



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

Wednesday, April 6, 2016 at 5:30 p.m. – Room 420, Downtown Campus

Board of Governors: Pam Ryan (Chair), Claire Marshall, Sumit Ahuja, Chloe Choi, Brenda Aynsley, Mike Tourigny, Dee Dhaliwal, Steve Kukucha, Erin Klis, Garth Manning, Shaima Jaff, Kay Vandervalk

Ex-Officio: Peter Nunoda, Todd Rowlatt

Recording Secretary: Deborah Lucas

Staff Resources: Irene Young, Kathryn McNaughton, Karen Wilson, Marlene Kowalski

Item	Topic	Time	Speaker	Pre-reading materials	Action	Page
1	Call Meeting to Order	--	Chair	Verbal	--	--
2	APPROVAL OF AGENDA/CONSENT AGENDA Recommended Resolution: <i>"THAT the VCC Board of Governors approve the agenda and approve/acknowledge receipt of the following items on the consent agenda"</i> 2.1 Draft Minutes - Feb 24, 2016 Public Board Meeting 2.2 Info Note: News and Events 2.3 Report: Financial Performance (MD & A) Period End Feb 29, 2016 2.4 Report: VCCFA	5 min	Chair	DRAFT Minutes: Feb 24, 2016 Public Board Mtg IN – News and Events REPORT: Financial Performance (MD & A) Period End Feb 29, 2016 REPORT: VCCFA	Decision	3 8 10 16
3	Chair Remarks	5 min	Chair	Verbal	Information	--
4	President's Remarks	5 min	P. Nunoda	Verbal	Information	--
5	FINANCE & ADMINISTRATION 5.1 Finance & Audit Committee Chair Report 5.2 Presentation: 2016/17 Budget 5.3 2016-19 Academic Plan 2016-17 Enrolment Plan 5.4 Presentation: 2016/17 Integrated College Plan	45 min	M. Tourigny M. Kowalski T. Rowlatt/ K. McNaughton M. Kowalski	Verbal DN – 2016-17 Budget DN – 2016-19 Academic Plan 2016-17 Enrolment Plan DN & REPORT: DRAFT 2016/17 Integrated College Plan	Information Decision Decision Decision	-- 21 25 44



6	TUITION & FEES 6.1 2% increase in mandatory domestic tuition fees 6.2 2% increase in mandatory international tuition fees & new international campus resource fee 6.3 New Student Activity Fee	20 min	M. Kowalski	DN - 2% increase in domestic tuition & mandatory fees; DN - 2% increase in international tuition & new International campus resource fee DN – New Student Activity Fee	Decision Decision Decision	105 106 108
7	GOVERNANCE Governance Committee Chair Report	5 min	S. Ahuja	Verbal	Information	--
8	EDUCATION COUNCIL EdCo Chair Report	5 min	T. Rowlatt	Verbal	Information	--
9	Board of Governors Correspondence	1 min	Chair	Verbal	Information	--
10	CONSTITUENCY GROUP UPDATES - SUVCC - CUPE - VCCFA	5 min each	SUVCC Rep Chris Joyce Karen Shortt	-- -- REPORT: VCCFA	Information	-- -- 16
11	Next meeting date: June 8, 2016	--	--	--	--	
12	Termination Meeting duration: Approximately 1 hr 45 min					

DRAFT

MINUTES OF THE PUBLIC MEETING OF THE BOARD OF GOVERNORS OF VANCOUVER COMMUNITY COLLEGE HELD ON FEBRUARY 24, 2016 AT THE DOWNTOWN CAMPUS

Board Members:	Pam Ryan (Chair), Chloe Choi, Brenda Aynsley, Mike Tourigny, Erin Klis, Garth Manning, Dee Dhaliwal, Kay Vandervalk
Ex-Officio:	Peter Nunoda, Todd Rowlett
Board Secretary:	Deborah Lucas
Staff Resources/Guests:	Irene Young, Linda Sanderson, Marlene Kowalski, Kathryn McNaughton, Karen Wilson, Debbie Sargent, Lorena Espinoza
Regrets:	Claire Marshall, Sumit Ahuja, Shaima Jaff

The meeting was called to order at 6:06p.m. by P.Ryan. D. Lucas acted as Secretary of the meeting. P. Ryan declared the meeting to be properly called and constituted.

APPROVAL OF AGENDA

P. Ryan asked if there were any proposed amendments to the agenda for the meeting, a copy of which was provided with the meeting materials. The following changes were made to the agenda:

- Added Fees Process Status Report after item 6, FAC Chair report.

The agenda, as amended, was adopted.

MINUTES OF PRIOR MEETING

P. Ryan referred to the draft minutes of the January 27, 2016 Public Board meeting 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 Public meeting held on January 27, 2016 are approved.

CHAIRS REMARKS

A Board of Governors orientation day took place on February 5, 2016. Campus tours will take place in the next few months. P. Ryan acknowledged departing Human Resources staff Linda Sanderson and Sharon Carefoot, thanking them for their service to VCC. She introduced Garth Manning as a new member of the Governance Committee.

PRESIDENTS REPORT

P. Nunoda referred to the News and Events Information Note provided in the meeting materials, highlighting the February 12th Indspire event, where VCC hosted the "Soaring: Indigenous Youth Career Conference". About 120 Indigenous youth from across B.C. came to VCC for a day of workshops and tours led by Indigenous educators from VCC and the wider community. Sessions included activities such as; baking demonstrations, student panels, and career planning seminars. He also acknowledged the work of departing VCC HR Administrators, Linda Sanderson and Sharon Carefoot, thanking them for their service to VCC and welcomed new Dean of Continuing Studies and Contract Training, Gordon McIver.

FINANCE & ADMINISTRATION

Finance & Audit Committee (FAC) Report

There was no FAC meeting in February. FAC Chair, M. Tourigny, provided a verbal report. Highlights included no change to the forecasted deficit of \$5.5M, which is based on a worst case scenario due to the uncertainty of the LINC contract. Budget Town Halls for support staff and faculty took place on Feb 17 and 18, 2016. The Town Hall for students will take place on March 2, 2016.

Fees Process Status Report

As part of the annual budget process, M. Kowalski provided background on the review of tuition fees. The enrolment forecast is the starting point and it's a collaborative process. Based on that forecast, revenue and expenses are then projected and this is when shortfalls on program fees are identified. The first draft of new fees for 2016/17 was circulated to the Fees Committee on January 18, 2016. This proposal was not final and should not have been widely communicated at that time and as consequence, the Terms of Reference for the Fees Committee is being reviewed as it also conflicts with the policy. AVED have since advised that there will not be any new fees implemented for ABE and ESL programs, in addition, programs under review will not have new fees implemented. The draft 2016/17 budget includes a 2% increase on mandatory domestic and international tuition fees, in addition to the new international campus resource fee of 1% of international tuition. This still leaves a shortfall of \$1.4M and cost reduction strategies to balance the budget, as required by AVED, are being considered.

M. Kowalski responded to questions around the proposed Student Activity Fee, explaining that its purpose is to enhance student life around the campuses. Activities would include, performance and arts events and presentations and panel discussions with community partners. The process is still being identified, but there will consultation with the Student Union.

The College Initiative Fee was originally implemented for the construction of Building B. In 2015 the Board agreed that these funds would be funnelled towards the renovation and revitalization of the downtown campus. The Campus Resource Fee is used to upgrade program equipment. G. Manning requested management to review this fee for programs that do not have equipment needs. M. Kowalski confirmed that the fee is based on a tuition formula, so the programs which are equipment intensive pay a higher fee. She commented that there is not a master list of auxiliary fees, this is a project for the Finance Department, but there is some data that can be circulated. E. Klis requested that a detailed breakdown of the proposed additional fees be brought to the Board when requesting approval. M. Kowalski confirmed that further information on the newly proposed additional fees will be brought to FAC for recommendation to the Board.

P. Nunoda commented that there has been no specific instruction by AVED to increase fees, but VCC would like to be comparable to other institutions. M. Kowalski stated that further dialogue is required for the new additional material, shop and lab fees, but the 2% increase in domestic and international mandatory fees, the new international campus resource fee and the student activity fee will be brought to the Board in March.

M. Kowalski confirmed that projected revenue for programs under review have not been included in the budget. If new fees for renewed programs are implemented in 2016/17, this would not have significant impact on revenue.

GOVERNANCE COMMITTEE (Gov Com)

Governance Committee Chair, S. Ahuja, was not present at the meeting. P. Ryan gave the Gov Com Report. The Governance Committee met on February 10, 2016. The composition of the committee has changed. Governance Committee is comprised of 4 members, Sumit Ahuja (Chair), Pam Ryan, Dee Dhaliwal and Garth Manning. Peter Nunoda and Todd Rowlatt sit on the committee in an ex-officio capacity.

The Committee identified 3 Governance Committee sponsored policies that require immediate review; A.3.2 Policy Development and Maintenance Policy & Procedures, A.1.1 Board Meetings and A.1.2 Student Appeals to College Board. The policies will be reviewed outside of the meeting by the committee and discussed at Gov Com meeting that has been scheduled for March 23.

The Committee reviewed the Board Member Code of Conduct in preparation for its annual sign off at the February 24, 2016 Board meeting. In addition, they reviewed the Board Resourcing and Development Office (BRDO) Competency Matrix, which is part of the Request For Appointment (RFA) process and provided their recommendations to the Board Chair on the skills and experience required for new board members. For succession planning purposes, it's recommended to have a second board member with a financial designation. The VCC Board also seeks individuals with experience in the areas of law, labour relations, arts, trades and real estate.

EDUCATION COUNCIL (EdCo) UPDATE

New Program Proposal – Digital Graphic Design (DGD) Diploma

T. Rowlatt referred to the Decision Note in the meeting materials. The DGD Department is proposing to re-develop their existing certificate program into a two year diploma. The program will have a strong applied focus. An articulation agreement with Capilano University's School of Design is in discussion to allow a pathway for our student into their Bachelor of Design in Visual Communication program. T. Rowlatt responded to questions around inviting industry to work with the students. Students will work with the clients on products e.g. menu design and business cards. There is demand in the industry and the program's Program Advisory Committee (PAC) has been actively involved in the consultation process.

D. Sargent (Dean) and L. Espinoza (DGD Dept. Head) responded to questions around the program development process, commenting that course outlines need to be developed and outcomes defined. The curriculum will go through Curriculum Committee and EdCo for approval. M. Kowalski confirmed that the fees would be reviewed as the program will have gone through a significant change. The financial aspects will be reviewed at a later date by FAC. T. Rowlatt commented that the program is expected to be launched in January 2017 and the transition for current students is being discussed. If the Board approve the development of the program and do not approve the tuition fees, the one year certificate program will continue.

WHEREAS the Board of Governors have enquired about the Program Development Process

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

RESOLVED THAT Management will present on the process for developing a new program, from concept to implementation, at a subsequent Board meeting.

T. Rowlett clarified that the decision being presented to the Board is to support the development of the program and a new Motion was presented.

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

RESOLVED THAT, on the recommendation of Education Council, the VCC Board of Governors approves the Digital Graphic Design Diploma credential.

Approval of Revisions to C.3.1 Program Advisory Committee (PAC) Policy and Procedures

T. Rowlett referred to the Decision Note in the meeting materials, commenting that Policy C.3.1 was last revised in 2013 and feedback from Deans, Department Leaders and PAC members was that the current policy is too cumbersome. The revised policy and procedures have been streamlined, recognizing volunteer contributions and the time commitment by PAC members. T. Rowlett responded to questions about PAC's, explaining that each program could have a PAC and he agreed with B. Aynsley that PAC consultation is crucial, but there appears to be gap in reporting out from PAC's to the Board. P.Nunoda agreed that this feedback is typically captured in an Annual Report, which VCC does not produce.

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

RESOLVED THAT, on the recommendation of Education Council, the Board of Governors approve, in the form presented at the meeting, the C.3.1 Program Advisory Committee Policy and Procedures.

BOARD OF GOVERNORS CORRESPONDENCE

P. Ryan provided an update on correspondence sent and received by the Board since January 27, 2016.

- Feb 3: Received correspondence from AVED confirming receipt of (VCC) Institutional Accountability Plan and Report (IAPR) for the 2014/15 reporting cycle, and conveying appreciation for the significant time and effort taken by VCC in preparing it.
- Feb 4: Correspondence from SUVCC re: fees process
- Feb 10: Response to AVED on draft mandate letter
- Feb 23: RFA materials to BRDO

CONSTITUENCY GROUP UPDATES

Student Union of Vancouver Community College (SUVCC)

SUVCC Executive Director, Zac Crispin, highlighted that the union hopes VCC will continue to provide high quality programs for students without increasing fees.

Student Union has a campaign to increase funding in post-secondary education. With respect to the fees that were proposed at Fees Committee, Z. Crispin commented that there was a vote to approve the recommendation of the additional fees to the Board.

Students are preparing questions for the Budget Town Hall meeting and he commented that "VCC is doing a better job than other institutions in their budget consultation process".

SUVCC have launched a student newspaper.

CUPE Local 4627

There was no presentation by CUPE Local 4627.

Not providing a specific example, B. Aynsley commented that she was uncomfortable with the tone of the report submitted by CUPE Local 4627 and found it to be unprofessional.

P. Ryan thanked the constituency group Executives for providing board meeting materials in advance of the meeting.

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

VCCFA President, K. Shortt referred to the report included in the meeting materials. She highlighted that it is her wish for all institutions to stop competing with each other on the advertising of programs, but instead pool funds and put it towards education. She would like to see the government doing more to support students and the future of post-secondary education. VCC is now funded 55% by government and yet the government has over \$200M in “rainy day” funds.

