certificate

Ms. Findlay referred to the briefing note included in the meeting materials with respect to the implementation of a Sport and Recreation Management Certificate, and advised that Education Council (EdCo) recommends implementation of the Certificate. She noted that the program coordinator is in discussions with Langara College and Vancouver Island University to facilitate VCC graduates being given advanced standing in their respective diploma programs.

UPON MOTION duly made, seconded and carried, the following resolution was approved and adopted:

RESOLVED THAT the Board of Governors approves the implementation of the Sport and Recreation Management Certificate.

Early Childhood Care Education Diploma Programs – Infant Toddler & Special Needs

Ms. Findlay referred to the briefing note included in the meeting materials, noting that EdCo has approved the curricula for both programs, as has the BC Early Childcare Education Registry. A PAC comprised of various stakeholders from the sector and the BC Ministry of Children and Family Development has agreed to support both programs and to ensure each program aligns with sector needs. recommend significant improvements to existing programming. Ms. Findlay advised that EdCo recommends that the Board implement both diploma programs.

UPON MOTION duly made, seconded and carried, the following resolution was approved and adopted:

RESOLVED THAT the Board of Governors approves the implementation of the Early Childhood Care and Education Infant and Toddler Diploma and the Special Needs Diploma as presented to the Meeting.

Ms. Findlay noted that this is her last meeting as EdCo Chair as she is not running for another term. She thanked the Board for their support during her tenure. Mr. Hodgson thanked Ms. Findlay for her service, noting that Ms. Findlay will be pursuing her PhD.

HUMAN RESOURCES COMMITTEE UPDATE

Ms. Ryan discussed matters addressed at the Human Resources Committee meeting held on November 27, 2014, stating that the primary topic covered was the quarterly report. She noted that days lost to

sick leave are trending below last year, due in part to the graduated return to work initiative and improved claims management processes. Worksafe BC claims and days lost to accidents are also down from prior years. The key positions of Dean, Trades, Director, Financial Services, and Director, Marketing and Communications, have been filled.

CONSTITUENCY GROUP UPDATES

SUVCC

Janette King spoke on behalf of the Student Union of VCC (SUVCC). She provided the Board with an update on activities around the College being undertaken by the SUVCC, including participating in Convocation and hosting a snack cart for students during exams. She also noted that the SUVCC will be hosting memorial events to commemorate the 25th anniversary of the Montreal Massacre, and is launching a campaign to fight violence against women. She invited Board members to participate in these events.

Ms. King stated that the SUVCC, in partnership with the VCC Faculty Association (VCCFA), remains committed to fighting the cancellation of ESL. She also announced the Your Voice Matters campaign, which will allow students to get connected to the VCC budget process to ensure their voice is heard on budget issues that will affect them, such as fee and tuition increases. Finally, Ms. King voiced the SUVCC's concern that proposed fees for the Hospitality Program are too high and urged a reconsideration of the proposed fees.

CUPE

Chris Joyce spoke on behalf of CUPE. He noted that CUPE representatives had attended the Motive Power opening at Annacis Island and it was a happy occasion. Mr. Joyce congratulated the Board on its efforts in this area, and Dr. Nunoda and Ms. Young particularly for their work, noting that the program was very positive for the College in a difficult time.

VCCFA

Karen Shortt spoke on behalf of the VCCFA. She advised that the VCCFA also appreciated the Motive Power opening and were hoping for the best with respect to the Province's decision regarding ESL. She further commented that the fact that six post-secondary institutions in British Columbia are running deficits indicates that the Province is underfunding post-secondary institutions and should be held accountable for that. Ms. Shortt then played the Board a video created by the VCCFA with respect to the impact of ESL cuts.

Mr. Hodgson thanked Ms. Shortt for the excellent video and thanked everyone for all their work with respect to ESL thus far.

NEXT MEETING

It was confirmed the next public Board meeting will be held on February 25, 2015 at 6:00 p.m.

TERMINATION

There being no further business, the meeting was terminated at 6:27 p.m.

Angela Blake
Secretary to the Board

DRAFT



INFORMATION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 25, 2015

TOPIC: VCC News & Events - Dec. 15 – Feb. 18, 2015

- On Feb. 3, 2015 we learned VCC was successful in the first of a series of trademark disputes. The Canadian Trade-marks Opposition Board has rejected the Vancouver Career College's application to register VCCollege.ca. The Board found that the VCCollege trade-mark is confusing with VCC. Among other factors, the Board noted that the "services of the parties, operating an educational institution at the college level, are identical as is the nature of the trade," and that "the two trade-marks under consideration closely resemble each other...." The Board noted that VCC is not inherently distinctive because it is an acronym (as expected) but found that VCC's extensive use of VCC as a trade-mark in the Vancouver area "has resulted in [its] trade-mark VCC becoming distinctive."
- Tina Chow's title has changed from Director, International and Immigrant Education to Dean, International and Immigrant Education, effective immediately. This change aligns VCC with the organizational structure held at many post-secondary institutions in the lower mainland, and further serves to reflect the high-level strategic planning and institution-wide impact of the role.
- A new leadership team has been elected for the re-named English as an Additional Language department: Tanis Sawkins is the Department Lead. This department manages all the ESL courses at VCC, other than the federally funded LINC (Language Instruction for Newcomers to Canada) contract.
- VCC's annual Try-a-Trade event will be taking place on Wednesday March 4th from 10:00 am to 2:00 pm at the Broadway Campus. This year, we will be hosting approximately 700 students from more than 20 different high schools.
- VCC launched an online giving catalogue just in time for Valentine's Day at: <http://www.vcc.ca/about/foundation/catalogue-of-gifts/>
It's a catalogue of immediate needs for VCC's Music and Culinary Arts departments. Items from other departments will be cycled in every three or four months.
- Vancouver Community College sadly notes the passing of Rose Marie Watson, retired VCC educator, who passed away on Sunday, January 25th. Rose Marie was a pioneer ESL teacher

at the college, a leader in the field of ESL in Canada and a renowned educator with many accomplishments during her 40 year career at VCC.

- Effective January 5, 2015, Susie Findlay acquired the ongoing position of Dean for the Centre for Instructional Development and School of Instructor Education.
- Shirley Lew has taken the role of Interim Director, Library Services & Learning Centre. Shirley is a recognized leader in the department, having been with VCC as Coordinator of Library Systems & Technical Services for over 7 years, and brings with her significant past experience in librarianship throughout both the public and academic sectors. Shirley will hold the Interim Director position for an approximate 7 month term as recruitment for a permanent Director is underway.
- Michael Tittel, who has been leading the Hospitality Diploma program for 3 years, has been elected for another 3 year term.
- Ken Morrison has been elected to a second consecutive term as department head of the Music program. This will be his fourth term during his career at VCC.

PREPARED BY: Victoria (Tori) Klassen, Director, Marketing and Communication

DATE: February 18, 2015



INFORMATION NOTE

PREPARED FOR: Board of Governors

ISSUE: Report from Education Council

ANNUAL REPORT:

The 2014 Education Council Annual Report is included for the Board's information. It highlights EDCO's significant accomplishments: discussions and advice on key strategic issues, and approval and advice on curriculum and educational policies.

Ad Hoc Committee on Educational Priorities and the Enrolment Plan:

Judith McGillivray, Vice President Academic (pro tem) presented an information note at the February 10th 2015 meeting of Education Council that proposed a new approach to the yearly Enrolment Plan. Dr. McGillivray identified issues around FTE divisors and data entry errors that have complicated enrolment information in the past, and proposed a new plan:

- Provide Education Council with student head count after the stable enrolment date at least two times a year to inform on actual seats filled, trends and variances. This would change the past practice of reporting out using FTEs.
- Revise curriculum whenever possible to maximize FTE count by using a 30 student contact hour divisor.
- Provide detailed 5-year trend data to Education Council during annual program reviews.
- Provide seat distribution and reallocation information by School on a yearly basis to Education Council but only as information, not for "advice or control." This would be a significant change in past practice as Education Council has always provided advice to the Board of Governors on the yearly Enrolment Plan as part of its legislated advisory responsibilities on the educational priorities of the institution.

Education Council has struck an *ad hoc* committee on educational priorities and the enrolment plan to discuss Dr. McGillivray's proposal and provide recommendations to Education Council on how it can best provide advice on the College's educational priorities to the Board. This might result in a policy on educational priority-setting.

Update on Educational Policy Development:

Three policies are on the agenda for the Board's approval: revisions to C.2.1 International Students on Study Permits policy, a new Academic Schedule policy and a new Qualifications for Continuing Studies Instructors policy. Other significant policies will be ready for approval in the next few months, including

the Admissions policy, the Affiliations Agreement policy, the Curriculum Development & Approval policy and the Grading policy.

The Chair of Education Policy Committee, the Vice President Academic and I met on February 3rd to review progress on policy development and identify priorities for additional policy development (listed below).