K. Shortt welcomed new Dean, Gordon McIvor and thanked departing HR Administrators Linda Sanderson and Sharon Carefoot for their contribution to VCC.

The VCCFA have supported local causes to the sum of \$2,700. Details were provided in the report.

P. Ryan thanked the constituency group representatives for their comments.

NEXT MEETING

It was confirmed the next Board of Governors Public Board meeting will be held on April 6, 2016.

TERMINATION

There being no further business, the meeting was terminated at 7:21 p.m.

Pam Ryan
Board Chair



VCC NEWS AND EVENTS

MARCH 2016

- VCC Foundation held its annual Donor Recognition reception at JJ's on March 10 to thank all the donors for their generosity. More than 100 donors attended the informal stand-up cocktail reception which features eight culinary stations staffed by students and instructors. Two of the six Outstanding Alumni Award of Distinction winners were awarded; Robert N. Brady – winner of the honorary alumnus and Chef Amber Anderson winner of Community Contribution. The rest of the winners will be honoured on April 8 at VCC's 50th Anniversary Party.
- Drafting held a reunion for its alumni to celebrate VCC's 50th anniversary on March 10 to a packed room at VCC's newly renovated *Bistro* – formally named *Four Corners*.
- VCC's culinary arts department head, Chef Collin Gill was honored at the 40th Annual Presidents Ball where he took home the British Columbia Chef's Association 'Chef of the Year' award. The event raises funds to provide scholarships to junior chefs in the province.
- Longest-serving employee retired in March, 70-year-old Alan Bingley has been a culinary instructor for 45 of VCC's 50 years. Alan was classically trained in cooking and "silver service," getting his start at the historic Royal Victoria Hotel in his hometown of Sheffield, England. He immigrated to Canada when he was 25, securing his first job as a sous chef at Vancouver's landmark Devonshire Hotel before joining VCC in 1971.
- Arts Umbrella and VCC performed with Ballet BC at the Queen Elizabeth Theatre from Mar. 17-19. Nine dancers ranging in ages from 18-21 were invited to perform alongside the company members in performances comprised of two works by Medhi Walewski. The dancers have been rehearsing since September 2015.
- The Bachelor of Science in Nursing (BSN) program is hosted the first of their bi-annual primary health care world cafés. Fourth year BSN nursing students presented their population health promotion projects to fellow students, faculty, and our community partners. Students work on a variety of projects that range from offering preventative health teaching to people who have faced barriers in their lives, to helping community agencies to develop and evaluate health promotion programs.
- VCC has partnered with Metro Vancouver Alliance's to present it's next film fundraiser with special guest Christine Boyle. Metro Vancouver Alliance is a group of nonpartisan, proactive, everyday citizens dedicated to making the Metro Vancouver area a better place for all to live and thrive. The film: "This Changes Everything" was inspired by Naomi Klein's international non-fiction bestseller and presents seven powerful portraits of communities on the front lines of climate change.

VCC in the News

- **Take this job and..., Zoomer magazine, Mar. 2016**

For many reinvention is not a choice but a necessity especially when it comes to their career... Assistance in making a career change is also available at no charge from public resources including colleges across Canada, says Maija Wiik, a counselor at Vancouver Community College in Vancouver (VCC)... Allison Schubert teaches career exploration and decision-making at VCC, and she says that about a third of her students fall into the mid-life category.

Upcoming Events:

- VCC Jazz Orchestra performs Swing Time Again at VPL- Alice MacKay Room – April 4 at 7 p.m.
- VCC's 50th Anniversary celebration and Alumni Award of Distinction – April 8 (campus TBD)
- Info Night – April 20 at Broadway campus

PREPARED FOR: April 6, 2016 Board of Governors Public Meeting

PREPARED BY: Karen Wilson, Interim Director, Marketing & Communications

DATE: March 31, 2016



FINANCIAL PERFORMANCE

Management Discussion & Analysis

For the Eleven Months Ended February 29, 2016

PERFORMANCE HIGHLIGHTS

2015/16 Eleven Months Operating Overview

VCC has experienced softer enrolments in a number of program areas (Table 1) compared to budget. However, compared to prior years, with the exception of the School of Access, forecasted enrolments are expected to trend close to historical numbers. The lower enrolment has resulted in a deficit of \$1.3 million for the eleven months ending February 29, 2016 (Table 2) compared to the budgeted surplus of \$785K.

The School of Access is \$1.3 million below budget due to the change in funding model to tuition based programming for the eleven months ending February 29, 2015. Tuition fees are not believed to be a barrier, as along with the change in funding model for Adult Based Education (ABE), the Provincial Government has introduced an Adult Upgrading Grant (AUG) to offset the cost of tuition. A targeted marketing campaign to increase awareness of the new AUG funding and application progress has resulted in stronger enrolment for the next intakes in ABE courses. During this period, VCC has received and distributed \$2.7 million in AUG funding and used \$460K of the \$621K one-time ABE Bridge funding to assist students with tuition in the programs. In addition, 32 advance faculty layoff notices have been rescinded.

Salary reductions resulting from the cancellation of a number of sections for ABE programming and Hospitality Programs, not filling vacant positions and recruitment lag is \$1.6 million favourable compared to budget.

Table 1: Summary Enrolment Full-Time-Equivalent (FTEs) Prior Years and 2015/16 Budget Compared to Forecast

		Actual FTE's Previous 4 Years				Budgeted and Forecasted FTES		Variance
						FY 2015/ 16 Total Budgeted FTE's	Total Forecast 2015-16	
Schools		2011/ 12	2012/ 13	2013/ 14	2014/ 15			Variance
CCS	Centre for Continuing Studies	858.9	886.1	716.4	626.53	592.73	605.50	12.77
CIN	Ctr for International Education	254.6	260.5	304.2	381.80	479.58	507.70	28.12
SAS	School of Access	3,271.0	3,438.3	3,397.2	2,759.22	2,008.16	1,954.10	-54.06
SHS	School of Health Sciences	916.0	791.9	851.8	844.13	895.93	808.50	-87.43
SHP	School of Hospitality/ Business	503.9	575.3	502.6	378.24	448.35	359.00	-89.35
SIE	School of Instructional Develop	287.5	288.5	305.5	277.94	295.54	252.00	-43.54
SMD	School of Music, Dance & Design	396.5	381.1	394.8	338.58	415.41	329.10	-86.31
CTT	School of Trades	1,321.6	1,299.5	1,361.7	1,349.14	1,792.53	1,315.40	-477.13
Total		7,809.90	7,921.12	7,834.24	6,955.59	6,928.22	6,131.30	-796.92

Statement of Operations – Comparison to Budget and Prior Year

For the Eleven Months Ended February 29, 2016

Table 2: 2015/16 for 11 Months Actual vs Budget and Prior Year

(In \$ Thousands)	2015/16 Actuals (April 2015-Feb 2016)	2015/16 Budget (April 2015- Feb 2016)	Variance favourable /(unfavourable)	Comments	2014/15 Actuals (April 2014 - Feb 2015)	Variance favourable /(unfavourable)
Province of BC grants	49,315	49,387	-72		54,855	-5,540
Adult upgrading grant (AUG)	2,711	105	2,606	Adult Upgrade Funding for ABE programs: College now charges tuition fees for Adult Basic Education and ESL Pathways. This funding for the ABE programs is offset by the ABE financial aid disbursement.	558	2,154
Sales of goods and services	5,782	5,843	-61		5,930	-148
Tuition and student fees	23,358	25,769	-2,411	School of Access is \$1.3 million below budget due to lower enrolments related to the change to tuition based programming. School of Music, Dance & Design is \$552K under budget due to lower domestic enrolments in Hair Design and Skin & Body Programs. School of Trades is below budget by \$468K due to lower enrolments resulting from the Industry Training Authority (ITA) funding guideline changes. Continuing Studies experienced soft enrolment in Counseling and Fashion and is under budget by \$350K. Int'l tuition is increased by \$667K.	17,341	6,016
Other grants, fees & contract services	5,376	6,295	-918	Contract revenues are trending below budget.	7,043	-1,667
Miscellaneous income	1,325	873	452		966	358
Donation income (Foundation Related)	419	352	67		353	66
Amortization of deferred capital contribution	4,726	4,628	99		3,837	889
Investment income	171	275	-104		215	-45
REVENUES	93,183	93,527	-344		91,099	2,084
SALARY AND BENEFIT EXPENSES	64,559	66,182	1,623	Salary reduction is due to the cancelation of sections for ABE programs and not filling vacant positions. This has resulted in a positive variance.	68,334	-3,774
Supplies and general expenses	5,846	5,867	21		5,127	719
AUG financial aid	2,711	105	-2,606	Adult Upgrade Funding for ABE programs: College now charges tuition fees for Adult Basic Education and ESL Pathways. This funding for the ABE programs is offset by the ABE financial aid disbursement.	558	2,154
Bursary/scholarship	385	257	-128		353	31
Professional fees	2,379	2,196	-183		3,046	-667
Building and telecom	5,801	5,988	187		5,498	303
Cost of goods sold	4,078	3,680	-398		4,046	32
Depreciation Expense	8,088	8,009	-79		7,791	298
OPERATING EXPENSES	29,287	26,101	-3,186		26,418	2,869
TOTAL EXPENSES	93,846	92,283	-1,563		94,752	-906
NET SURPLUS (DEFICIT) BEFORE ONE-TIME COSTS	-664	1,243	-1,907		-3,653	2,990
ESL Severance					2,040	-2,040
ACCESS & other Severance / VDI	672	458	-214			672
Total One-Time Costs	672	458	-214		2,040	-1,367
NET SURPLUS (DEFICIT)	-1,336	785	-1,693		-5,693	4,357

2015/16 YEAR END FORECAST

2015/16 Forecast to Budget Overview

The 2015/16 Forecast (11 months actual + 1 month forecast) in **Table 3** shows a deficit of \$5.0 million. The deficit includes one-time; voluntary departure incentives (VDIs) for faculty, early retirement incentive plans (ERIPs) for CUPE staff, and severance costs associated with the extension of the one-year Language Instruction for Newcomers to Canada (LINC) program and organizational restructure. The LINC contract extension for 2016/17 has been reduced by 8.5% from the previous contract. Through VDIs and ERIPs the college is attempting to limit its risk exposure with the LINC contract extension and minimize lay-offs around restructuring due to a decrease in enrolments.

The forecast reflects \$2.5 million less in tuition and student fees revenue compared to budget, due to lower enrolments in a number of schools and \$926K less than budget in contract revenue. This has been offset by a reduction in salary costs of \$1.8 million and a removal of \$1.1 million contingency budget from the supplies and general expenses. The net surplus (deficit) before one-time restructuring costs is \$411K, significantly lower than the \$4.3 million deficit before one-time costs in the prior year.

Statement of Operations – Comparison to Budget and Prior Year
2015/16 Forecast with Eleven Months Actual (Ended February 29, 2015) and One Month Forecast

Table 3: 2015/16 Forecast (11 + 1) vs Budget and Prior Year

(In \$ Thousands)	2015/16 Forecast (11 + 1)	2015/16 Budget	Variance favourable /(unfavourable)	Comments	2014/15 Actuals	Variance favourable /(unfavourable)
Province of BC grants	53,775	53,877	-102		60,582	-6,807
Adult upgrading grant (AUG)	2,711	115	2,596	Adult Upgrade Funding for ABE programs: College now charges tuition fees for Adult Basic Education and ESL Pathways. This funding for the ABE programs is offset by the ABE financial aid disbursement.	600	2,111
Sales of goods and services	6,275	6,383	-108		6,435	-160
Tuition and student fees	26,047	28,538	-2,491	School of Access, School of Trades and School of Music, Dance & Design are experiencing softer domestic enrolments resulting in lower tuition and fees. This trend expected to continue to the end of this fiscal.	19,563	6,484
Other grants, fees & contract services	5,942	6,868	-926	Few contracts have been awarded during the 1516 fiscal period.	8,162	-2,220
Miscellaneous income	1,429	957	472		1,089	340
Donation income (Foundation Related)	447	384	63		447	
Amortization of deferred capital contribution	5,196	5,048	148		4,786	410
Investment income	184	300	-116		231	-47
REVENUES	102,007	102,470	-464		101,895	112
SALARY AND BENEFIT EXPENSES	70,606	72,373	1,767	Salary reduction is due to the cancelling of some ABE program sections and not filling vacation positions.	75,136	-4,530
Supplies and general expenses	6,394	7,540	1,146	Budget contingency has been removed from the forecast.	6,215	179
AUG Financial Aid	2,711	115	-2,596	Adult Upgrade Funding for ABE programs: College now charges tuition fees for Adult Basic Education and ESL Pathways. This funding for the ABE programs is offset by the ABE financial aid disbursement.	600	2,111
Bursary/scholarship	447	280	-167		283	164
Professional fees	2,525	2,395	-131		3,410	-885
Building and telecom	6,379	6,517	138		7,169	-790
Cost of goods sold	4,486	4,014	-472		4,492	-6
Depreciation Expense	8,869	8,737	-132		8,844	25
OPERATING EXPENSES	31,812	29,598	2,215		31,013	799
TOTAL EXPENSES	102,418	101,970	448		106,149	-3,731
NET SURPLUS (DEFICIT) BEFORE ONE-TIME COSTS	-411	500	-911		-4,254	3,843
ESL severance					1,122	-1,122
LINC voluntary departure incentive (VDI)	2,500		-2,500	Assumes LINC contract will expire March 31, 2016. Estimated severance costs related to the contract.		2,500
Restructuring Costs	1,500		-1,500	Assumes that there will be costs associated with restructuring activities.		1,500
ACCESS & other Severance / VDI	587	500	-87	There were VDI costs associated due to lower enrolments in the ABE programs.		587
Total One-Time Costs	4,587	500	-4,087		1,122	3,465
NET SURPLUS (DEFICIT)	-4,999	-	-4,999		-5,376	377

Major Procurement Activity over \$200K

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

Table 4: Procurement Status Update

Vendor	Commodity	Contract Start Date	Contract End Date	Cumulative Contract Commitment	Status
Recurrent Needs					
Spicers	Fine Paper	19-Mar-13	31-Dec-16	\$175,000	Planning stage-Working with EDCO to define and aggregate need for group purchasing. Contract extended for final one year option.
Mitel Networks	Telecom		31-Mar-16		Planning stage.
Citrix	IT Software Licenses	19-Sep-15	19-Sep-16	\$180,000	Projected spend for 5yrs over \$200K.
Free Daily Newsgroup (Metro newspaper)	Newspaper Advertising		31-Mar-16	\$200,000	Projected 3 year spend is over \$200K but less than \$200K/year.
Known New Opportunities					
Physics Lab Renovation				>\$200,000	Director of Facilities informed Purchasing that project is on hold
ASDT Common Needs Projects:					
Uniglobe Travel	Travel Management Company	TBD		>\$200,000	ASDT Agreement executed. Option to opt in available to all Post Secondary Institutions. VCC to study feasibility of agreement in relation to the unique needs of the college



VCCFA Report to the College Board

Submitted March 29th, 2016 for the Board meeting on April 6th, 2016

Welcome to New Board member

We wish to extend a warm welcome to new Board member Stephen Kukucha. We look forward to working with you and hope your tenure on the College Board will provide you with an insight into the important work VCC does in this community.