Policy	Status	Target Completion
Policies Currently Under Review at Policy Committee		
C.1.1 Grading, Progression, Withdrawal	Working group has completed revisions. Going to Policy Committee for review in March.	June 2015
C.1.4 Assignment of Credit	Working group being established to discuss solutions for complications related to proposed policy changes. A pilot study completed by CID found changes would greatly impact a number of programs.	December 2015
C.3.2 Program Review and Renewal	Working group is reviewing and currently receiving feedback from IR.	November 2015
C.3.10 Affiliation Agreements (student focused)		April 2015
D.3.1 Admissions Appeal	Recommended for deletion once revisions to Admissions Policy are approved.	
D.3.6 Admissions		April 2015
NEW Curriculum Development and Approval	Working group has completed revisions. Going to Policy Committee for review in March.	June 2015
NEW Flexible Admissions		April 2015
Policies Identified as Priorities		
C.3.3 Criteria for cancelation of Programs leading to Certificates, Diplomas or Degrees		December 2015
C.3.4 Changes to Length or Hours for Courses or Programs	Recommended for deletion once Curriculum Development and Approval policy is approved.	September 2015
C.3.6 Course and Program Documentation		September 2015
C.3.9 Degree Standards		September 2015
D.1.1 Education Services Review		December 2015
D.1.3 Copyright		November 2015

Summary of Curriculum Approvals:

Education Council and Curriculum Committee approved the following curriculum from November 2014 to February 2015.

Education Council:

- Education Council approved changes to admission requirements for the Pharmacy Technician Program.
- Education Council approved changes to NURS 1262 and NURS 1263 course outlines.

Curriculum Committee:

- Curriculum Committee approved changes to course outlines for LINC 0614, LINC 0615, and LINC 0616.
- Curriculum Committee approved changes to course names and numbers for the Medical Office Assistant Certificate and the Medical Transcriptionist Certificate.
- Curriculum Committee approved the regrouping of courses for the Culinary Arts Diploma (International Cohort) into four (4) terms.
- Curriculum Committee approved the regrouping of courses for the Automotive Service Technician Program (International Cohort) into four (4) terms.
- Curriculum Committee approved changes to the Access to Practical Nursing and Practical Nursing Program to reflect new Standards of Practice Framework provided by the College of Licensed Practical Nurses of BC.

PREPARED BY: Todd Rowlett, Chair of Education Council

DATE: February 18, 2015



DECISION NOTE

PREPARED FOR: Board of Governors

ISSUE: Approval of Qualifications for Continuing Studies Instructors Policy and Procedures

DISCUSSION:

Judith McGillivray, Vice President Academic (pro-tem), identified a policy gap at VCC around qualifications for faculty members and instructors. Section 23(1)(i) of the College & Institute Act identifies policies on faculty member qualifications as an area that Education Council must advise the Board of Governors, and the Board must seek its advice.

At their 25 June 2014 meeting, the Board approved the C.3.11 Qualifications for Faculty Members policy and procedures. Continuing Studies instructors were exempted from this policy.

At the request of the Dean of Continuing Studies and the Vice President of Access and Strategic Development, a separate policy was developed in order to avoid confusion around the use of the word "faculty," as CS instructors are not members of the Faculty Association at VCC.

Education Council has reviewed this policy and is satisfied that it covers remaining policy gaps for faculty qualifications. The two policies on qualifications are almost identical and the policy principles are fundamentally the same.

Education Council reviewed and recommended approval of this policy at its January 13, 2015 meeting.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the new Qualifications for Continuing Studies Instructors policy and procedures.

ATTACHMENTS:

- *New Policy Qualifications for Continuing Studies Instructors*
- *New Procedure Qualifications for Continuing Studies Instructors*

PREPARED BY: Todd Rowlett, Chair of Education Council

DATE: February 10, 2015



POLICY

Policy No.	NEW
Title	Qualifications for Continuing Studies Instructors
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice President Academic
Last Revised/Replaces	New
Effective Date	
Signed by	

CONTEXT AND PURPOSE

This policy will guide Vancouver Community College (VCC; the College) in the hiring of instructors for Continuing Studies with the appropriate credentials and experience commensurate with the academic and professional standards of their programs, courses and/or services. Highly qualified instructors are critical to student success at VCC.

SCOPE AND LIMITS

This policy and related procedures applies to all Continuing Studies instructors at Vancouver Community College.

STATEMENT OF POLICY PRINCIPLES

1. The College is committed to the continuous assurance of program quality and the success of its students through graduation.
2. The credibility of the College's programs/courses require instructors who are appropriately qualified:
 - a. Instructor qualification requirements will vary in accordance with the academic and professional expectations appropriate to the College's diverse programs, courses and/or service responsibilities.
 - b. Instructors have the appropriate balance of three essential qualifications: employment experience, academic and/or professional/industry credentials, and a commitment to teaching excellence.
 - c. Meets external expectations where there are accreditation, articulation, and provincial/national approval bodies.

DEFINITIONS

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

RELATED POLICIES & LEGISLATIONLegislation:

College and Institute Act, Section 23(1)(i)

Policies:

C.3.11 Qualifications for Faculty Members

RELATED PROCEDURES

Refer to Qualifications for Continuing Studies Procedures.



PROCEDURES

Policy No.	NEW
Title	Qualifications for Continuing Studies Instructors
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice President Academic
Last Revised/Replaces	New
Effective Date	
Signed by	

DEFINITIONS

Qualifications: The academic and professional expectations appropriate to individual courses include specific, desirable and/or additional qualifications as determined by the Program Coordinator in conjunction with the Dean of Continuing Studies.

Temporary Instructional Appointment: A contract issued to continuing studies instructors outlining the details of each assigned course including rate of pay, hours and dates.

PROCEDURES

1. In keeping with appropriate academic and professional standards of courses and programs, the Program Coordinator in conjunction with the Dean of Continuing Studies will recommend the qualifications for temporary instructional appointments per the related Policy Principles.
2. Each Program Coordinator will review the qualifications for temporary instructional appointments on an annual basis and make necessary recommendations to the Dean of Continuing Studies.
3. The Dean of Continuing Studies will ensure College policies, procedures, principles of administrative justice, and appropriate federal and provincial legislation are adhered to.
4. The Human Resources Department will make the current list of qualifications for temporary instructional appointments available for viewing on the College's website.

RELATED POLICY

Refer to Qualifications for Continuing Studies Instructors Policy.



DECISION NOTE

PREPARED FOR: Board of Governors

ISSUE: Approval of Revisions to C.2.1 International Students on Study Permits Policy and Procedures

DISCUSSION:

This policy and related procedures revises the existing “International Education Enrolment” policy. It was approved by the President in 2013 as an administrative policy; however, in consultation with the Chair of the Board, it was clarified that this is an admissions policy to be approved by the Board of Governors with advice from Education Council.

The policy defines who can qualify as an international student, establishes how seats are reserved for international students and acknowledges that international students might not be eligible for some programs (particularly those funded by the ITA).

The policy has gone through an extensive consultation process and has been reviewed by International Education. Education Council has reviewed the policy, and recommended approval at its January 13, 2015 meeting.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the revisions to C.2.1 International Students on Study Permits policy and procedures.

ATTACHMENTS:

- Policy C.2.1 *International Students on Study Permits*
- Procedure C.2.1 *International Students on Study Permits*

PREPARED BY: Todd Rowlett, Chair of Education Council

DATE: February 10, 2015



POLICY

Policy No.	C.2.1
Title	International Students on Study Permits
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President Academic
Last Revised/Replaces	International Education Enrolment, January 29, 2004
Effective Date	
Signed by	

CONTEXT AND PURPOSE

This policy details the educational opportunities for international students on valid study permits by outlining the principles and procedures by which seats are made available to such students.

SCOPE AND LIMITS

This policy applies to all College programs for which international students on valid study permits are eligible. Please see D.3.6 Admissions Policy for overall admissions criteria to enter the College.

STATEMENT OF POLICY PRINCIPLES

1. VCC admits qualified applicants in a consistent, transparent and timely manner according to approved admission requirements of the College and/or program/course.
2. The College may admit international students who hold a valid study permit.

DEFINITIONS

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

RELATED POLICIES

A.3.1 Human Rights
 C.1.1 Course/Program Grading
 C.1.3 Granting of Credentials
 C.2.2 Eligibility for Domestic Fees
 D.3.8 Criminal Record Check Policy
 D.3.10 Aboriginal Education Enrolment
 D.3.5 Prior Learning Assessment and Recognition
 D.3.6 Admissions
 D.4.1 Students with Disabilities
 D.4.2 Student Complaints about Instruction, Services and Employees
 NEW Flexible Admissions

RELATED PROCEDURES

Refer to International Students on Study Permits Procedures (C.2.1).



PROCEDURES

Policy No.	C.2.1
Title	International Students on Study Permits
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President Academic
Last Revised/Replaces	International Education Enrolment , January 29, 2004
Effective Date	
Signed by	

DEFINITIONS

International Student: Applicants who are not domestic students who meet the guidelines established for international students studying in Canada by *Citizen and Immigration Canada*.

PROCEDURES

1. The College will offer seats to students on a valid study permit where such admissions do not operate to displace Canadian students, where unused capacity exists, or where the capacity can be increased using fees paid by international students. .
2. Where program demand is high, additional sections/programs funded by revenue generated by international students on study permits will be added to accommodate such students. In this case, wherever possible, international students will be integrated throughout all sections so as to avoid sections populated only by international students on study permits. Where special program requirements do not permit integration, the additional section(s) will be operated as a separate, fully-funded cohort(s).
3. International students on study permits may not be eligible for certain programs offered through the Industry Training Authority or other government authorities. The College follows the guidelines imposed by the relevant authorities in considering eligibility.

RELATED POLICY

Refer to International Students on Study Permits Policy (C.2.1).



DECISION NOTE

PREPARED FOR: Board of Governors

ISSUE: Approval of Academic Schedule Policy and Procedures

DISCUSSION:

Judith McGillivray, Vice President Academic (pro-tem), identified a policy gap at VCC around the academic schedule. Section 23(1)(h) of the College & Institute Act identifies policies on setting of the academic schedule as an area that Education Council must advise the Board of Governors, and the Board must seek its advice.

The creation of a policy dealing with Academic Schedule is critical to the academic operations of a post-secondary institution. The Academic Schedule will include start and end dates for all programs and courses; application, registration and fee payment dates; add/drop, withdrawal and refund dates; and any known College closures (e.g. VCC Day) or unique breaks (program reading week). The Academic Schedule will reflect an entire instructional year and be published 18 months prior to the beginning of that year. Students will be able to check important dates and schedule their busy lives accordingly.

It is important to note that a separate policy will be developed for Continuing Studies courses and programs so as to allow more flexibility in changes to offerings in that School.

Education Council reviewed and recommended approval of this policy at its February 10, 2015 meeting.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the new Academic Schedule policy and procedures.

- ATTACHMENTS:**
- *New Policy Academic Schedule*
 - *New Procedure Academic Schedule*

PREPARED BY: Todd Rowlatt, Chair of Education Council

DATE: February 13, 2015

POLICY



Policy No.	New
Title	Academic Schedule
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President Academic
Last Revised/Replaces	
Effective Date	
Signed by	

February 3, 2015

CONTEXT AND PURPOSE

The purpose of this policy is to assist in the establishment of the Academic Schedule by identifying 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 College's Academic Schedule is the backbone of a student's life. Deadlines for payment and adding/dropping courses, refunds, registering in courses/programs, application for graduation, holiday dates and other important information for the entire academic year are outlined in the schedule.

The College and Institute Act, Section 23(1) states "an education council must advise the board and the board must seek advice from the education council, on the development of educational policy for the following matters ... (h) setting of the academic schedule."

SCOPE AND LIMITS

This policy applies to all programs, courses and College employees except for courses and programs taught in Continuing Studies. A separate policy will be developed for Continuing Studies.

STATEMENT OF POLICY PRINCIPLES

1. The College operates on a 12 month year.
2. The start and end dates for all programs and courses will be established in advance of the student registration process.
3. Normally, the instructional year will run from the first working day in September to the last working day in August and include, among others, all dates with regard to:
 - a. application deadline dates;

- b. admission deposit due dates;
 - c. fee payment date and fee deferral request dates;
 - d. registration dates;
 - e. add/drop and last day for official withdrawal without academic penalty dates;
 - f. refund dates;
 - g. final examination dates; and
 - h. known College closures as well as any breaks unique to a program or course not part of a program.
4. Dates relating to the Academic Schedule will be communicated on the College website.
 5. Where the approved Academic Schedule is impacted by program suspension, program cancellation or course cancellation, other Policies and Procedures will take precedence.

RELATED POLICIES & LEGISLATION

LEGISLATION

College and Institute Act, Section 23(1)(h)

POLICIES

A.3.5 Unscheduled College Closures

B.3.4 Space Utilization (under development)

C.3.3 Criteria for Development or Cancellation of Programs Leading to Certificates, Diplomas or Degrees

C.3.9 Degrees Standards

D.2.1 Student Academic Medal Awards

D.3.1 Admissions Appeal

D.3.2 Fee Deferral

D.3.3 Tuition and Fee Waiver for Employees

D.3.4 Refund

D.3.6 Admissions

D.3.7 Tuition & Fees

D.3.8 Criminal Record Check

D.3.9 Tuition Waiver for Seniors

New Timetable

RELATED PROCEDURES

Refer to Academic Schedule Procedures.

PROCEDURES



Policy No.	New
Title	Academic Schedule
Approving Jurisdiction	Board of Governors
Policy Sponsor	Vice-President Academic
Last Revised/Replaces	
Effective Date	
Signed by	

February 3, 2015

DEFINITIONS

Academic Schedule Ad Hoc Committee: Oversees the establishment of the Academic Schedule for the instructional year. The committee will include:

- Vice-President Academic
- Registrar
- Representative from Institutional Research
- One Dean
- Director of Student Services
- SUVCC Student Representative
- Education Council Representative

Non-term based courses and/or programs: Fall outside the term based schedule and are developed based on the number of hours or weeks required to complete the course and/or program (as reflected in the Program Content Guide and/or Course Outline).

Term based courses: Classes are generally held over a 3-4 month period. The exact dates vary from year to year depending on national, provincial and civic holidays but typically are held in the September-December period, the January-April period, and the May-August period.

PROCEDURES

1. The Academic Schedule Ad Hoc Committee will oversee the drafting of an Academic Schedule for each instructional year.
2. The Registrar will recommend the first working day and the last working day of the Academic year to the Academic Schedule Committee.

3. For term based courses, the Registrar will recommend the start and end dates for each term to the Academic Schedule Ad Hoc Committee. Any study breaks or exam periods will be identified by the respective areas.
4. For non-term based courses and/or programs, the course/program area will recommend their start and end dates, as well as any proposed date(s) for final examination(s) and/or study breaks to the Academic Schedule Ad Hoc Committee.
 - a. The start and end dates will be based on the number of hours or weeks required to complete the course and/or program as reflected in the approved Program Content Guide and/or Course Outline, with due consideration given to appropriate completion dates needed to permit transfer to and from other institutions and dates that will impact the writing of provincial and/or national examinations.
 - b. Each course/program area will collaborate with their Dean in establishing practices for submission of the required information.
5. All start and end dates for both term and non-term based courses will reflect an entire instructional year and be submitted 18 months in advance of that instructional year.
 - a. For courses/programs that cannot submit information 18 months in advance (such as new courses/programs or courses/programs that have been canceled), the course/program area will submit information as soon as possible.
6. The Academic Schedule Ad Hoc Committee will review all proposals regarding the Academic Schedule and a recommendation will be made to the Education Council who in turn will make a recommendation to the Board of Governors. Recommendations will be made based on the following criteria:
 - a. Impact on students
 - b. Transfer arrangements if any
 - c. Sufficient notice time
 - d. Facility impact
 - e. Student FTE impact
 - f. Grade submission impact
 - g. External constraints implications (such as Industry Training Authority requirements, external examinations dates, availability of practicum placements and external funding requirements)
7. The Academic Schedule will be posted on the College website after it is approved by the Board of Governors.
8. Normally, once the academic schedule has been approved by the Board of Governors no changes will be made except in extraordinary circumstances. The Academic Schedule Committee will serve as the adjudicating body for any such changes prior to a recommendation being made to the Education Council and in turn to the Board of Governors.

RELATED POLICIES

Refer to Academic Schedule Policy.



VCC Education Council

ANNUAL REPORT

January 1 2014 – December 31, 2014



EDCO RESPONSIBILITIES

The powers and duties of the Education Council are outlined in the College and Institute Act. In summary, the management of the academic matters such as educational policies, criteria and curriculum are vested in the Education Council.

MEETINGS

Education Council meetings were held on the second Tuesday of each month (except July and August), and included three additional special meetings.

YEAR IN REVIEW

The Education Council and its three standing committees, Curriculum, Education Policy and Appeals, worked on a number of projects in 2014, many of which were aimed at improving processes and enhancing EdCo's role within the College.

The governance revitalization project has been completed with all recommendations addressed to the satisfaction of EdCo and reported to the Board. Two Ad Hoc committees continue to work on major projects: the Curriculum Development and Approval Process and, Program Review and Renewal.

EdCo engaged in numerous robust discussions regarding the provincial Core Review, the proposed program prioritization process for the College, and the reduced government funding of ESL Programming, resulting in several recommendations to the Board of Governors.

The EdCo Appeals Committee arranged a workshop: Administrative Justice for Post-Secondary Decision Makers. The training was attended by individuals who may be involved in the tribunal process, as per VCC policy.

A planning day was held in May facilitated by Dr. Judith McGillivray. It focused on defining the role of Education Council, with emphasis on strategic initiatives and prioritization for the upcoming year.

EdCo accomplished a great deal this year and is well positioned to continue growing and responding to the various challenges in the year ahead. I would like to thank all members, both past and present, for their valuable contribution to college governance in 2014.