College Budget

We will comment on the College Budget at the Board Meeting as we have not had access to the final draft at the time of writing this report. The draft Budget presented at the Town Halls on February 17 & 18 showed a \$1.4M deficit. Operations Council has in the past reviewed the final draft prior to it going to the Board but much to the Council members' surprise, this important step has now been eliminated. Therefore we do not know at this time how the \$1.4M deficit was mitigated or any other changes made to the draft since presented at the Town Halls.

LINC Funding (Language Instruction for Newcomers to Canada)

Due to funding cuts, 220 LINC students at VCC will not be able to return to English language classes for the Spring semester. In addition, at last count there were also 806 LINC students on the waitlist to get started in ESL classes.

The Federal Government has made headlines over the past few months on the Syrian refugee crisis and the many needs these new Canadians will have. Millions of dollars are being spent on housing, health care and other settlement services. Yet, at Vancouver Community College, the largest provider of English as a Second Language Programs in the Province, the LINC federal contract is being reduced by 8% for the 2016/2017 fiscal year. This funding reduction is in addition to the 17% cut the Provincial Government is demanding the College contribute to the overhead cost of running the Federally-funded LINC Program. Together this results in a 25% cut in LINC classes for an already over-subscribed Program.

Our Briefing Note with more detail is attached.

Adult Basic Education Funding

Attached is a letter from Advanced Education Assistant Deputy Minister Fazil Milhar to VCC Department Heads Taryn Thomson and Lynn Horvat advising that the College will receive a one-time grant of \$275,000 to support students with disabilities who have either exhausted or are ineligible for the Adult Upgrading Grant (AUG). This letter is a follow up to the ADM's classroom visit with our Basic Education and Career & Community Access students on February 3rd, and to the many meetings Taryn, Lynn and I have had with the Ministry over the past year.

While this grant is definitely positive news for some students, we view it as an acknowledgement by the Provincial Government that the current AUG system is not working and need subsidizing. The re-instatement of tuition for Adult Basic Education and English Language Programs has made basic education inaccessible to many students. Until the Provincial Government restores tuition-free basic education, we will continue to advocate that at the very least, the maximum income level threshold for AUG of \$23,647 is unrealistic and should be raised to \$40,000.

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



Briefing Note March 29, 2016

- Vancouver Community College is the largest provider of English Language training in Western Canada.
- The LINC Program (Language Instruction for Newcomers to Canada) is a federally funded Program and has been offered at Vancouver Community College for over 40 years.
- There are currently approximately 1,000 LINC students attending Vancouver Community College.
- In addition, there are **806 students on the waitlist** for LINC classes. This will **increase to at least 1,026** when the funding cut occurs on April 1, 2016 because 220 existing LINC students will not be able to return to school for the next semester.
- VCC has been advised that there will be an 8.5% percent cut in federal funding of the LINC contract for the 2016/2017 roll-over year.
- The amount of the 2016/2017 LINC contract is \$4.17M.
- The amount of the 2015/2016 LINC contract was \$4.557M.
- In addition, VCC has been advised by the Provincial Government that a portion of the LINC funding (estimated by the College at 17%) must be applied to overhead to operate the College (termed 'goods in kind').
- Taking into account both the 8.5% LINC funding cut and the contribution to the College overhead now required by the Provincial government, the LINC program has been advised to cut class offerings by a total of 25.5%.
- VCC is well-positioned to offer any number of ESL classes immediately and at any level of Canada Language Benchmarks.
- VCC has a proven, effective curriculum, empty classrooms, support services, and over 40 faculty available to teach.



Our Ref. 101572

March 8, 2016

Lynn Horvat, Department Head
 Basic Education
 Taryn Thomson, Department Head
 College and Career Access
 Vancouver Community College
 401 - 402 West Pender St
 Vancouver BC V6B 1T6

Dear Ms. Horvat and Ms. Thomson:

Thank you for your time during my visit to Vancouver Community College (VCC) on February 3, 2016, and for the follow-up email reiterating your concerns regarding access to the Adult Upgrading Grant (AUG).

As you know, Vancouver Community College (VCC) was provided with funding of \$620,758 to allow the College to transition to a new sustainable tuition model for Adult Basic Education (ABE). The grant was available one-time only through Skills Development Employment Benefit funding under the Labour Market Development Agreement.

VCC began charging tuition for ABE in January 2015, at the maximum allowable amount of \$1,600 per semester for full-time studies.

I applaud VCC for using the transition funding to cover some of the tuition fees for students who do not qualify for the AUG because they are above the income threshold. The AUG is designed to help those students most in need of financial support; also, the policies tied to the grant ensure that this support is given to individuals who succeed in their courses.

While no further one-time transition funding is available, I am pleased to inform you that the Ministry of Advanced Education is providing VCC a one-time grant of \$275,000 to support strategies, techniques and capacity for students with disabilities/multiple barriers to achieve success. This includes support towards students with disabilities who have either exhausted or are ineligible for the AUG.

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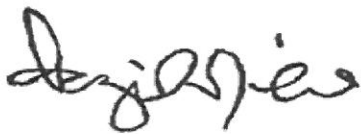
- 2 -

I also encourage VCC to find other ways to continue to support students who are ineligible for the Adult Upgrading Grant. Examples of strategies implemented by other institutions include:

- Camosun College continues to offer its own upgrading bursary for students who do not qualify for AUG and have a middle income threshold in the low \$40,000s;
- Kwantlen Polytechnic University continues to offer a supplemental grant to the AUG, offering full AUG access to those who are 10 percent above the income threshold and eligible for 50 percent tuition; and,
- Okanagan College plans to reimburse students in fundamental and intermediate developmental studies with an institution bursary.

I hope this information is helpful. My congratulations to you and your colleagues for continuing to support students in reaching their educational goals.

Sincerely,

A handwritten signature in black ink, appearing to read 'Fazil Mihlar', with a stylized, cursive script.

Fazil Mihlar
Assistant Deputy Minister
Institutions and Programs Division

pc: Karen Shortt, President
Vancouver Community College Faculty Association



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: April 6, 2016

ISSUE: Approval of 2016/17 Operating Budget

VCC's operating budget for 2016/17 is being presented to the Board of Governors as part of the Integrated College Plan.

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the 2016/17 Operating Budget as presented at the April 6, 2016 Board meeting.

ATTACHMENT: APPENDIX A – 2016/17 DRAFT Budget
(NOTE: These pages are extracted from Integrated College Plan under the section titled Financial Plan – Page 65 of the meeting package)

PREPARED BY: Marlene Kowalski, VP, Administration and CFO

DATE: March 31, 2016

APPENDIX A**Financial Plan**

The 2016-17 Budget has been developed in conjunction with the integrated planning process. The main driver for the budget has been the enrolment forecast that was built on the previous year's historical data and a review of current academic programming to determine future relevance and demand.

Enrolment Headcount and Full Time Equivalent (FTE)

	2012-13		2013-14		2014-15		2015-16 - Forecast	
Centre/School	Headcount	Actual FTE	Headcount	Actual FTE	Headcount	Actual FTE	Forecast Headcount	Forecast FTE
Centre for Continuing Studies	6,942.0	929.8	5,851.0	741.5	4,539.0	624.4	4,691.0	605.5
Centre for International Education	561.0	293.5	609.0	336.4	639.0	383.6	743.0	507.7
School of Access	9,173.0	3,374.4	9,194.0	3,320.8	7,352.0	2,747.5	4,751.0	1,954.1
School of Health Sciences	1,449.0	792.7	1,395.0	849.0	1,287.0	842.6	1,245.0	808.5
School of Hospitality and Business	690.0	548.3	594.0	476.0	504.0	382.1	492.0	359.0
School of Instructor Education	1,232.0	272.5	1,314.0	303.4	1,211.0	281.0	1,104.0	252.0
School of Music, Dance and Design	663.0	397.9	640.0	395.1	548.0	338.5	556.0	329.1
School of Trades	1,555.0	1,271.0	1,591.0	1,375.8	1,533.0	1,349.6	1,457.0	1,315.4
	22,265.0	7,880.0	21,188.0	7,798.1	17,613.0	6,949.3	15,039.0	6,131.2

2016/17 Enrolment FTE Budget Compared to 2015/16 FTE Forecast

	2016-17 Budget	2015-16 Forecast
Centre/School	FTE	FTE
Centre for Continuing Studies	605.5	605.5
Centre for International Education	606.0	507.7
School of Access	1,934.9	1,954.1
School of Health Sciences	892.2	808.5
School of Hospitality and Business	465.6	359.0
School of Instructor Education	273.4	252.0
School of Music, Dance and Design	335.4	329.1
School of Trades	1,427.5	1,315.4
	6,540.5	6,131.2

Note: School of Access includes LINC; decrease in FTE in 2016-17 is the result of a reduced LINC contract extension

International FTE Enrolment in Centres and Schools

	2016-17 Budget	2015-16 Forecast	2014-15 Actual	2013-14 Actual	2013-14 Actual
Centre/School	FTE	FTE	FTE	FTE	FTE
Centre for Continuing Studies	-	3.2	4.4	8.7	8.5
School of Access	20.6	14.2	37.1	89.5	113.3
School of Health Sciences	11.9	10.3	33.3	10.5	7.2
School of Hospitality and Business	195.5	148.1	101.7	85.1	72.8
School of Instructor Education	-	1.8	2.2	2.0	1.9
School of Music, Dance and Design	120.3	104.5	98.7	46.6	33.7
School of Trades	258.1	225.7	106.2	94.2	56.0
	606.4	507.7	383.6	336.5	293.5

2016/17 Budget Assumptions

- Operating grant amount \$44.6M
- ITA funding remains at \$7.3M
- No extension of one-time ABE bridge funding grant (\$620K received in 2015/16)
- AUG funding for ABE programs to continue and \$3M budgeted in 2016/17
- Routine capital maintenance funding will be constant
- Domestic tuition and mandatory fees increase of 2%
- International tuition fee increase of 2% and implementation of campus resource fee 1% of tuition
- Additional revenue to be generated from increased international student enrolment \$2M
- Pay increase for faculty & CUPE as per the collective agreements
- 2015/16 vacant positions will be filled in 2016/17
- Assumes that the LINC contract will be restructured in 2016/17- reduced revenue by 8.5%
- Only existing revenue contracts are budgeted in 2016/17

2016-17 Budget Compared to 2015-16 Forecast

(In \$ Thousands)	2016/17 Budget	2015/16 Forecast	Variance favourable /(unfavourable)
Province of BC grants	53,568	53,775	-207
Adult upgrading grant (AUG)	3,000	2,711	289
Sales of goods and services	6,321	6,275	46
Tuition and student fees	30,770	26,047	4,723
Other grants, fees and contract services	5,908	5,942	-34
Miscellaneous income	980	1,429	-449
Donation income (VCC Foundation related)	380	447	-67
Amortization of deferred capital contribution	5,374	5,196	177
Investment income	152	184	-31
REVENUES	106,452	102,007	4,446
SALARY AND BENEFIT EXPENSES	72,512	70,606	-1,906
Supplies and general expenses	6,766	6,394	-372
AUG financial aid	3,000	2,711	-289
Bursary/scholarship	380	447	67
Professional fees	3,172	2,525	-646
Building and telecom	6,706	6,379	-326
Cost of goods sold	4,290	4,486	196
Depreciation expense	9,127	8,869	-258
OPERATING EXPENSES	33,440	31,812	1,628
TOTAL EXPENSES	105,952	102,418	3,534
NET SURPLUS (DEFICIT) BEFORE ONE-TIME RESTRUCTURING COSTS	500	-411	911
LINC voluntary departure incentive (VDI)		2,500	2,500
Other restructuring costs		1,500	1,500
ACCESS & other severance/VDI	500	587	87
Total Severance	500	4,587	4,087
NET SURPLUS (DEFICIT)	-	-4,999	4,999



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: April 6, 2016

ISSUE: Approval of VCC's 3-Year Academic Plan 2016-2019 and 2016-17 Enrolment Plan

BACKGROUND:

Education Council has received a series of presentations on the draft 3-Year Academic Plan 2016-2019 and on the 2016-17 Enrolment Plan. In November 2015 Kathryn McNaughton, VP, Academic, Students and Applied Research and Marlene Kowalski, VP, Administration & CFO, presented the integrated planning process and provided an update in January 2016. The 3 Year Academic Plan was presented to EdCo at the February and March 2016 meetings. All academic deans and directors were present and the specific initiatives of the plan were reviewed. In addition, at the March 2016, EdCo meeting, Brian Beacham, Director, Institutional Research, presented the draft Enrolment Plan 2016-17.