Susie Findlay
Chair, Education Council

➤ **PRESENTATIONS**

- Core Review: Jim Soles
- FTE Calculation: Brian Beacham
- Key Initiatives in Education and Student Services: Deans and Directors
- ESL Faculty Presentations

➤ **PROGRAM RENEWALS**

- Dental Technology Diploma
- Nursing Unit Clerk Certificate

➤ **CURRICULUM COMMITTEE REVIEW**

The Curriculum Committee ensures that the College's curriculum development and review are consistent with approved processes, and are undertaken in full compliance with educational policies. In addition, the Curriculum Committee provides ongoing input and support toward the streamlining of curriculum documents and forms. In 2014 the committee reviewed 35 curriculum proposals. – David Branter, Chair

Centre for Continuing Studies

- Early Childhood Care and Education Certificate
- Early Childhood Care and Education – Infant and Toddler Diploma
- Early Childhood Care and Education – Special Needs Diploma
- Sports and Recreations Management Certificate

School of Hospitality and Applied Business

- Baking and Pastry Arts Certificate
- Artisan Baking Certificate and Pastry Certificate programs
- Culinary Arts Certificate (Professional Cook 1 and Professional Cook 2)
- Asian Culinary Arts Certificate
- Bachelor of Hospitality Management
- Hospitality Management Diploma
- Applied Business Technology Certificate
- Medical Office Assistant Certificate

- Medical Transcriptionist Certificate

School of Health

- Dental Technology Diploma
- Bachelor of Science Nursing, New Course
- Health Unit Coordinator Certificate
- Health Care Assistant Certificate
- Health Care Assistant ESL Certificate
- Pharmacy Technician Certificate
- Nursing Unit Coordinator Certificate
- NURS 1262 and 1263

School of Arts and Science/Access

- University Transfer English, Math, Biology & Physics
- College Foundations/College and Career Access English, Math, Science and Computer Courses
- Adult Basic Education
- University Transfer Engineering First Year Certificate
- University Transfer Computing Science and Software Services Certificate
- Visually Impaired Adult Program
- Speech and Hearing Support Personnel Diploma
- LINC 0614, 0615, 0616

School of Transportation Trades

- Auto Refinishing Prep Technician
- Heavy Mechanical Trades Certificate
- Heavy Mechanical Trades Level One Apprenticeship
- Heavy Mechanical Trades Foundation Certificate

School of Language Studies

- ESL Pathways Certificate and ESL Pathways Advanced Certificate
- PACE Courses

➤ **EDUCATION POLICY COMMITTEE REVIEW**

The Education Policy Committee plays an instrumental role in reviewing educational policies, particularly as the College continues its review of all of its policies. Membership in the Policy Committee includes representatives from all schools, support staff, students and administration; this breadth of knowledge and experience ably supports the work of the Committee in improving the College's educational policy. In addition to the monthly meetings Education Policy Committee organized a half day training session on June 13th and established working groups for in-depth discussions on three policies (Admissions, Grading and Flexible Admissions). Eleven policies have come to the Committee for discussion and review. Three policies received final approval from the Board of Governors or Education Council. – Todd Rowlett, Chair

Approved by BoG or EDCO:

- A.2.1 Appeal to Education Council on Educational Matters Policy and Procedures
- C.1.3 Granting of Credentials Policy and Procedures
- C.3.11 Qualification for Faculty Members Policy

In Governance Review:

- C.1.1 Grading
- C.2.1 International Students on Study Permits
- C.3.2 Program Review and Renewal
- C.3.10 Affiliation Agreements
- D.3.6 Admissions/D.3.1 Admissions Appeal
- D.4.3 Student Code of Conduct (non-educational matters)
- D.4.4 Students Required to Withdraw
- NEW Academic Schedule
- New Curriculum Development and Approval Process
- New Grading, Progression and Withdrawal
- New Flexible Admissions
- New Qualifications for Continuing Studies Instructors

➤ **APPEALS COMMITTEE REVIEW**

The Appeals Committee ensures that student appeal proceedings are consistent with approved processes and undertaken in full compliance with educational policies and the legislative requirements of the College & Institute Act. The Committee's mandate is to:

- Arrange the recruitment and training of individuals for student appeal committees and panels.
- Collect and report data on appeals and outcomes.
- Ensure the College has the capacity to adequately respond to student appeals.
- Provide feedback to Education Council on the overall functionality of the College's appeal processes.

An initial round of training for potential tribunal members was successfully completed in November with a workshop on Administrative Justice for Post-Secondary Decision Makers. - Brian Beacham, Chair

- Membership: The Education Council has 20 voting members.

CONSTITUENCY	NAME	TERM
10 Faculty Representatives		
School of Instructor Education, School of Music Dance & Design, Centre for Instructional Development Chair and Executive Committee	Susie Findlay	Nov 2013-Dec 2014
School of Access	Jan Weiten	Nov 2014-Oct 2016 Nov 2013-Oct 2014
School of Transportation Trades Executive Committee	Jason Devisser Brian Haugen	Nov 2014-Oct 2016 Nov 2013-Sept 2014
College-at-Large Chair, Curriculum Committee	David Branter	Nov 2014-Oct 2016 Nov 2012-Oct 2014
School of Language Studies	Jan Theny Colleen van Winkel	Nov 2014-Oct 2016 Nov 2013-Oct 2014
School of Hospitality & Business	Mike Tunnah Kevin Kovalycsik	Nov 2014-Oct 2016 Nov 2012-Oct 2014
School of Health	Jo-Ellen Zakoore	Nov 2013-Oct 2015
Student Services	Nona Coles	Nov 2014-Oct 2016 Nov 2012-Oct 2014
Library & Learning Centre Vice Chair and Executive Committee Chair, Education Policy Committee	Todd Rowlett	Nov 2013-Oct 2015
College-at-Large	Taryn Thomson Robin Popow	Nov 2014-Oct 2015 Nov 2013-Aug 2014
4 Student Representatives		
Downtown Campus Executive Committee	Harpal Malhi	Nov 2013-Oct 2014
Downtown Campus	Bonnie MacKay	Nov 2013-Oct 2014
Broadway Campus	Gurpreet Chohan	Nov 2013-Oct 2014
Broadway Campus	Damien Otis Saeideh Ghaffarifar Jasmine Watters	Nov 2014-Oct 2015 May 2014-June 2014 Nov 2013- Feb 2014
4 Educational Administrators		
Vice President Education and Student Services	John Woudzia	Jan 2014-Dec 2014
Dean, Music, Dance & Design	Graham Webber	Jan 2014-Dec 2014
Dean, School of Health Sciences	Debbie Sargent	Jan 2014-Dec 2014
Registrar Chair, Appeals Committee	Brian Beacham Mary Hodder	Sep 2014-Dec 2014 Jan 2014-June 2014
2 Support Staff		
College-at-Large Executive Committee	Greg Hamilton	Nov 2013-Oct 2015
College-at-Large	Deanne Bates	Nov 2013-Oct 2015
Ex Officio		
President	Peter Nunoda	Sep 2014-Dec 2014



QUARTERLY REPORT
Forecast Report ended December 31, 2014 plus Forecast

Metric	Actuals to 31-Dec-14	Budget - to 31-Dec-14	Annual Forecast	Annual Budget	Variance -Forecast to Budget	Comments
Enrolment/Utilization						
FTE's (domestic)	3,629	3,850	5,127	5,967	-840	Variance - Continuing Studies 110 FTE, School of Language Studies 166 FTE, and School of Trades 275 FTE

Ministry of Advanced Education Target

Number of International Students	235	185	383	295	88	Additional International students in Auto Service and Hospitality Management
ITA	987	1,363	1,362	1,929	-567	All ITA students are in School of Trades
Total FTE	4,851	5,398	6,872	8,191	-1,319	

Income – Note that all \$\$ are shown in 000's							
Revenues							
Metric	Actuals to 31-Dec-14	Budget - to 31-Dec-14	Variance - Actual to Budget	Annual Forecast	Annual Budget	Variance -Forecast to Budget	Comments
• Provincial Grants	\$46,082	\$45,280	\$802	\$60,239	\$60,373	-\$134	
• Provincial Contracts	\$1,799	\$1,018	\$781	\$2,138	\$1,357	\$781	This is mostly due to CS ESA Contracts
• Tuition & Student Fees	\$13,261	\$16,150	-\$2,889	\$20,418	\$23,397	-\$2,979	Soft enrollment in CS forecasted to be under (\$900K). Hair, Skin and Body and Cook students funded by LMA are included as contract revenue. Delay in implementing Hospitality Degree and cancellation of International Hospitality Diploma
• Other Contract Revenues	\$3,968	\$4,607	-\$639	\$5,681	\$6,150	-\$469	
• All Other Revenues	\$5,944	\$5,888	\$56	\$7,924	\$7,868	\$56	
• Deferred Capital Contributions	\$3,269	\$3,641	-\$372	\$4,483	\$4,855	-\$372	
TOTAL REVENUES	\$74,323	\$76,584	-\$2,261	\$100,883	\$104,000	-\$3,117	