EDCO had a special meeting on March 29, 2016 for a final discussion on both plans, and to vote on a recommendation to the Board.

DISCUSSION:

There was a robust discussion over both plans. A number of small errors were identified and corrected. There are two discussion points to highlight for the Board.

1. There is concern at Education Council around the lower targets for a number of programs in Basic Education and College & Career Access, programs that were the most severely impacted by the re-introduction of tuition fees for ABE last year. The budgeted FTE for 2016-17 is lower than the actual FTE from this current year (2015-16). Mr. Beacham explained that this is partially because the enrolment projections are based on what we actually expect to see in the classroom rather than on capacity (as in the past). Dean David Wells assured EDCO that this is intended to be a very conservative projection that the departments will likely over-perform.
2. There were minor revisions following There was concern regarding the Student Services initiative in the Academic Plan to consolidate assessment activity within the Assessment Centre. EDCO members identified solid educational reasons for keeping some assessment within departments, particularly within the EAL and ABE programs. Director of Student Services Craig McGuigan argued that a consolidated approach would allow Student Services to record and track interest in a program and assessment outcomes, as well as making it consistent how students are charged for assessment. EDCO recommended charging the language of this initiative to say that all "appropriate" assessment activity could be consolidated. That will allow a fulsome discussion between Student Services and departments over best approaches. Dr. McNaughton has made this change.

I commend the College administration for their openness in discussing the planning process with Education Council, and the thoroughness of their work in developing the 3-year Academic Plan and the Enrolment Plan. They have also agreed to bring quarterly updates on the integrated plans to EDCO, which is greatly appreciated, and reflects an approach focused on accountability and transparency.

RECOMMENDATION:

THAT, on the advice of Education Council, the Board of Governors approve the 3-Year Academic Plan 2016-2019.

That, on the advice of Education Council, the Board of Governors approve the 2016-2017 Enrolment Plan.

ATTACHMENTS:

APPENDIX A - 3-Year Academic Plan 2016-19

(NOTE: These pages are extracted from the Integrated College Plan under the section titled APPENDIX C – Page 95 of the meeting package)

APPENDIX B - 2016-17 Enrolment Plan

PREPARED BY:

Todd Rowlatt, Chair, Education Council

DATE:

March 31, 2016

DRAFT 3-YEAR ACADEMIC PLAN 2016-2019

Updated 31/03/2016

APPENDIX A

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
CORE ACTIVITY # 1: TEACHING					
Trades	Deliver a superior student educational experience	Educational Quality	• Conduct needs assessment: Journeyman upgrading, contract training and transportation course for Aboriginal students • Implement programs that have gone through program renewal: New Culinary Arts Certificate	• Develop and pilot new courses arising from the needs assessment • Complete transition to new Culinary Arts curriculum • Look into offering Culinary Arts through CS in the evenings/weekends	• Revise and continue new program offerings • Expand Culinary arts through CS • Look at expanding Quizine model outside VCC
Trades	Enhanced instruction, instructional strategy and educational technology	Educational Quality	Develop an on-line educational technology strategy: • Expand course design using Moodle • Create an on-line course development framework • Develop a plan for Open Education Resources and e-text books	• Transition to on-line text books • Complete the 5 hours per week for on-line work for all Trade offerings	Review and revise
Trades	Maximize campus facilities and resources	Educational Quality, Operational Excellence	Develop space utilization plan to expand international enrolment	• Deliver afternoon programming in ACR and AST diplomas • Add one more international Baking diploma	Maintain offerings
Access	Deliver a superior student educational experience	Educational Quality	Conduct needs assessment and determine viability of new programs including Associate of Arts/Science, Transfer Certificates into Faculty of Environment (SFU) and Pre-STEM Diploma and ABE Pathways	Develop and deliver 2nd year Arts courses required to satisfy an Associate of Arts Degree, preparatory pathways Certificates, pre-STEM qualifying courses Biology, Chemistry and Physics and Transfer Certificates into SFU	Develop and deliver 2nd year Science courses required to satisfy an Associate of Science Degree
Access	Deliver a superior student educational experience	Educational Quality	Identify, promote, support articulation and transferability of courses & programs in EAL Pathways for academic destinations and Occupation Specific Language requirements	Secure new Transfer agreements for Pathways level 8 and develop OSLT off-ramps in collaboration with professional and licensing bodies	
Access	Enhanced instruction, instructional strategy and educational technology	Educational Quality	Develop an on-line educational strategy for preparing students to enter into upgrading programming, including assessment preparation and career and study skills planning	Bring CCA computer training and capacity back to Broadway campus adjunct to main offerings and develop Moodle content for all English and Math Skills courses	Develop Moodle content for English and Math offerings (Intermediate through Advanced level)

Updated 31/03/2016

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Health	Deliver a superior student educational experience	Educational Quality	Continue development of new programs: • Pre-Health Sciences Program • Bachelor of Applied Sciences in Dental Hygiene degree • LPN to BScN Bridging Program Conduct needs assessment and determine viability of new programs: • LPN perioperative Certificate • LPN Refresher	Conduct needs assessment: • Practical Nursing Refresher program • Health Care Assistant Refresher	Conduct needs assessment for LPN Graduate Certificate
Health	Renew programs that have not gone through renewal in the past 5 years	Educational Quality	Programs to be renewed: • Denturist program • Pharmacy Technician	• Implement new Denturist program Sep 2017 • Implement new Pharmacy Technician program	
Health	Implement recommendations arising from program renewal	Educational Quality	• Dental Technology • Health Care Assistant (regular and ESL based) • Certified Dental Assisting (onsite & distance)	Continue work on program renewal actions	Continue to work on program renewal recommendations
Health	Implement strategies to fulfil accreditation requirements	Educational Quality	• BScN program • Certified Dental Assisting • Occupational/Physical Therapist Assistant	• Denturist program - apply for renewed accreditation • Prepare for site visit for Occupational/Physical Therapist Assistant program	Plan for future reviews: • Pharmacy Technician • Health Care Assistant • Practical Nursing • Dental Hygiene • Certified Dental Assisting
Health	Review non-performing programs and develop plan for suspension or cancellation	Educational Quality	• Cancel HCA Upgrader • Cancel Access to Dental Hygiene for CDAs		
Health	Enhanced instruction, instructional strategy and educational technology	Educational Quality	• Enhance simulation experience for students • Implement an Interprofessional Education strategy	• Continue work on enhanced simulation lab • Build on Interprofessional Education Plan	
Music, Dance & Design	Deliver a superior student educational experience	Educational Quality	Conduct needs assessment: • Digital Graphic Design Diploma • Piano Technician • Band Instrument Technician • Computer Aided Design (CAD) & Building Information Modeling (BIM) Diploma • Nail Technician		

Updated 31/03/2016

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Music, Dance & Design	Renew programs that have not gone through renewal in the past 5 years	Educational Quality	Programs to be renewed: • Music Diploma • Music Degree • Jewellery Arts & Design • Hair Design	Implement: • Digital Graphic Design Diploma • CAD & BIM Diploma • CAD & BIM Citation	
Music, Dance & Design	Implement recommendations arising from program renewal	Educational Quality	Implement program renewal recommendations for: • CAD and BIM certificates		
Music, Dance & Design	Seek accreditation status	Educational Quality	CAD and BIM - apply for accreditation with external accrediting body		
Hospitality & Applied Business	Deliver a superior student educational experience	Educational Quality, Business Development	Major program development: • Develop proposal for Executive Cohort of the Hospitality Degree • Complete needs assessment for a Business/Entrepreneur program	• Implement and revise Executive Cohort of the Hospitality Degree • Plan, develop and implement Business/Entrepreneur program(s)	Refine Business/Entrepreneur program(s)
Hospitality & Applied Business	Renew programs that have not gone through renewal in the past 5 years	Educational Quality	Programs to be renewed: • Legal Admin Assistant		
Continuing Studies	Deliver a superior student educational experience	Educational Quality, Business Development	Implementation of 3-Year Growth Plan • Revision and renewal of existing programs • Development of new programs • Implement Contract Training strategy • Development of Creative Hub - open lab/ event space to be shared by various creative programs	Implementation of 3-Year Growth Plan • Revision and renewal of existing programs • Development of new programs • Implement Contract Training strategy • Consolidate and promote Creative Hub	Implementation of 3-Year Growth Plan • Revision and renewal of existing programs • Development of new programs • Implement Contract Training strategy • Consolidate and promote Creative Hub
Continuing Studies	Enhanced instruction, instructional strategy and educational technology	Educational Quality	Implement 3-Year Growth Plan: • Development of online courses • Training instructors in online delivery • Strengthen instructor support • Selected Continuing Studies instructors to have access to tuition fee waivers to participate in the Provincial Instructor Diploma program	Implement Plan online course development and instructor training plan identified in 2016/17	• Development of online courses • Training instructors in online delivery • Strengthen instructor support

Updated 31/03/2016

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Continuing Studies	Deliver a superior services	Operational Excellence, Reputation Management	• Simplify CS online registration process • Redesign of CS landing pages • Review and renewal of recruitment, admission and registration practices • Provision of customer service training to staff	• Active promotion of CS online registration • Further refinement of CS landing pages • Provision of enhanced customer service training to staff • Remodeling of CS Registration Area into a new contemporary CS &CT Welcome Centre	Review and revise of CS registration processes and customer service
School of Instructor Education	Deliver a superior student educational experience	Educational Quality	• Create a framework for online course development for faculty	Implement and revise online delivery	Implement and revise online delivery
School of Instructor Education	Develop new partnerships and collaboration	Financial Stability, Business Development	• Increase outreach and number of students, connect with potential contracts, develop continuous intake courses • Investigate national and international partnerships	Follow through on partnerships identified	Follow through on partnerships identified
Centre for Instructional Development	Deliver a superior student educational experience	Educational Quality	• Development of Learning Commons & Centre for Teaching & Learning	Roll out Learning Commons and Centre for Teaching & Learning initiative	Refresh and enhance Learning Commons and Centre for Teaching & Learning
Centre for Instructional Development	Enhanced instruction, instructional strategy and educational technology	Educational Quality	• Develop an on-line educational technology strategy	• Develop Moodle support strategy for faculty • Improve CID website	Build on on-line delivery
Vice President Academic	Deliver a superior student educational experience	Educational Quality	• Identify academic structure that supports student success • Identify, promote, support articulation and student transferability of courses/programs	Continue to work on the goals identified for 2016/17	Continue to work on the goals identified for 2016/17
Vice President Academic	Enhanced instruction, instructional strategy and educational technology	Educational Quality	• Develop an online education technology strategy	• Expand course design using Moodle platform • Implement Open Education Resources and e-text book strategy • Implement plan to introduce new education technology that could be supported and resourced	Refine and revise Education Technology goals

Updated 31/03/2016

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Vice President Academic	Maximise campus facilities and resources	Operational Excellence	• Conduct needs assessment based on enrolment forecast and develop space utilization plan for all campuses • Review, update and develop education policies	• Implement and refine Space Utilization Plan • Complete review of education policies	• Implement and refine Space Utilization Plan • Complete review of education policies
Institutional Research	Update/redevelop Enrolment Planning process	Operational Excellence	Develop a new Enrolment Planning tool that incorporates Enrolment planning and timetabling to enable accurate tuition, Faculty FTE and Student FTE calculations		
Aboriginal Education	Deliver a superior student educational experience	Educational Quality Reputation Management	• Determine feasibility of new program/courses that address the needs of Aboriginal communities; Aboriginal Baking & Pastry Arts, Gladue reporting writing for Professionals 12 • Explore new Partnerships with Indigenous Adult & Higher Learning Association (IAHLA) institutions	Develop and pilot new programs and courses; Gladue Report Writing for Professionals & Aboriginal Baking & Pastry Arts in rural community; continue to explore new partnerships with IAHLA members	Determine feasibility of new programs/courses needs identified by the Aboriginal community
International Education	Deliver a superior student educational experience	Educational Quality	Academic Schools will work with the International Education Department to support and grow the delivery and program offerings for International students	Strengthen and drop international program offerings	Strengthen and drop international program offerings
CORE ACTIVITY # 2: STUDENT SERVICES/ REGISTRAR					
Registrar's Office	Develop efficient systems and collaborative communication	Operational Excellence, Financial Stability & Sustainability	Review and reconfigure appropriate Banner structure and leverage functionality to improve overall efficiency and effectiveness. Improve overall BI capabilities to allow for greater data driven decision making. Reduce manual processes.	Continue Banner project work	Continue Banner project work
Registrar's Office	Identify, promote, support articulation and transferability of courses/programs	Operational Excellence, Reputation Management	Develop repository of all articulation agreements to be housed in the Registrar's Office and VP Academic Office		
Registrar's Office	Deliver superior student services	Operational Excellence	• Continue to develop the "Student First" initiative • Ongoing cross training and reconfiguration of Downtown office space	Evaluate success of "Student First" initiative, adapt and revise if required	