Expenses

• Instruction & Instructional Support	\$70,144	\$68,458	-\$1,686	\$92,749	\$91,981	-\$768	Forecast includes \$1.7 million severance. Operating expenses forecasted to be lower than budget. Some savings due to lower enrollment
• Ancillary Operations	\$2,938	\$2,959	\$21	\$3,661	\$3,385	-\$276	
• Special Purpose Funds	596	\$510	-\$86	\$4	\$0	-\$4	
• Amortization of Tangible Capital Assets	\$6,321	\$6,321	\$0	\$8,477	\$8,634	\$157	Will vary with capital additions
TOTAL EXPENSES	\$79,999	\$78,248	-\$1,751	\$104,891	\$104,000	-\$891	
• Net Operating Surplus/Deficit	-\$5,676	-\$1,664	-\$4,012	-\$4,008	\$0	-\$4,008	
• Capital Spending	2.1 million	See note		5.1 million available (Carryforward 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	2014/15	Status
Implement Education Revitalization and Quality Assurance Framework	<p>a) Phase 1 of quality assurance framework implemented</p> <p>b) Program review and renewal undertaken for 4-5 programs</p>	<p>a) Updated Education Plan received by Education Council February 2015.</p> <p>b) Program review and renewal policy approved in 2013 is in use. Currently the policy is being revised to two different policies: policy for annual program review (1 year cycle) and policy for program renewal (5-7 year cycle) are being developed. Templates for annual program review are near completion.</p>
Levels of satisfaction among students and industry	<p>a) Improved scores from PAC feedback and revaluation</p> <p>b) Maintain or improve key student satisfaction scores</p>	<p>a) Program Advisory Committee Policy (PAC) approved in May 2013. Currently Program Advisory Committee policy is being re-examined for ease of implementation.</p> <p>b) in 2013/14 Ministry student KPI's re satisfaction with education were achieved (>90%).</p>
DIVERSIFIED SOURCES OF REVENUE - Growth in new sources of revenue to ensure long-term sustainability		
KPI	2014/2015	Status
Increase earned revenue as a percentage of total revenue	Earned revenue as a percentage of total revenue increased to 37%.	Earned revenue for 2014/15 is forecast to be at 36%
100% ENROLMENT		
KPI	2014/2015	Status
Domestic enrolment	Achieve 103% domestic enrolment	
International enrolment	Increase international enrolment by 15% over 2013/2014	Achieved 27% increase over Q3 2013/2014
Aboriginal enrolment	Aboriginal participation represents 3.9% of domestic enrolment	



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 25, 2015

ISSUE: Hospitality Management Degree Program Tuition Fees

BACKGROUND:

VCC is an industry leader for hospitality programs in the Lower Mainland and has substantially revised both the Diploma and the Degree program. The revisions create an opportunity to increase tuition fees to sustainable levels. The Hospitality industry has been identified as one of the largest and fastest-growing sectors of the BC economy. VCC is the only school in the lower mainland to offer an executive cohort which caters to hospitality leaders throughout the province. The Program Advisory Committee, which is made up of some of the top executives of local and regional hotel operations, agrees that tuition should be set at a rate which reflects our quality programs and our long history of serving their hiring and innovation needs.

In November, the Finance and Audit Committee considered options after reviewing VCC's competitors in both the public and private sectors (chart below), FAC recommended the per credit rate of \$190 for the diploma, a higher rate than that charged by most public institutions except Royal Roads.

Institution	Capilano University	Okanagan College	Royal Roads University	Royal Roads University	Thompson Rivers University	Vancouver Island University	Average all BC Institutions	Average BC Public Institutions	Vancouver Community College
Program name	Tourism Management	Tourism and Hospitality Management	Arts in International Hotel Management	Arts in Global Tourism Management	Tourism Management Degree	Hospitality Management	(VCC excluded)	(VCC excluded)	Hospitality Management Degree
Tuition fee per credit	\$ 143	\$ 167	\$ 234	\$ 277	\$ 130	\$ 137	\$ 181	\$ 144	\$ 190
No of credits	120	120	60	60	120	60			60
Domestic tuition	\$ 17,200	\$ 20,069	\$ 14,010	\$ 16,640	\$ 15,628	\$ 8,191			\$ 11,400
Other fees	\$ 2,800	\$ 0	\$ 508	\$ 508	\$ 3,102	\$ 1,358			\$ 910
Total fees	\$ 20,000	\$ 20,069	\$ 14,518	\$ 17,148	\$ 18,730	\$ 9,548	\$ 16,669	\$ 17,087	\$ 12,310
Total fees per credit	\$ 167	\$ 167	\$ 242	\$ 286	\$ 156	\$ 159	\$ 196	\$ 162	\$ 205

Converted total tuition if the number of credits for all institutions was 60

Domestic tuition	\$ 10,000	\$ 10,035	\$ 14,518	\$ 17,148	\$ 9,365	\$ 9,548	\$ 11,769	\$ 9,737	\$ 12,310
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DISCUSSION:

The Board requested further information because of the significant rate increase proposed on relatively short notice, the impact it would have on student's ability to pay and enrolment. This is a dilemma faced by all post secondary institutions that receive one opportunity to set tuition fees for new programs and are limited to a 2% increase every year thereafter.

The VCC Foundation has recently secured considerable bursary support from TIP for Hospitality students. As a way to transition to the \$190 per credit tuition rate recommended by FAC, it is proposed that new students entering the degree program in September 2015 receive either an industry scholarship of \$5000 (available for 5 students) or a VCC tuition waiver of \$1,800 (available for all other students entering first year).

This approach would reduce tuition from \$11,400 to \$6,400 for scholarship recipients and to \$9,600 (\$160 per credit) for the first year at a cost of \$62,825 for remaining 20 students – refer to TIP Disbursement Analysis. The TIP scholarship will be available for 5 students for each of the next 4 years.

OPTIONS:

- OPTION 1:** Status quo with current year's tuition fee
- Tuition per credit - \$83, equals tuition of \$4,954 per student

Implications: This option generates \$102,000 net deficit per cohort. The tuition fee is significantly lower than what the comparables are charging for the same program.

- OPTION 2:** Tuition fee that recovers (breakeven) all VCC's costs
- Tuition per credit - \$160, equals tuition of \$9,600 per student

Implications: This option will fully recover all VCC costs. This would be exactly the average rate of our comparables in the province.

- OPTION 3:** Tuition fee at \$190 per credit
- Tuition per credit - \$190, equals tuition of \$11,400 per student

Implications: This option will fully recover all VCC costs and generate \$40,000 net contribution to VCC overhead. The tuition fee is above than what the direct competition is charging for the same program. This increase could be mitigated in the first year with a combination industry scholarship and one-time tuition waiver (for remaining 20 students) in the first year at a cost of \$62,825.

- OPTION 4:** Tuition fee same as Royal Roads University
- Tuition per credit - \$242, equals tuition of \$14,520 per student

Implications: This option will fully recover all costs and generate \$109,000 net profit. Overall, the tuition fee will be significantly higher than our comparables, but Royal Roads and it does not give VCC a price advantage on the market.

RECOMMENDATION: Option 3

MOTION: THAT the Board of Governors approves the implementation of tuition fees of \$190 per credit – equals tuition of \$11,400 per student, for the Hospitality Management Degree Program.

ATTACHMENTS: Financial Statement – Hospitality Management Degree
TIP Disbursement Analysis

PREPARED BY: Graham Webber, Dean, School of Hospitality and Applied Business
Irene Young, Vice President Administration and CFO

DATE: February 12, 2015

Scenarios	22 Domestic and 0 International Students Combined With Block Fund Allocated Current tuition fees	22 Domestic and 0 International Students Combined With Block Fund Allocated Tuition fee at \$150	22 Domestic and 0 International Students Combined With Block Fund Allocated Breakeven new tuition fees	22 Domestic and 0 International Students Combined With Block Fund Allocated Tuition fee same as Royal Roads University
Revenue				
Tuition revenue - Domestic	\$ 108,979	\$ 198,000	\$ 211,200	\$ 319,440
Tuition revenue - International	\$ -	\$ -	\$ -	\$ -
Block fund allocation	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000
Total revenue	\$ 328,979	\$ 418,000	\$ 431,200	\$ 539,440
Instructor				
Salary (step 1)	\$ 181,845	\$ 181,845	\$ 181,845	\$ 181,845
Benefits (23.75%)	\$ 43,188	\$ 43,188	\$ 43,188	\$ 43,188
Total instructor costs	\$ 225,033	\$ 225,033	\$ 225,033	\$ 225,033
Support Staff				
Salary (grade 33, step 4)	\$ 62,453	\$ 62,453	\$ 62,453	\$ 62,453
Benefits (27.0%)	\$ 16,862	\$ 16,862	\$ 16,862	\$ 16,862
Total support staff costs	\$ 79,316	\$ 79,316	\$ 79,316	\$ 79,316
Operational costs				
Operational Expenses	\$ 7,657	\$ 7,657	\$ 7,657	\$ 7,657
Total operational costs	\$ 7,657	\$ 7,657	\$ 7,657	\$ 7,657
Indirect student support				
Indirect student support	\$ 118,562	\$ 118,562	\$ 118,562	\$ 118,562
Total indirect student support	\$ 118,562	\$ 118,562	\$ 118,562	\$ 118,562
Total expenditures	\$ 430,568	\$ 430,568	\$ 430,568	\$ 430,568
Net contribution to VCC overhead / (Deficit)	\$ (101,589)	\$ (12,568)	\$ 632	\$ 108,872
Net contribution to VCC overhead / (Deficit)	-31%	-3%	0%	20%

TIP disbursement and VCC contribution needed to match TFAC recommended tuition fee per credit

	Hospitality Management Diploma	Hospitality Management Degree	Total
Total new students a year	80	22	
BOG tuition fee per credit	\$ 137	\$ 190	
BOG total tuition	\$ 8,220	\$ 11,400	
TFAC tuition fee per credit	\$ 125	\$ 160	
TFAC total tuition	\$ 7,500	\$ 9,600	
TIP entrance award (20 x \$1,000) - 1 year	\$ 20,000	\$ 0	
TIP full scholarship (5 x \$5,000) - 1 year	\$ 0	\$ 25,000	
TIP entrance award (20 x \$1,000) - 4 years	\$ 80,000	\$ 0	
TIP full scholarship (5 x \$5,000) - 4 years	\$ 0	\$ 100,000	

Scenario: VCC contribution matches TFAC tuition fee per credit			
Students awarded TIP	20	5	
Students received VCC bursary	60	17	
VCC contribution per student required	\$ 720	\$ 1,800	
TIP funds	\$ 20,000	\$ 25,000	\$ 45,000
VCC contribution required per 1 year	\$ 43,200	\$ 30,600	\$ 73,800
Total funds + VCC contribution	\$ 64,000	\$ 57,422	\$ 118,800
Tuition fee per credit	\$125	\$160	
Total tuition	\$ 7,500	\$ 9,600	
Variance Scenario 2 vs TFAC tuition fee per credit	\$0	\$0	



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 25, 2015

ISSUE: Hospitality Management Diploma Program Tuition Fees

BACKGROUND:

VCC is an industry leader for hospitality programs in the Lower Mainland and has substantially revised both the Diploma and the Degree program. The revisions create an opportunity to increase tuition fees to sustainable levels. The Hospitality industry has been identified as one of the largest and fastest-growing sectors of the BC economy. The Program Advisory Committee, which is made up of some of the top executives of local and regional hotel operations, agrees that tuition should be set at a rate which reflects our quality programs and our long history of serving their hiring and innovation needs.

In November, the Finance and Audit Committee considered options after reviewing VCC's competitors in both the public and private sectors (chart below), FAC recommended the per credit rate of \$137 for the diploma, matching the rate charged by the Vancouver Island University.

Institution	Camosun College	North Island College	Selkirk College	Douglas College	Vancouver Island University	Average BC Public Institutions	Vancouver Community College
Program name	Hospitality Management	Hospitality	Resort and Hotel Management	Hospitality Management	Hospitality Management Diploma	(VCC excluded)	Hospitality Management Diploma
Tuition fee per credit	\$ 125	\$ 105	\$ 65	\$ 96	\$ 137	\$ 106	\$ 137
No of Credits	60	60	65	60	62		60
Domestic Tuition	\$ 7,500	\$ 6,305	\$ 4,247	\$ 5,748	\$ 8,464	\$ 6,453	\$ 8,220
Other Fees	\$ 2,439	\$ 245	\$ 4,778	\$ 2,505	\$ 2,517	\$ 2,497	\$ 910
Total Fees	\$ 9,939	\$ 6,550	\$ 9,025	\$ 8,253	\$ 10,981	\$ 8,950	\$ 9,130
Total fees per credit	\$ 166	\$ 109	\$ 139	\$ 138	\$ 177	\$ 146	\$ 152

Converted total tuition if the number of credits for all institutions was 60

Domestic tuition	\$9,939	\$ 6,550	\$ 8,331	\$ 8,253	\$ 10,627	\$ 8,740	\$ 9,130
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DISCUSSION:

The Board requested further information because of the significant rate increase proposed on relatively short notice, the impact it would have on student's ability to pay and enrolment. This is a dilemma faced by all post secondary institutions that receive one opportunity to set tuition fees for new programs and are limited to a 2% increase every year thereafter.

The VCC Foundation has recently secured considerable bursary support from TIP for Hospitality students. As a way to transition to the \$137 per credit tuition rate recommended by FAC, it is proposed that new students entering the diploma program in September 2015 receive either an industry scholarship of \$1000 (available for 20 students) or a VCC tuition waiver of \$720 (available for all other students).

This approach would reduce tuition from \$8,220 to \$7,220 for scholarship recipients and to \$7500 (\$125 per credit – equivalent to the Camosun College tuition rate) for the first year at a cost of \$43,200 assuming 60 students enroll– refer to TIP Disbursement Analysis. The TIP scholarship will be available for 20 students for each of the next 4 years.

OPTIONS:

- OPTION 1:** Status quo with current year's tuition fees
- Tuition per credit - \$83, equals tuition of \$4,954 per student

Implications: This option generates \$33,879 net contribution to VCC overhead per cohort. The tuition fee is significantly lower than the averages in major urban centres and throughout BC.

- OPTION 2:** Tuition fees same as Camosun College
- Tuition per credit - \$125, equals tuition of \$7,500 per student

Implications: This option generates \$89,900 net contribution to VCC overhead per cohort. The tuition fee is higher than lower mainland colleges (because they have been frozen for years) but lower than Universities and the same as Camosun.

- OPTION 3:** Tuition fees same as VIU
- Tuition per credit - \$137, equals tuition of \$8,220 per student

Implications: This option generates \$105,740 net contribution to VCC overhead per cohort. Overall, the tuition fee will be significantly higher than most comparable institutions. This increase could be mitigated in the first year with a combination industry scholarship (for 20 students) and VCC tuition waiver (for remaining 60 students) in the first year of the program at a cost of \$43,200.

- OPTION 4:** Tuition fees higher than comparable institutions
- Tuition per credit - \$150, equals tuition of \$9,000 per student

Implications: This option generates \$122,900 net contribution to VCC overhead per cohort. Overall, the tuition fee will be significantly higher than all of our comparables and it does not give VCC a price advantage on the market.

RECOMMENDATION: Option 3 for the implementation of a Hospitality Management Diploma.

MOTION: THAT the Board of Governors approves the implementation of tuition fees of \$137 per credit – tuition equals \$8,220 per student for the Hospitality Management Diploma Program and a one year (2015/16) tuition waiver to reduce the actual tuition rate to \$125 per credit for all students not eligible for an industry scholarship – tuition equals \$7500 per student.

ATTACHMENTS: Financial Statement – Hospitality Management Diploma
TIP Disbursement Analysis

PREPARED BY: Graham Webber, Dean, School of Hospitality and Applied Business
Irene Young, Vice President Administration and CFO

DATE: February 12, 2015

Scenarios	22 Domestic and 0 International Students Combined With Block Fund Allocated Current tuition fees	22 Domestic and 0 International Students Combined With Block Fund Allocated Tuition fees same as Camosun College	22 Domestic and 0 International Students Combined With Block Fund Allocated Tuition fees same as VIU
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Revenue

Tuition revenue - Domestic	\$ 108,979	\$ 165,000	\$ 180,840
Tuition revenue - International	\$ -	\$ -	\$ -
Block fund allocation	\$ 220,000	\$ 220,000	\$ 220,000
Total revenue	\$ 328,979	\$ 385,000	\$ 400,840

Instructor

Salary (step 1)	\$ 157,115	\$ 157,115	\$ 157,115
Benefits (23.75%)	\$ 37,315	\$ 37,315	\$ 37,315
Total instructor costs	\$ 194,430	\$ 194,430	\$ 194,430

Support Staff

Salary	\$ 7,630	\$ 7,630	\$ 7,630
Benefits (27.0%)	\$ 2,060	\$ 2,060	\$ 2,060
Total support staff costs	\$ 9,690	\$ 9,690	\$ 9,690

Operational costs

Operational Expenses	\$ 9,721	\$ 9,721	\$ 9,721
Total operational costs	\$ 9,721	\$ 9,721	\$ 9,721

Indirect student support

Indirect student support	\$ 81,259	\$ 81,259	\$ 81,259
Total indirect student support	\$ 81,259	\$ 81,259	\$ 81,259

Total expenditures	\$ 295,100	\$ 295,100	\$ 295,100
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Net contribution to VCC overhead / (Deficit)	\$ 33,879	\$ 89,900	\$ 105,740
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Net contribution to VCC overhead / (Deficit)	10%	23%	26%
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TIP disbursement and VCC contribution needed to match TFAC recommended tuition fee per credit