Updated 31/03/2016

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Student Services	Deliver superior student services	Operational Excellence	• Implement Student Life at VCC • Develop a plan for Career Services at VCC • Develop a Mental Health & Wellness Strategy • Develop a Student Academic Alert System Pilot for students at risk because of attendance or performance • Develop prospective students tracking plan • Develop orientation videos	Follow through on initiatives identified for 2016/17	Revise, adapt and enhance new initiatives developed and implemented
Student Services	Process improvements	Operational Excellence	• Review and revise Student Services policies • Develop operational manuals	• Review and revise Student Services policies • Develop operational manuals	Revise and enhance process improvements
Student Services	Align with professional best practices	Operational Excellence	• Promote and support engagement with external specialists' organizations in every Student Services division	• Promote and support engagement with external specialists' organizations in every Student Services division	• Promote and support engagement with external specialists' organizations in every Student Services division
Student Services	Data collection in support of measuring and evaluating Student Services efficiency and effectiveness	Operational Excellence	• Implement the use of Clockworks in Disability Services and Counselling	Review and enhance new data collection initiatives	Evaluate success of new systems
Student Services	Increase Assessment Centre revenue and efficiency	Operational Excellence, Financial Stability & Sustainability	• Consolidate where appropriate assessment activity institutionally with the Assessment Centre • Seek external assessment partnerships	• Review and enhance centralised assessment activity • Seek and revise external assessment partnerships	Review and revise
Student Services	Explore shared service delivery opportunities	Operational Excellence, Financial Stability & Sustainability	Explore shared service deliveries strategies developed by Interpreting Services and Assessment Centre	Develop agreements and plans to implement new shared service deliverables	Review and revise shared service arrangements
Student Services	Enhance faculty knowledge of student conduct and disabilities issues	Educational Quality	• Develop orientation information for faculty to support students with disabilities and to respond to students exhibiting troubling behaviour	Revise and enhance faculty orientation training and information	Review and revise

Updated 31/03/2016

			Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
School	Goal	Key Success Drivers	Initiatives	Initiatives	Initiatives
CORE ACTIVITY # 3: LIBRARY AND LEARNING CENTER					
Library & Learning Center	Deliver a superior student educational experience	Educational Quality	• Continue to develop Learning Commons concept and develop an implementation plan • Expand digital lending library • Continue to assess integrated service pilots such as Career Workshops (Library, Learning Centre, Counselling) and Collaborative resource guides (Library, Learning Centre). Future pilots may include Speaker Series, Pop-up Learning Commons, etc.	• Implement Learning Commons short and long term goals • Continue to assess integrated service pilots • Develop a plan for wireless printing	• Continue to assess integrated service pilots • Implement wireless printing plan
CORE ACTIVITY # 4: APPLIED RESEARCH					
Vice President Academic	Enhanced instruction, instructional strategy and educational technology	Educational Quality	• Maintain current and new research partnerships • Introduce research related workshops	• Develop and maintain research opportunities	Creation of additional infrastructure e.g. research officer

APPENDIX B

VCC Summary Enrolment Plan by School - 2016-17

Including: Previous 4 year Actual FTE

Current year 2015-16 Budget and Actuals (Actual FTE Calculate as at 21st February 2016)

		Actual FTE's Previous 4 Years				2015-16				2016-17
Total FTE All Schools		2011/12	2012/13	2013/14	2014/15	Budget FTE	Actual FTE ¹	Variance	% Budget	Budget FTE
CCS	Centre for Continuing Studies	883.17	929.80	741.51	624.41	592.73	605.47	12.74	102%	605.47
CIN	Ctr for International Education	303.79	293.49	336.44	383.60	479.58	507.70	28.13	106%	606.02
SAS	School of Access	3,204.43	3,374.39	3,320.84	2,747.47	2,008.16	1,954.10	-54.06	97%	1,934.85
SHS	School of Health Sciences	890.50	792.67	849.03	842.58	895.93	808.53	-87.40	90%	892.21
SHP	School of Hospitality/Business	508.20	548.26	476.00	382.09	448.35	358.96	-89.39	80%	465.62
SIE	School of Instructional Develop	290.20	272.54	303.42	281.00	295.54	251.96	-43.58	85%	273.37
SMD	School of Music,Dance & Design	413.10	397.89	395.10	338.54	415.41	329.05	-86.36	79%	335.40
CTT	School of Trades	1,313.23	1,271.85	1,375.79	1,349.61	1,792.53	1,315.39	-477.14	73%	1,427.53
Total		7,806.62	7,880.88	7,798.11	6,949.30	6,928.22	6,131.15	-797.07	88%	6,540.47

Board Reports

Notes: ¹ The 2015-16 actual FTE is calculated, year to date, as at February 21st 2016
This is the first DRAFT of the Enrolment Plan

School of Continuing Studies and Contract Training

ORG Code	ORG Description	Actual FTE						Budget
		2011-12	2012-13	2013-14	2014-15	2015-16 ¹	5 Year Average	2016-17
4550	BC Jobs Funding	0.00	62.51	7.20	0.00	0.00	13.94	0.00
6022	Fashion Design	105.55	73.82	63.45	60.72	43.43	69.39	43.43
6023	Jewellery	4.06	4.89	3.27	3.61	3.93	3.95	3.93
6024	Gemmology	5.71	8.27	10.81	10.87	7.72	8.68	7.72
6034	Cr Writng-now New Init Art&Des	3.03	1.77	1.80	1.81	2.02	2.09	2.02
6038	Bldg Mgr Residential	10.06	18.93	23.65	18.40	20.87	18.38	20.87
6044	Hospitalty-nowNew Init-Bus&Com	21.05	18.00	13.93	4.57	0.64	11.64	0.64
6046	Computers - City Centre	19.53	19.68	24.63	22.81	22.12	21.76	22.12
6052	Early Childhood Education	99.89	87.13	80.82	69.47	47.97	77.05	47.97
6060	Management Skills Supervisors	9.11	10.85	11.96	5.32	9.12	9.27	9.12
6064	Office & Admin CertificateProg	54.37	44.99	47.68	41.24	40.43	45.74	40.43
6065	Leadership Skills Certificate	11.21	12.87	11.65	10.10	8.58	10.88	8.58
6067	Paralegal Program	101.82	106.38	113.36	142.31	143.53	121.48	143.53
6068	Small Business	8.62	8.99	11.29	7.67	5.48	8.41	5.48
6075	Foodsafe	7.15	5.73	4.11	4.17	4.56	5.14	4.56
6076	Allied Health	27.55	29.31	8.34	7.41	5.12	15.55	5.12
6077	Dental Program	0.95	2.62	1.93	0.00	0.00	1.10	0.00
6080	Registered Nurse	32.13	19.69	6.16	5.79	5.85	13.92	5.85
6082	Sterile Supply Room Aide	58.49	61.19	78.48	51.07	63.81	62.61	63.81
6087	CPR	0.85	0.00	0.00	0.00	0.00	0.17	0.00
6088	Renal Technician	2.54	0.00	11.12	0.00	0.00	2.73	0.00
6093	Counselling Skills	124.74	97.88	81.51	61.22	56.35	84.34	56.35
6104	Court Interpreting	16.44	3.17	0.00	0.00	0.00	3.92	0.00
6108	Mandarin & Languages	56.74	43.51	14.13	10.39	10.38	27.03	10.38
6115	Interior Design Technology	19.91	24.67	20.03	14.53	12.13	18.25	12.13
6169	GemmConf 04/05!!DO NOT USE!!	0.00	0.00	0.00	0.21	2.63	0.57	2.63
6173	Family Literacy	6.34	6.70	2.10	0.00	0.00	3.03	0.00
6190	Socio-Cultural Competency	1.14	0.42	0.69	0.00	0.00	0.45	0.00
6192	Tea Sommelier	2.60	3.30	2.01	1.53	2.24	2.34	2.24
6198	Makeup Artistry	0.00	0.00	0.00	6.04	10.16	3.24	10.16
6199	Wedding & Event Management	0.00	0.00	0.00	2.25	4.47	1.34	4.47
6200	Wine Sommelier	0.00	0.00	0.44	1.32	0.96	0.54	0.96
6225	Technical and Creative Writing	0.00	0.00	0.00	0.00	4.04	0.81	4.04
6226	ECCE - Special Need	0.00	0.00	0.00	0.00	1.91	0.38	1.91
6227	ECCE - Infant Toddler	0.00	0.00	0.00	0.00	2.95	0.59	2.95
6229	Sport & Recreation Management	0.00	0.00	0.00	0.00	0.93	0.19	0.93
A093	Demonstration Proj for Older I	34.40	12.80	0.00	0.00	0.00	9.44	0.00
A113	CS Auto Contract	0.65	0.00	0.00	0.00	0.00	0.13	0.00
A124	ESA 1112 Business Readiness	4.16	8.71	0.00	0.00	0.00	2.57	0.00
A125	ESA 1112 Building Management	3.85	6.61	8.57	0.00	0.12	3.83	0.12
A127	ESA 1112 Access to Transp Trad	6.78	11.31	6.63	0.75	4.92	6.07	4.92
A128	ESA 1112 Auto Refinishing Prep	1.29	15.75	4.12	0.00	0.00	4.23	0.00
A131	ESA Consortium CapU	1.95	9.70	14.24	3.25	3.83	6.59	3.83
A134	WTP Contract	0.00	51.00	0.41	0.00	0.00	10.28	0.00
A141	ESA 12/13 Access to Transp Tra	0.00	5.32	0.00	0.00	0.00	1.06	0.00
A142	ESA 12/13 Business Readiness	0.00	7.62	19.51	3.36	2.40	6.58	2.40
A143	ESA 12/13 Building Mgmt	0.00	2.57	0.71	0.00	0.00	0.65	0.00
A145	Moving Ahead Success	0.00	5.65	9.75	17.10	12.25	8.95	12.25
A146	ESA 12/13 Intro to Trades	0.00	13.69	0.00	0.00	0.00	2.74	0.00
A147	ESA 12/13 Retail & Hosp Custom	0.00	0.93	3.54	0.00	0.00	0.89	0.00
A151	13/14 WORKSKILL FOR NONPROFIT	0.00	0.00	7.38	3.84	1.62	2.57	1.62
A161	ESA 13/14 Medical Office Skill	0.00	0.00	6.28	10.37	6.45	4.62	6.45
A170	ESA 1314 Comm Serv Asstnt Prg	0.00	0.00	3.80	0.00	1.28	1.01	1.28
A187	ESA 14/15 Culinary Skills	0.00	0.00	0.00	16.46	9.72	5.24	9.72
A190	ESA 14/15 Working Natural Gas	0.00	0.00	0.00	4.46	2.74	1.44	2.74
A193	Moving Ahead Program	0.00	0.00	0.00	0.00	2.53	0.51	2.53
A199	LMT - Office Skills Training	0.00	0.00	0.00	0.00	10.73	2.15	10.73
A201	ESS-Intro to Culinary Sk 15/16	0.00	0.00	0.00	0.00	2.40	0.48	2.40
Z041	BC Council Admin Tribunal	1.28	0.89	0.00	0.00	0.00	0.43	0.00
Z147	ASP-Summer Camps	0.79	0.00	0.00	0.00	0.00	0.16	0.00
Z163	Communications for Engineering	5.73	0.00	0.00	0.00	0.00	1.15	0.00
Z164	Communications for Accounting	5.34	0.00	0.00	0.00	0.00	1.07	0.00
Z191	Skills plus	5.39	0.00	0.00	0.00	0.00	1.08	0.00
Z251	Community Adult Literacy	0.00	0.00	0.00	0.00	0.15	0.03	0.15
Z254	Centre for Excellence	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total		883.17	929.80	741.51	624.41	605.47	756.87	605.47

Notes: ¹ The 2015-16 actual FTE is calculated, year to date, as at February 21st 2016

International Education

ORG Code	ORG Description	Actual FTE						Budget
		2011-12	2012-13	2013-14	2014-15	2015-16 ¹	5 Year Average	2016-17
1500	Provincial Instructor Diploma	0.13	1.88	1.96	2.21	1.83	1.60	0.00
1901	Visually Impaired	0.00	0.48	0.04	0.00	0.00	0.10	0.00
1902	Deaf & Hard of Hearing	1.02	1.63	1.98	1.02	1.85	1.50	0.00
1951	Sign Language Studies	0.00	0.00	0.70	0.00	0.00	0.14	0.00
1952	ASL & Deaf Studies Part Time	0.00	0.00	1.07	0.30	0.80	0.43	0.00
2004	College & Career Access	0.25	0.00	0.00	0.12	0.12	0.10	0.00
2006	CF - Humanities	0.49	0.13	0.00	0.50	0.57	0.34	0.13
2007	CF - Mathematics	1.63	1.50	1.16	0.75	0.50	1.11	0.36
2008	CF - Science	1.47	1.99	1.25	0.13	1.49	1.27	0.38
2016	UT Humanities	2.30	3.10	2.50	2.90	1.80	2.52	0.80
2017	UT Math	1.40	1.70	1.30	1.60	0.40	1.28	3.30
2018	UT Sciences	2.47	3.07	2.80	1.33	0.67	2.07	3.20
2019	ABE Lab	0.24	0.00	0.00	0.00	0.00	0.05	0.00
2022	UT Engineering	0.00	0.00	0.00	0.00	0.13	0.03	8.33
2023	UT Computing Science&Software	0.00	0.00	0.00	0.40	1.33	0.35	0.00
2410	TESOL	10.30	6.73	3.11	4.57	3.66	5.67	0.00
2700	Professional & Career English	0.16	0.04	0.04	0.00	0.00	0.05	0.00
2710	PACE Self Paced	0.66	1.09	0.00	0.00	0.00	0.35	0.00
2800	English Language Skills	100.81	80.57	66.53	4.23	0.00	50.43	0.00
2900	College Preparatory English	13.70	7.68	6.22	1.34	0.00	5.79	0.00
3100	ESL Outreach	1.91	1.41	0.31	0.00	0.00	0.73	0.00
3109	ESL Outreach - Learning Centres	0.28	0.19	0.09	0.00	0.00	0.11	0.00
3115	UT - CPE	1.20	2.00	0.40	17.70	0.20	4.30	0.00
3366	ESL Pathways	0.00	0.00	0.00	0.20	0.65	0.17	4.06
4202	Jewellery Art & Design	2.00	2.00	0.34	0.85	1.63	1.36	2.53
4203	Drafting	0.78	2.09	2.53	6.41	8.21	4.00	8.98
4204	Music	4.70	4.04	6.04	3.63	3.86	4.45	0.20
4206	Music Degree	0.00	0.10	0.13	0.57	1.17	0.39	0.00
4208	Dancing Diploma	0.40	0.50	0.20	2.87	0.73	0.94	0.13
4209	Dancing Diploma - Arts Umbrell	1.60	1.97	0.80	49.56	3.27	11.44	0.27
4303	Automotive Service Technician	5.73	10.60	0.00	0.00	0.00	3.27	0.00
4304	Heavy Duty/Commercial Transport	1.22	0.00	0.00	0.00	0.00	0.24	0.00
4306	Auto Collision Refinishing Dip	0.00	0.00	34.63	2.67	8.73	9.21	22.40
4316	Automotive Tech Apprenticeship	0.00	0.00	1.00	0.00	0.00	0.20	0.00
4323	Auto Prep - Apprenticeship	0.00	1.00	0.00	0.00	0.00	0.20	0.00
4328	Auto Serv Tech Diploma Intl	0.00	7.87	0.83	0.88	60.50	14.02	66.13
4403	Digital Graphics Design	0.33	0.83	0.25	1.00	3.25	1.13	4.67
4601	Legal Administrative Assistant	0.00	0.00	0.48	1.43	0.88	0.56	2.17
4602	Medical Office Assistant 15/16	0.00	0.00	1.38	2.88	0.17	0.89	1.25
4610	Health Unit Coordinator	0.00	0.00	0.23	0.52	0.00	0.15	0.00
4612	Administrative Assistant	0.81	0.12	1.11	0.63	2.88	1.11	2.74
5002	Resident Care Attendant ESL	1.43	1.05	0.05	0.15	0.32	0.60	0.00
5004	Practical Nursing	1.47	0.66	0.00	0.00	0.00	0.43	0.00
5017	Access to Practical Nursing	0.20	0.00	0.00	0.00	0.00	0.04	0.00
5031	Baccalaureate Nursing	0.37	0.00	0.00	0.00	0.00	0.07	0.00
5076	Occup/Physical Therapist Asst	0.88	2.88	3.14	0.33	3.15	2.08	2.62
5102	Dental Assisting	1.00	0.69	1.69	1.00	1.33	1.14	2.33
5103	Dental Tech	0.00	1.00	0.85	0.00	0.00	0.37	0.00
5104	Dental Reception Coordinator	0.00	0.83	0.00	2.57	0.56	0.79	0.00
5105	Denturist	0.00	0.00	1.50	0.00	0.00	0.30	0.00
5116	Health Care Assistant	0.00	0.00	0.00	23.75	1.00	4.95	0.43
5120	CDA Directed Studies DAST 1600	0.00	0.01	0.05	0.02	0.01	0.02	0.00
5202	Hairstyling	3.63	0.00	3.08	0.00	0.00	1.34	0.00
5204	Esthetics	2.44	0.00	0.00	0.00	0.00	0.49	54.39
5205	Hairstyling ESL	8.30	11.05	0.00	0.00	0.00	3.87	0.00
5217	Hair Design Non ITA	2.50	0.40	6.88	1.30	40.16	10.25	0.00
5218	Esthetics Non ITA	1.00	0.00	0.00	0.00	0.00	0.20	0.00
5220	Esth-Skin & Body Treatment	0.00	6.62	15.00	0.00	0.00	4.32	0.00
5221	Esth-Skin & Body Non-ITA	0.00	0.00	6.30	26.38	34.70	13.48	49.16
5301	Baking & Pastry Arts	0.80	11.30	5.71	3.33	1.88	4.60	8.85
5302	Baking Intn'l 5 month program	0.00	0.00	23.55	7.00	9.00	7.91	15.60
5303	Baking & Pastry Arts ESL	3.00	1.50	0.00	2.75	3.00	2.05	8.10
5306	Baking & Pastry-Artisan Int'l	0.00	0.00	0.00	17.70	40.73	11.69	42.40
5401	Culinary Arts	19.50	15.90	18.00	0.00	0.00	10.68	0.00
5403	Professional Cook 1	0.00	0.00	0.88	0.81	0.13	0.36	0.00
5404	Culinary Arts ESL	0.05	3.33	0.00	1.50	0.50	1.08	0.00
5405	Professional Cook 2	0.00	0.00	0.00	10.00	0.67	2.13	0.00
5501	Asian Culinary Arts	2.08	1.25	6.54	10.62	9.12	5.92	8.33
5701	Hospitality Management	75.30	63.60	82.00	101.40	142.80	93.02	184.10
5702	Hospitality Management App Deg	7.30	9.20	3.10	0.30	5.30	5.04	11.40
5708	Culinary Arts Apprenticeship	0.00	0.00	0.00	1.00	0.00	0.20	0.00
5712	Diploma Culinary Arts Intl	0.00	0.00	3.03	47.97	91.41	28.48	86.28

A123	Artisan Baking Specialty	4.44	3.26	0.00	0.00	0.00	1.54	0.00
6022	Fashion Design	5.04	3.63	4.14	6.18	7.14	5.23	0.00
6023	Jewellery Art & Design	0.00	0.00	0.08	0.00	0.00	0.02	0.00
6024	Gemmology	0.17	0.50	0.82	0.00	0.21	0.34	0.00
6034	Cr Writng-now New Init Art&Des	0.05	0.06	0.05	0.05	0.23	0.09	0.00
6044	Hospitality-nowNew Init-Bus&Com	0.36	0.31	0.10	0.15	0.33	0.25	0.00
6046	Computers - City Centre	0.03	0.35	0.55	0.39	0.04	0.27	0.00
6052	Early Childhood Education	0.00	0.00	0.06	0.00	0.00	0.01	0.00
6060	Management Skills Supervisors	0.04	0.16	0.20	0.05	0.00	0.09	0.00
6064	Office & Admin CertificateProg	0.34	0.74	1.47	0.93	0.91	0.88	0.00
6065	Leadership Skills Certificate	0.17	0.27	0.25	0.16	0.03	0.18	0.00
6067	Paralegal Program	0.07	0.06	0.00	0.00	0.00	0.03	0.00
6068	Small Business	0.15	0.37	0.38	0.34	0.07	0.26	0.00
6075	Foodsafe	0.11	0.61	0.60	0.36	0.68	0.47	0.00
6076	Allied Health	0.01	0.03	0.11	0.17	0.02	0.07	0.00
6080	Registered Nurse	0.01	0.00	0.06	0.00	0.00	0.01	0.00
6093	Counselling Skills	1.62	1.82	1.02	0.37	0.00	0.97	0.00
6104	Court Interpreting	0.05	0.17	0.00	0.50	0.00	0.00	0.00
6108	Mandarin & Languages	0.26	0.84	0.47	0.00	0.40	0.00	0.00
6115	Interior Design Technology	0.94	2.51	3.29	0.63	0.00	0.00	0.00
6169	GemmConf 04/05	0.00	0.00	0.00	0.00	0.11	0.00	0.00
6173	Family Literacy	0.00	0.05	0.00	0.00	0.00	0.00	0.00
6192	Tea Sommelier	0.00	0.18	0.00	0.02	0.04	0.00	0.00
6198	Makeup Artistry	0.00	0.00	0.00	0.00	0.15	0.00	0.00
6199	Wedding and Event Management	0.00	0.00	0.00	0.16	0.11	0.00	0.00
6200	Wine Sommilier	0.00	0.00	0.04	0.08	0.00	0.00	0.00
6225	Technical and Creative Writing	0.00	0.00	0.00	0.00	0.06	0.00	0.00
A077	BC ORFF Society	0.70	0.00	0.00	0.00	0.13	0.00	0.00
Total		303.79	293.49	336.44	383.60	507.70	362.63	606.02

Notes: ¹ The 2015-16 actual FTE is calculated, year to date, as at February 21st 2016

School of Access

ORG Code	ORG Description	Actual FTE					5 Year Average	Budget
		2011-12	2012-13	2013-14	2014-15	2015-16 ¹		2016-17
1901	Visually Impaired	16.43	14.41	15.83	15.80	12.77	15.05	15.75
1902	Deaf & Hard of Hearing	41.91	34.45	37.55	31.00	28.41	34.66	33.20
1903	Community & Career Education	31.24	35.74	34.74	32.61	34.37	33.74	38.76
1907	In office Admin for Vis Impair	1.83	2.25	1.75	0.42	0.08	1.27	1.25
1908	Applied Tech for Vis Impaired	0.08	0.08	0.00	0.00	0.00	0.03	0.00
1909	Community & Career Ed P/T	14.86	10.39	10.39	11.63	11.38	11.73	10.39
1951	Sign Language Studies	33.49	36.53	35.30	35.40	33.23	34.79	32.30
1952	ASL & Deaf Studies Part Time	25.80	27.26	26.40	20.80	29.07	25.86	17.87
2001	Employ & Ed Acc for Women	21.44	22.08	16.06	26.21	11.40	19.44	15.00
2003	ABE Intermediate Youth	54.26	63.61	65.22	57.73	45.58	57.28	35.31
2004	College & Career Access	250.43	252.37	271.46	258.91	170.33	240.70	156.73
2005	Basic Education	178.30	179.73	194.70	170.94	122.91	169.31	104.35
2006	CF - Humanities	67.38	74.75	62.58	66.19	55.27	65.23	61.36
2007	CF - Mathematics	130.09	133.61	127.88	128.74	96.06	123.28	104.59
2008	CF - Science	216.70	204.32	194.22	182.59	136.23	186.81	145.06
2016	UT Humanities	99.20	96.60	91.30	85.40	85.90	91.68	102.50
2017	UT Math	28.40	33.80	28.20	30.20	24.40	29.00	40.00
2018	UT Sciences	101.33	105.27	112.47	110.60	108.93	107.72	121.73
2019	ABE Lab	17.79	19.56	23.02	32.45	17.12	21.99	20.79
2022	UT Engineering	0.00	0.00	0.00	0.00	28.73	5.75	33.77
2023	UT Computing Science&Software	0.00	0.00	0.00	1.80	11.70	2.70	12.50
2410	TESOL	84.35	70.77	76.64	51.76	13.14	59.33	12.00
2700	Professional & Career English	36.56	9.53	33.24	36.30	0.00	23.13	0.00
2710	PACE Self Paced	29.56	57.42	59.92	45.70	0.00	38.52	0.00
2800	English Language Skills	398.15	465.05	425.01	155.80	0.00	288.80	0.00
2900	College Preparatory English	253.71	282.55	255.08	161.20	19.42	194.39	0.00
3100	ESL Outreach	172.44	210.99	210.13	92.80	0.00	137.27	0.00
3108	Outreach - Homefront Learning	53.91	45.26	29.23	41.10	0.00	33.90	0.00
3109	ESL Outreach - Learning Centres	149.90	122.44	129.91	70.80	0.00	94.61	0.00
3115	UT - CPE	24.60	20.40	22.60	14.80	15.60	19.60	13.60
3350	ELSA/SETL	670.30	741.39	699.91	730.20	661.34	700.63	525.41
3366	ESL Pathways	0.00	0.00	0.00	20.20	177.03	39.45	280.63
A133	Vancouver Coastal Health	0.00	0.91	0.00	0.00	0.00	0.18	0.00
A136	Jericho Hill Legacy	0.00	0.88	0.00	0.00	0.00	0.18	0.00
A169	1314 VCH ESSENTIAL STUDY SKILLS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A191	Gateway to Post Secondary-GPS	0.00	0.00	0.00	0.00	2.93	0.59	0.00
Z201	ESL Transition Project 12/13	0.00	0.00	30.13	27.40	0.00	11.51	0.00
A202	BCNU VCC BSN	0.00	0.00	0.00	0.00	0.77	0.15	0.00
Total		3,204.43	3,374.39	3,320.84	2,747.47	1,954.10	2,920.24	1,934.85

Notes: ¹ The 2015-16 actual FTE is calculated, year to date, as at February 21st 2016