	Hospitality Management Diploma	Hospitality Management Degree	Total
Total new students a year	80	22	
BOG tuition fee per credit	\$ 137	\$ 190	
BOG total tuition	\$ 8,220	\$ 11,400	
TFAC tuition fee per credit	\$ 125	\$ 160	
TFAC total tuition	\$ 7,500	\$ 9,600	
TIP entrance award (20 x \$1,000) - 1 year	\$ 20,000	\$ 0	
TIP full scholarship (5 x \$5,000) - 1 year	\$ 0	\$ 25,000	
TIP entrance award (20 x \$1,000) - 4 years	\$ 80,000	\$ 0	
TIP full scholarship (5 x \$5,000) - 4 years	\$ 0	\$ 100,000	

Scenario: VCC contribution matches TFAC tuition fee per credit			
Students awarded TIP	20	5	
Students received VCC bursary	60	17	
VCC contribution per student required	\$ 720	\$ 1,800	
TIP funds	\$ 20,000	\$ 25,000	\$ 45,000
VCC contribution required per 1 year	\$ 43,200	\$ 30,600	\$ 73,800
Total funds + VCC contribution	\$ 64,000	\$ 57,422	\$ 118,800
Tuition fee per credit	\$125	\$160	
Total tuition	\$ 7,500	\$ 9,600	
Variance Scenario 2 vs TFAC tuition fee per credit	\$0	\$0	



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 25, 2015

ISSUE: Tuition and Fees for Dental Hygiene Diploma Program

BACKGROUND:

Several years ago the Dental Hygiene diploma program underwent Program Renewal and significant changes were made to the program. Despite implementation of a substantially revised curriculum in 2011, VCC did not pursue an increase in tuition. At the same time, Camosun College revised their curriculum and subsequently established a new tuition and fees structure. Camosun College formally requested Ministry approval for the increase before implementing the fee increase, however, that increase was not approved until a year ago. Given the delay in approving Camosun College's fee increase, the Ministry of Advanced Education has indicated that VCC's proposal to increase tuition fees for the Dental Hygiene program included in its deficit mitigation plan was reasonable since the curriculum was changed at the same time.

DISCUSSION

The Dental Hygiene program is a two year diploma program. It enrolls 22 students each September. VCC has the lowest tuition in the province. See below for the College programs in BC.

Tuition and Fees (Fees outside the program itself are not included)	Vancouver Community College	Camosun College	College of New Caledonia	Vancouver College of Dental Hygiene
Tuition	6,605	13,950	9,914	\$31,100
Materials	225	400	560	\$ 3,200
Loops (eyewear)	1,870	1,600	N/A	
Other Fees				\$ 250
TOTAL	\$8,700	\$15,950	\$10,474	\$34,550

The Dental Hygiene program is one of the highest cost programs at VCC. Program costs, including staff and operational expenses, were budgeted at \$902,195 for 2014-15. This is \$21,480.83/student (based on 42 students) and does not include any institutional overhead or indirect student support costs. A large part of this cost reflects the cost of managing a Dental Clinic. Health and Safety standards must be followed. Small section sizes are required in the clinic courses.

UBC offers a 4 year Dental Hygiene degree. Tuition fees for the 4 year program are \$24,873.76. UBC has added a Clinical Practical Education Fee each year, totaling \$38,628.80 for the 4 years.

With tuition and the Clinical Practical Education Fee alone, students pay \$63,502.56. This does not include instruments, textbooks and other University required fees.

Graduates from VCC's Dental Hygiene program either gain employment as Dental Hygienists or they continue their education for their Degree at UBC (Dental Hygiene Degree) or Thompson Rivers University (Bachelor of Health Science). VCC would like to pursue offering a 4 year degree program and is looking into this possibility for the future. The College of Dental Hygienists of BC (CDHBC) has been encouraging VCC to offer a degree program for some time now. They have provided a letter with their support for this. The Dental Hygiene Program Advisory Committee has drafted a letter to the VCC senior executive requesting that we move forward with developing a degree. At least two-thirds of students in the last two classes of the Dental Hygiene program have indicated that they plan to obtain a degree at UBC or Thompson Rivers University. A proposal for a Bachelor of Applied Science in Dental Hygiene program at VCC is currently being developed whereby students can exit with a diploma or continue on for the degree. This proposal will be discussed with the Ministry once drafted. We hope to gain approval to move this new program forward in the near future.

OPTIONS:

Option 1: Full cost recovery
Tuition: \$33,287.10 (\$416.09 per billing hour)

Implications: This exceeds the tuition at the private Vancouver College of Dental Hygiene. It would lead to a high risk of insufficient enrolment.

Option 2: Tuition comparable to Camosun College
Tuition: \$15,120.00 (\$189.00 per billing hour)

Implications: These fees would lead to a loss of \$381,509 per cohort. Students would still be required to pay for fees identified in the table on Page 1.

Option 3: Tuition fee of \$272.30
Tuition: \$21,784.00 (\$272.30 per billing hour)

Implications: These fees would lead to a loss of \$241,565 per cohort. Students would still be required to pay for fees identified in the Table on Page 1.

RECOMMENDATION: Option 3 - Tuition: \$21,784 (\$272.30 per billing hour)

MOTION: THAT the Board of Governors approves the implementation of tuition fees of \$21,784 (\$272.30 per billing hour) for the Dental Hygiene Diploma Program.

ATTACHMENTS: Financial Statement – Dental Hygiene

PREPARED BY: Irene Young, VP, Administration & CFO
Debbie Sargent, Dean, School of Health Sciences

DATE: 12 February, 2015

Per cohort	22 Domestic and 0 International Students Combined	22 Domestic and 0 International Students Combined	22 Domestic and 0 International Students Combined	22 Domestic and 0 International Students Combined
Scenarios	Full cost recovery	Tuition comparable to Camosun College	Tuition fee of \$272.30 per billing hour	Current fee
Tuition fee per student - Domestic	\$ 33,287	\$ 15,120	\$ 21,784	\$ 6,605

Revenue				
Tuition revenue - Domestic	\$ 699,029	\$ 317,520	\$ 457,464	\$ 138,701
Tuition revenue - International	\$ -	\$ -	\$ -	\$ -
Block fund allocation	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000
Total revenue	\$ 1,245,029	\$ 863,520	\$ 1,003,464	\$ 684,701
Instructor				
Salary (step 1)	\$ 539,394	\$ 539,394	\$ 539,394	\$ 539,394
Benefits (23.75%)	\$ 128,106	\$ 128,106	\$ 128,106	\$ 128,106
Total instructor costs	\$ 667,500	\$ 667,500	\$ 667,500	\$ 667,500
Support Staff				
Salary (grade 22)	\$ 137,184	\$ 137,184	\$ 137,184	\$ 137,184
Benefits (27.0%)	\$ 37,040	\$ 37,040	\$ 37,040	\$ 37,040
Total support staff costs	\$ 174,223	\$ 174,223	\$ 174,223	\$ 174,223
Operational costs				
Operational Expenses	\$ 60,472	\$ 60,472	\$ 60,472	\$ 60,472
Total operational costs	\$ 60,472	\$ 60,472	\$ 60,472	\$ 60,472
Indirect student support				
Indirect student support	\$ 342,834	\$ 342,834	\$ 342,834	\$ 342,834
Total indirect student support	\$ 342,834	\$ 342,834	\$ 342,834	\$ 342,834
Total expenditures	\$ 1,245,029	\$ 1,245,029	\$ 1,245,029	\$ 1,245,029
Net contribution to VCC overhead / (Deficit)	\$ -	\$ (381,509)	\$ (241,565)	\$ (560,328)
Net contribution to VCC overhead / (Deficit)	0%	-44%	-24%	-82%

Block fund summary per cohort

Block fund allocation (as per Re-engineered Operating Grants)	\$ 546,000	\$ 546,000	\$ 546,000	\$ 546,000
Additional subsidy required to recover net deficit	\$ -	\$ 381,509	\$ 241,565	\$ 560,328
Total block fund required to run the program	\$ 546,000	\$ 927,509	\$ 787,565	\$ 1,106,328



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 25, 2015

ISSUE: Tuition and Fees for Speech and Hearing Support Personnel Program

BACKGROUND:

VCC was approached by the College of Speech and Hearing Health Professionals of BC (CSHHPBC) to consider developing an educational program for support personnel working with Speech Language Pathologists, Audiologists and Hearing Instrument Practitioners. Up until this time, support personnel have been recruited from other provinces with applicable programs and/or they have been trained on the job.

An eleven member Steering Committee was established and this Committee worked for two years to develop a program that would meet the needs of BC. Lambton College from Sarnia, Ontario, provided the curriculum for their Communications Assistant Disorders post-diploma program and this was used as a starting place for program development. A gap analysis was done and a new diploma program was developed.

This new proposed 65 credit program went through college governance and was approved at Education Council last year.