School of Health Sciences

ORG Code	ORG Description	Actual FTE					5 Year Average	Budget
		2011-12	2012-13	2013-14	2014-15	2015-16 ¹		2016-17
4602	Medical Office Assistant 15/16	51.92	0.00	0.00	0.00	0.00	10.38	0.00
4610	Health Unit Coordinator	45.38	44.17	43.56	51.73	43.09	45.59	27.56
5002	Resident Care Attendant ESL	4.06	31.54	30.07	30.82	30.71	25.44	36.00
5004	Practical Nursing	32.50	137.52	161.25	149.05	133.52	122.77	177.26
5005	Pharmacy Technician	131.08	30.44	24.13	29.72	23.44	47.76	31.25
5017	Access to Practical Nursing	25.16	37.54	48.51	48.67	49.52	41.88	80.09
5019	Success in Practical Nursing	57.13	0.00	0.00	0.00	0.44	11.51	0.00
5031	Baccalaureate Nursing	2.88	119.91	123.65	131.68	116.87	99.00	122.77
5076	Occup/Physical Therapist Asst	116.24	37.26	37.38	37.50	37.82	53.24	39.35
5078	LPN Bridging to BSN	34.94	0.00	6.00	5.45	6.94	10.66	0.00
5101	Dental Hygiene	29.76	46.98	37.32	39.34	36.56	37.99	41.33
5102	Dental Assisting	78.49	57.76	81.00	79.16	76.58	74.60	96.08
5103	Dental Tech	11.03	16.33	12.75	16.25	13.00	13.87	12.40
5104	Dental Reception Coordinator	37.50	34.71	33.87	22.60	36.54	33.05	47.35
5105	Denturist	12.75	12.00	12.25	0.00	0.00	7.40	0.00
5106	Dental Radiography	1.25	0.00	0.00	12.00	0.47	2.74	0.47
5115	Distance Dental Assisting	14.14	12.54	11.68	12.63	14.10	13.02	0.84
5116	Health Care Assistant	113.96	90.00	106.30	102.57	103.61	103.29	115.71
5117	Medical Lab Assistant	51.83	46.67	49.29	48.46	47.67	48.78	48.00
5118	CAH Part Time Programs	27.17	19.21	19.58	13.46	13.96	18.68	15.33
5119	Residential Care - Aboriginal	10.89	4.57	0.00	0.00	0.00	3.09	0.00
5120	CDA Directed Studies DAST 1600	0.45	0.42	0.33	0.72	0.41	0.46	0.42
A133	Vancouver Coastal Health	0.00	0.91	0.00	0.00	0.00	0.18	0.00
A139	FHA - Acute Care Skills	0.00	12.20	0.00	0.00	0.00	2.44	0.00
A169	1314 VCH ESSENTIAL STUDY SKILLS	0.00	0.00	2.22	0.98	0.00	0.64	0.00
A202	BCNU VCC BSN	0.00	0.00	0.00	0.00	21.54	4.31	0.00
Z204	Practical Nurs-Seabird Aborig	0.00	0.00	7.88	9.80	1.75	3.88	0.00
Total		890.50	792.67	849.03	842.58	808.53	836.66	892.21

Notes: ¹ The 2015-16 actual FTE is calculated, year to date, as at February 21st 2016

School of Hospitality and Applied Business

ORG Code	ORG Description	Actual FTE						Budget
		2011-12	2012-13	2013-14	2014-15	2015-16 ¹	5 Year Average	2016-17
4601	Legal Administrative Assistant	53.20	37.88	37.87	37.63	36.96	40.71	43.75
4602	Medical Office Assistant 15/16	0.00	60.92	67.00	52.73	29.50	42.03	39.91
4604	BC Campus - Office & Legal Adm	0.70	0.50	3.05	3.50	3.11	2.17	0.00
4607	Executive Assistant	4.90	2.96	3.60	4.50	3.76	3.94	0.00
4611	HCM Part-Time Programs	0.00	6.04	3.54	0.00	0.00	1.92	0.00
4612	Administrative Assistant	105.20	111.66	90.93	92.24	91.34	98.27	114.26
4615	Medical Transcriptionist 15/16	0.00	0.00	0.00	0.00	0.00	0.00	20.00
5701	Hospitality Management	242.70	232.90	217.90	190.00	160.50	208.80	169.50
5702	Hospitality Management App Deg	101.50	95.40	52.10	1.50	33.80	56.86	78.20
Z153	BC Campus Tuition non VCC	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total		508.20	548.26	476.00	382.09	358.96	454.70	465.62

Notes: ¹ The 2015-16 actual FTE is calculated, year to date, as at February 21st 2016

School of Instructor Development

ORG Code	ORG Description	Actual FTE						Budget
		2011-12	2012-13	2013-14	2014-15	2015-16 ¹	5 Year Average	2016-17
1500	Provincial Instructor Diploma	272.70	261.79	287.67	271.96	241.71	267.17	264.12
1510	Diploma in Adult Education	10.10	4.50	8.00	0.00	0.00	4.52	0.00
1535	Online/eLearning Instruction	7.40	6.25	7.75	8.50	8.88	7.76	9.25
1537	CTP & CTDP Exams Online Prep				0.54	1.38	0.96	0.00
Total		290.20	272.54	303.42	281.00	251.96	280.40	273.37

Notes: ¹ The 2015-16 actual FTE is calculated, year to date, as at February 21st 2016

School of Music, Dance and Design

ORG Code	ORG Description	Actual FTE					5 Year Average	Budget
		2011-12	2012-13	2013-14	2014-15	2015-16 ¹		2016-17
4202	Jewellery Art & Design	23.94	30.54	30.99	33.75	35.49	30.94	41.40
4203	Drafting	50.90	50.38	50.75	39.81	46.64	47.70	51.88
4204	Music	87.27	96.30	90.87	84.90	77.87	87.44	51.70
4206	Music Degree	23.67	20.93	16.30	19.43	19.77	20.02	20.17
4208	Dancing Diploma	3.07	4.03	3.20	3.13	3.60	3.41	4.07
4209	Dancing Diploma - Arts Umbrell	12.40	16.37	14.40	15.07	16.73	14.99	16.73
4403	Digital Graphics Design	32.50	31.33	31.67	29.42	31.08	31.20	37.33
5202	Hairstyling	73.63	47.85	34.78	5.16	16.30	35.54	12.31
5204	Esthetics	21.26	0.00	0.00	0.00	0.00	4.25	0.00
5215	Hair Design - Satellite Prgms	19.88	17.13	24.10	15.05	11.70	17.57	19.85
5217	Hair Design Non ITA	26.25	47.58	54.91	52.26	46.88	45.58	51.20
5118	Esthetics Non ITA	33.81	19.22	0.00	0.00	0.00	10.61	0.00
5220	Esth-Skin & Body Treatment	0.00	11.70	10.19	0.97	0.00	4.57	0.00
5221	Esth-Skin & Body Non-ITA	0.00	0.00	5.35	17.43	23.00	9.16	28.76
A077	BC ORFF Society	4.53	4.53	4.40	3.60	0.00	3.41	0.00
A158	Hair - LMA Funding	0.00	0.00	1.60	2.18	0.00	0.76	0.00
L202	Hair Design LMA Inserts	0.00	0.00	21.60	16.38	0.00	7.60	0.00
Total		413.10	397.89	395.10	338.54	329.05	374.74	335.40

Notes: ¹ The 2015-16 actual FTE is calculated, year to date, as at February 21st 2016

School of Trades

ORG Code	ORG Description	Actual FTE					5 Year Average	Budget
		2011-12	2012-13	2013-14	2014-15	2015-16 ¹		2016-17
4301	Automotive Collision Repair	65.31	60.91	53.95	53.02	50.50	56.74	46.06
4303	Automotive Service Technician	69.74	88.03	72.80	65.76	65.66	72.40	68.23
4304	Heavy Duty/Commercial Transport	47.94	56.19	50.72	51.44	53.42	51.94	52.00
4314	Auto Collision Apprenticeship	69.00	60.00	83.00	65.00	84.00	72.20	56.00
4315	Diesel Apprenticeship	168.00	138.00	210.00	211.00	215.00	188.40	225.00
4316	Automotive Tech Apprenticeship	121.00	99.00	133.00	152.00	165.00	134.00	182.00
4321	Automotive Refinish Prep - Voc	26.25	21.38	9.37	19.67	12.21	17.77	22.00
4322	Auto Paint - Apprenticeship	17.00	7.00	21.00	15.00	13.00	14.60	14.00
4323	Auto Prep - Apprenticeship	5.00	19.00	9.00	17.00	6.00	11.20	14.00
4324	Auto Glass - Apprenticeship	10.00	14.00	15.00	13.00	13.00	13.00	14.00
4325	Auto Refinishing Highschool	10.75	9.21	12.21	20.42	6.67	11.85	11.58
4326	AST Apprenticeship - Online	44.00	16.00	0.00	17.00	19.00	19.20	16.00
4330	HD/Commercial SIP funded	0.00	15.58	0.00	0.00	0.00	3.12	0.00
4345	Auto Tech Online	0.00	0.00	5.00	4.00	0.00	1.80	0.00
5301	Baking & Pastry Arts	90.68	80.68	75.45	87.20	70.05	80.81	80.43
5302	Baking Intn'l 5 month program							0.40
5303	Baking & Pastry Arts ESL	15.80	19.23	13.55	14.40	19.43	16.48	13.80
5305	Baking Apprenticeship	45.00	42.00	42.00	38.00	30.00	39.40	18.00
5401	Culinary Arts	239.36	252.50	107.88	0.00	0.00	119.95	4.80
5403	Professional Cook 1	11.60	0.00	130.47	159.47	178.47	96.00	203.50
5404	Culinary Arts ESL	30.75	14.90	14.70	14.38	11.05	17.16	11.15
5405	Professional Cook 2	26.25	0.00	22.96	102.46	68.27	43.99	71.29
5406	Culinary Arts - Satellite Prq	0.00	45.38	51.94	32.78	49.13	35.84	38.00
5501	Asian Culinary Arts	0.00	21.67	17.33	15.71	14.87	13.92	25.29
5708	Culinary Arts Apprenticeship	181.00	187.00	182.00	167.00	164.00	176.20	240.00
5709	Aboriginal Culinary Arts	14.30	4.21	0.00	0.00	0.00	3.70	0.00
A088	Ray Cam Program Partnership	0.00	0.00	6.62	0.00	0.00	1.32	0.00
A102	ESAP NASKAR	4.50	0.00	0.00	0.00	0.00	0.90	0.00
A165	1314 SDEB - ABORIGINAL	0.00	0.00	5.25	0.00	0.00	1.05	0.00
A177	Aboriginal Auto Detailing Cont	0.00	0.00	0.00	1.75	0.00	0.35	0.00
A181	RAYCAM/NASKARZ 14/15	0.00	0.00	0.00	0.00	0.00	0.00	0.00
A196	RAYCAM/NASKARZ 15/16	0.00	0.00	0.00	0.00	6.67	1.33	0.00
L301	Auto Coll Repair LMA inserts	0.00	0.00	0.91	0.09	0.00	0.20	0.00
L303	Auto Serv Tech LMA inserts	0.00	0.00	0.35	0.65	0.00	0.20	0.00
L304	Heavy Duty Com Trans LMA inser	0.00	0.00	3.00	0.89	0.00	0.78	0.00
L321	Auto Ref Prep LMA inserts	0.00	0.00	0.21	0.63	0.00	0.17	0.00
L403	LMA Professional Cook 1	0.00	0.00	16.43	1.18	0.00	3.52	0.00
L405	LMA Professional Cook 2	0.00	0.00	0.17	0.33	0.00	0.10	0.00
L530	Baking & Pastry LMA inserts	0.00	0.00	0.48	1.73	0.00	0.44	0.00
Z239	13/14 HDCT Skillsin	0.00	0.00	9.06	6.67	0.00	3.14	0.00
Total		1,313.23	1,271.85	1,375.79	1,349.61	1,315.39	1,325.17	1,427.53

Notes: ¹ The 2015-16 actual FTE is calculated, year to date, as at February 21st 2016



DECISION NOTE

PREPARED FOR: VCC Board of Governors Public Meeting

DATE: April 6, 2016

ISSUE: Approval of 2016-17 VCC Integrated College Plan

BACKGROUND:

After six months of consultation and planning with excluded managers, faculty and support staff led by the Senior Executive group, we are pleased to present the 2016-17 Integrated College Plan to the Board of Governors for approval. As a strategic document the Integrated College Plan is unique in that it combines the elements of a strategic plan, a business plan and an academic plan in a cohesive framework.

RECOMMENDATION:

THAT, on the recommendation of the President, the Board of Governors approve the 2016/17 Integrated College Plan as presented at the April 6, 2016 Board meeting.

ATTACHMENTS: 2016/17 VCC Integrated College Plan

PREPARED BY: Dr. Peter Nunoda, President and CEO

DATE: April 1, 2016

VCC.ca



Vancouver Community College Integrated College Plan

2016/17

VANCOUVER
COMMUNITY
COLLEGE

DRAFT

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Executive Summary

Vancouver Community College (VCC) celebrated its 50th anniversary in 2015/16 and is now positioning itself for the next 50 years. VCC is a vibrant urban college that serves a diverse multicultural student population by delivering a broad spectrum of programming. The college prepares learners for ongoing education, direct entry into employment, career advancement and greater participation in the community. VCC trains students for success in health, hospitality, business, English as a Second Language (ESL), adult basic education (ABE), career and design, as well as trades and technology. Programming is delivered from three campuses, Broadway, Downtown, Annacis Island (a joint facility with BCIT) and from a number of satellite and community outreach and learning centres.

In the past two years there have been a number of significant changes that have occurred in the post-secondary sector that created challenges for VCC and its administrative team. The most significant of these was the change in funding model for ESL, from grant to tuition based. The total student head count decreased from 21,188 in 2013-14 to 15,039 forecasted for 2015-16. The decrease is mainly related to ABE and ESL; in 2013-14 the student head count was 9,194 compared to 4,751 forecasted in 2015-16.

The decline in enrolment has driven VCC to undertake a comprehensive review of its organizational structure, academic programming and operational costs through an intense integrated planning and budgeting process. The college believes this is an opportunity to restructure and resize the institution to achieve financial stability while still delivering quality academic programming that is relevant, flexible, and career oriented. VCC is dedicated to providing education of the quality required to meet the needs of students and employers and fulfill the provincial mandate outlined in the BC Skills for Jobs Blueprint.