DISCUSSION:

Program development needs to start in March if this program is to start in Sept 2015. Discussions are happening with the Ministry of Advanced Education and the Ministry of Health about allocating targeted funding for this program but there is no commitment of funding to date. If the Ministry responds favourably with targeted funding at a later date, tuition will be re-visited.

There are no programs like this one in the province. Programs in Ontario are post-diploma programs requiring students have a diploma as an entrance requirement. The Steering Committee preferred this program be a high school entry level program.

Tuition comparisons

The proposed Speech and Hearing Support Personnel program at VCC is a 2 year diploma program and there are no programs like this one in BC. In Ontario, several Colleges offer a 12 month post diploma graduate certificate program called "Communicative Disorders Assistant". Tuition for these programs is as follows

COLLEGE	TUITION	INTERNATIONAL
Durham College	4,961.00	14,449.00
Georgian College	6,985.04	17,135.83
St. Lawrence College	4,780.23	20,775.00
Lambton College	4,103.84	18,833.41

Students will need to purchase their own Otoscope (tool for looking inside the ear). The cost of an otoscope varies depending on the quality. \$350.00 is the estimated cost. Graduates will be able to use this tool after graduation.

This program will enrol 24 students full time and be delivered in a compressed 15 month format. Students in this program are eligible for student loans.

OPTIONS:

Option 1: Full cost recovery.
Tuition \$20,731 (\$351 / credit)

Implications: There is risk that the program may not fill if tuition is this high.

Option 2: Tuition comparable to, but higher than, other diploma programs in the province. This would require institutional subsidy of \$10,000/student.
Tuition: \$10,731 (\$182 / credit)

Option 3: Generating 10% net contribution to VCC overhead.
Tuition: \$23,034 (\$390 / credit)

This will provide with \$55,287 net contribution to VCC overhead \$55,287 per cohort.

Implications: There is risk that the program may not fill if tuition is this high.

RECOMMENDATION: Option 1: Full cost recovery with a commitment to reduce tuition if targeted funding is received. Tuition \$20,731 + Cost of personal Otoscope (approx. \$350.00)

MOTION:

THAT the Board of Governors approves the implementation of tuition fees set at \$20,731 + (cost of personal Otoscope, approx \$350) for the new Speech & Hearing Support Personnel Diploma.

ATTACHMENTS: Financial Statement – Speech and Hearing Support Personnel Diploma

PREPARED BY: Irene Young, VP, Administration & CFO
Debbie Sargent, Dean, School of Health Sciences

DATE: February 10, 2015

Speech and Hearing Support Personnel Diploma

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Scenarios	Full cost recovery	Tuition comparable to, but higher than, other diploma programs in the province	Generating 10% net contribution to VCC overhead 3.4 Hrs Faculty per Day
Revenue			
Tuition revenue	\$ 497,534	\$ 257,528	\$ 552,821
Other fees	\$ -	\$ -	\$ -
Block fund allocation	\$ -	\$ 240,006	\$ -
Total revenue	\$ 497,534	\$ 257,528	\$ 552,821
Instructor			
Salary (step 1)	\$ 256,093	\$ 256,093	\$ 256,093
Benefits (23.75%)	\$ 60,822	\$ 60,822	\$ 60,822
Total instructor costs	\$ 316,915	\$ 316,915	\$ 316,915
Direct support staff			
Salary	\$ 10,320	\$ 10,320	\$ 10,320
Benefits (27.0%)	\$ 2,786	\$ 2,786	\$ 2,786
Total direct support staff costs	\$ 13,106	\$ 13,106	\$ 13,106
Operational costs			
Operational expenses	\$ 6,600	\$ 6,600	\$ 6,600
Total operational costs	\$ 6,600	\$ 6,600	\$ 6,600
Development cost allocation			
Instructor	\$ 12,750	\$ 12,750	\$ 12,750
Support Staff	\$ 1,161	\$ 1,161	\$ 1,161
Non-labour	\$ 10,000	\$ 10,000	\$ 10,000
Total development costs	\$ 23,911	\$ 23,911	\$ 23,911
Indirect student support			
Indirect student support	\$ 137,002	\$ 137,002	\$ 137,002
Total indirect student support	\$ 137,002	\$ 137,002	\$ 137,002
Total expenditures	\$ 497,534	\$ 497,534	\$ 497,534
Net contribution to VCC overhead / (Deficit)	\$ -	\$ (240,006)	\$ 55,287
Net contribution to VCC overhead / (Deficit)	0%	-93%	10%



DECISION NOTE

PREPARED FOR: VCC Board of Governors

DATE: February 25, 2015

ISSUE: Increase in Domestic Tuition and Mandatory Fees in Fiscal 2015/16

BACKGROUND:

The Government of British Columbia has a Tuition Limit Policy for domestic tuition and mandatory fees <http://www.aved.gov.bc.ca/tuition/>. The maximum increase allowable for the last several years (Sept 2005) has been 2%.

As the 2015/16 limit has not yet been publicized, VCC is requesting a 2% increase and will reserve the right to change if the tuition limit comes in lower for 2015/16.

Tuition for Adult Basic Education (ABE) has been free since 2007. Tuition for English as a Second Language (ESL) courses has been free since April 1, 2012, for eligible students through funding from the Government of Canada and the Province of BC. In 2013/14 the Province announced that as of April 1, 2014, they will no longer be reimbursing ESL tuition. The Province further announced in December 2014 that post-secondary institutes can charge tuition for ESL and ABE up to \$1600 per student, per full-time semester.

DISCUSSION:

In 2015/16 VCC will be facing cost increases and government funding reductions. One method to offset the decline in available resources and cost pressures is to increase both domestic and international tuition. This discussion will center on an increase in domestic tuition.

Appendix 1 shows that over the last 5 fiscal years, VCC has increased domestic tuition by 2% each year.

Appendix 2 shows a history of the college's mandatory fees, including the proposed fees for 2015/16.

Appendix 3 shows student application fees charged by other colleges and post-secondary institutes in BC. VCC has the lowest application fees for domestic students in the lower mainland and south western BC.

Students choose VCC because we offer superior programs and course fees are lower than competitors, however, VCC does not provide all the student services offered by other colleges. The demographic served is mainly adults who are looking to enter directly into the workforce

thus eliminating the need for the college to serve a student population requiring high cost recreational facilities.

The table below shows total college domestic tuition for 2013/14 and 2014/15:

DOMESTIC			
2013/14		2014/15	
Actual	Budget	Forecast	Budget
\$13,992,339	\$15,250,281	\$14,130,625	\$16,360,434*

* includes placeholders for Executive Cohorts and Continuing Studies programs that did not materialize.

RECOMMENDATION:

THAT the Board of Governors approves a 2% increase in domestic tuition, college initiative fee and application fee effective August 1, 2015.

ATTACHMENTS:

Appendix 1 – History of Domestic Tuition

Appendix 2 – History of Domestic Mandatory Fees

Appendix 3 – Application Fees Charged by Other Post Secondaries

PREPARED BY: Irene Young, VP, Administration & CFO

DATE: January 15, 2015

VANCOUVER COMMUNITY COLLEGE
Appendix 1 - Historical Fees (Domestic)

DOMESTIC

Fiscal Year	% Increase	\$ Impact
2015/16	2.0%	191,843 Proposed
2014/15	2.0%	180,917
2013/14	2.0%	148,569
2012/13	2.0%	145,656
2011/12	2.0%	142,800

VANCOUVER COMMUNITY COLLEGE
Appendix 2 - History of Domestic Mandatory Fees

DOMESTIC						
Description		Actual			Proposed	
		2011/12	2012/13	2013/14	2014/15	2015/16
College Initiative Fee	\$/credit	\$2.24	\$2.28	\$2.33	\$2.37	\$2.42
Application Fee	Flat fee	\$30.00	\$30.00	\$30.00	\$31.00	\$32.00

VANCOUVER COMMUNITY COLLEGE

Appendix 3 - Application Fees Charged by Other Post Secondaries - 2014/15

DOMESTIC

Institution Type	Region	Name	Application Fee
College	Vancouver Island/Coast	Camosun College	\$38.64
College	Cariboo	College of New Caledonia	\$15.00
College	Kootenay	College of the Rockies	\$30.00
College	Mainland/Southwest	Douglas College	\$30.00
College	Mainland/Southwest	Langara College	\$40.00
College	Vancouver Island/Coast	North Island College	\$25.00
College	North	Northern Lights College	\$50.00
College	North	Northwest Community College	\$25.00
College	Thompson Okanagan	Okanagan College	\$30.00
College	Kootenay	Selkirk College	\$35.00
College	Mainland/Southwest	Vancouver Community College	\$31.00
Institute	Mainland/Southwest	British Columbia Institute of Technology	\$62.00
Teaching Intensive University	Mainland/Southwest	Capilano University	\$50.00
Teaching Intensive University	Mainland/Southwest	Kwantlen Polytechnic University	\$40.00
Teaching Intensive University	Mainland/Southwest	University of the Fraser Valley	\$45.00

October 15, 2014