The college recognizes that a realignment of its cost structure is critical and that some difficult but strategic decisions are needed to be made in order to successfully position VCC for the future. This document will outline the integrated planning process VCC has undertaken that has resulted in a specific set of measurable goals and objectives which are linked to performance management and institutional accountability. The 2016-17 Budget has been developed in conjunction with the integrated planning process. The main driver for the budget has been the enrolment forecast that was built on the previous year's historical data and a review of current academic programming to determine future relevance and demand. The outcome from the integrated planning and budgeting process will build a solid foundation for future growth and financial sustainability.

The post-secondary landscape is rapidly changing. Funding models, demographics, labour market demands, rising student expectations and economic pressures are having an impact. In order to be successful, VCC must respond to these factors, both in the short- and longer-term by focusing on diversity in programming, quality experience for learners, and creating a vibrant workplace for faculty and staff. VCC will build on its considerable strengths and core programming while recognizing it must adapt, to position it as the college of the future as we move into the next 50 years.

Post-Secondary Trends

The post-secondary landscape is changing rapidly. Technology, globalization, labour market pressures, student demographics, rising student expectations, economic, political, social and changing government funding models are all contributing to an evolution in post-secondary education. In order to meet these challenges, institutions will need to clarify their purpose, and map their own unique path to get there. New opportunities are emerging at the same time as long-established assumptions and delivery platforms are under strain. Here is what's trending in post-secondary education:

Pressure on revenues: Funds flowing to post-secondary institutions from government sources are under downward pressure. Most provincial governments have frozen grants to colleges and universities, with some (including BC) trimming the public funding available to operate post-secondary institutions. In BC the government is ensuring that post-secondary graduates are “job-ready” and have tied funding to meet the future needs of in-demand occupations.

Declining youth demographics: A major decline in the size of youth cohorts in the 18 – 25 year old age group are starting to affect enrolments. All the 18-year-olds who could possibly enroll in 2030 have already been born. While youth populations are steady or growing in the greater Toronto, Vancouver and Calgary areas, the vast majority of Canada can expect flat or declining youth cohorts for the next decade or more. The competition for these students will increase. VCC student demographics are reflected on page 8.

Intensifying urbanization: Increasingly, Canada's teenage population will be new Canadians or children of new Canadians, concentrated in a few major metropolitan cities and less willing to relocate to other smaller centres than their predecessors. International recruitment is a mechanism being used by some institutions to counterbalance declining domestic enrolments, and for some international enrolment already exceeds 25%. There are practical limits to internationalization, because of the expense required to provide adequate international student support services and the risk of depending too heavily on a few international source countries.

Labour market 2030: Labour force projections seem to point to a workforce deficit of as many as four million skilled workers in Canada by 2030. Indications also suggest that the effects of this deficit may start to be felt as early as 2020. This will result in competition for talent. Expect employers to implement initiatives to retain retired talent, to increase the workforce participation of under-represented groups, and to attract more skilled immigrants. Also, expect young people to enter the labour force sooner due to market demand for talent. With early entry into the workforce by younger people, employers will try to support these employees through on-the-job training or employer funded continuing education.

Part-time students: A majority of students registered as “full-time” are in effect part-time students. A growing number of urban students intend to commute to campus, are seeking co-op or work-integrated learning opportunities, are working or will find it difficult to resist career opportunities as the labour market heats up. These students will find ways to spend less time on campus, which will be accelerated by new technologies.

Virtualization of campuses: Over the next decade or two, emerging technologies will transform education for many students, and the campus will become steadily more virtualized. Inverting the classroom (assigning recorded lectures as homework and using class time for engaged, interactive

learning), hybrid delivery (augmentation of traditional face-to-face learning by online resources), online courses, smart textbooks, e-textbooks, virtual libraries and game-based learning are some of the changes that will contribute to the virtualization of campuses.

Greater student mobility: Colleges and universities are working together to make it easier for students to transfer their credits between institutions. This will allow students to combine courses and credits from different post-secondary institutions to complete their degrees. In addition, a variety of course credits could be accepted for prior learning from workplace experience and advanced placement high school courses to provide maximum flexibility to attain a degree or other credential.

Experiential learning: More programs are incorporating work-integrated learning. In addition, a growing number of university graduates are attending college to complete a graduate certificate or diploma to develop practical skills that will lead directly into employment. VCC's most recent New Student Survey reveals that this is the case in our institution.

Reference material:

Ken Steele, *Peak Campus: 6 Converging Trend*, September 19, 2013

Jock Finlayson, *The Changing World of Post-Secondary Education*, June 30, 2014

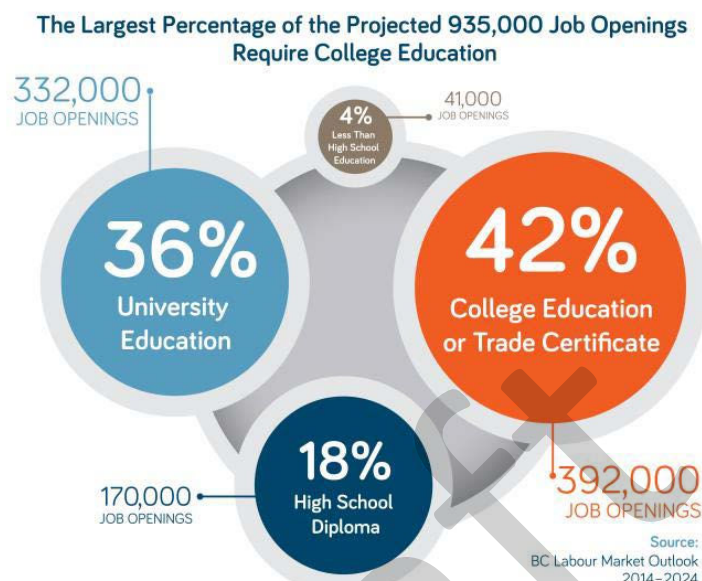
Archie Johnston, Andrew Newman, & Craig Robinson, KPMG, *The Future of Post-Secondary Education in Canada: Survival is not Compulsory*, June 2014

Ken Steele, *The Changing Canadian PSE Landscape*, 2010

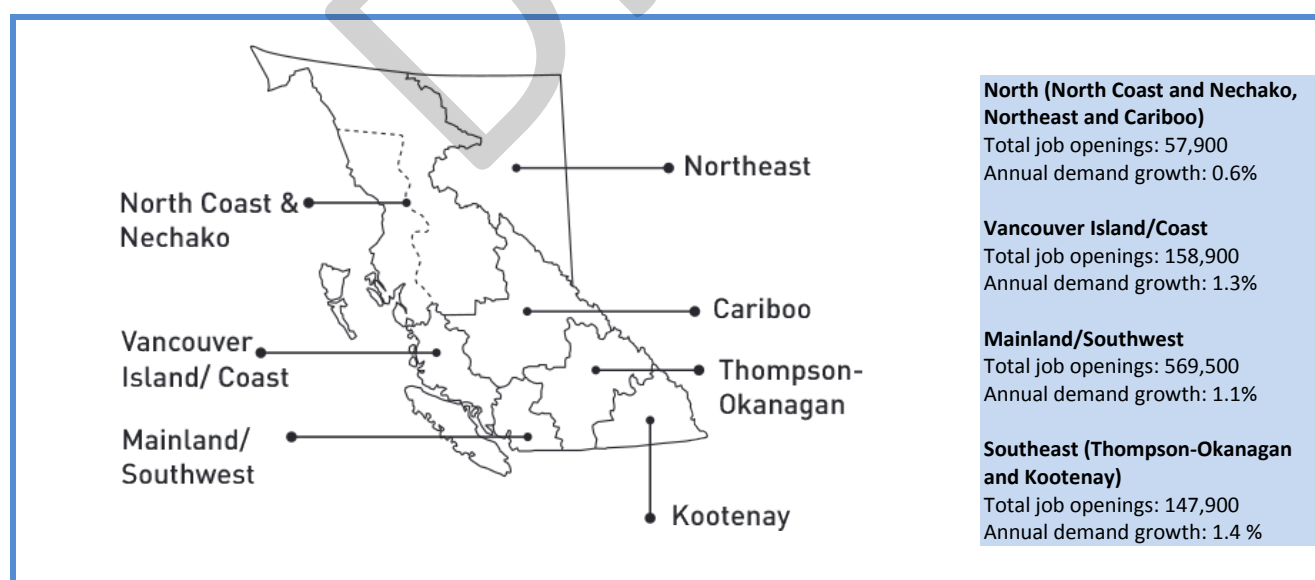
Ken Steele, *What's Trending in Post-Secondary Education?*, September 21, 2015

BC's 2024 Labour Market Outlook

Based on information presented in the *British Columbia 2024 Labour Market Outlook*, there are 935,000 job openings forecast for BC by 2024, with 42% requiring a college education. The BC Skills for Jobs Blueprint outlines the primary goal of putting British Columbians first in line for job openings, something that can only be accomplished by ensuring they have the training needed to meet the job requirements.



Colleges have a vital local role to play in the development of highly skilled and educated workforce participants necessary to keep BC competitive globally and prospering locally and provincially. Regionally, the job openings and average annual growth demand for workers are as follows:

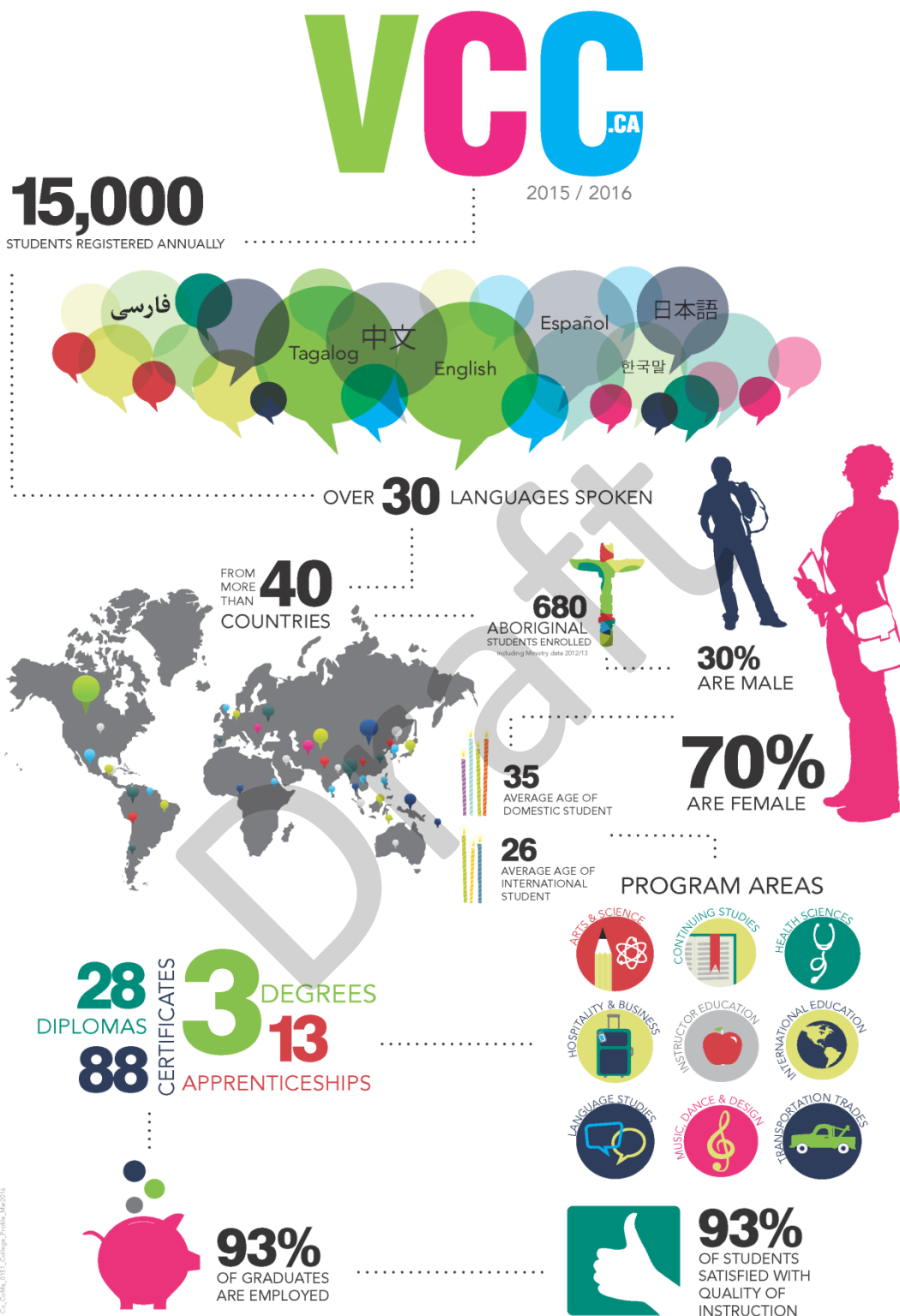


BC's Skills for Jobs Blueprint

The BC Skills for Jobs Blueprint highlights the urgency to ensure British Columbians are prepared for employment in a growing economy. Highly skilled graduates are required to address skills gaps in the labour market especially in the four highest demand occupational areas: healthcare, sales and service, business and finance, and trades and technology. As such, colleges continue to shift programming to address skill shortages. The BC government funding model for post-secondary institutions now allocates a certain portion of the base operating grant to meet labour market priorities. The government is targeting funding to areas they feel will deliver the best results. VCC is well positioned to meet the labour market priorities as outlined in the Skills for Jobs Blueprint.

The Blueprint action for shifting education and training to better match with jobs in demand includes:

- Using student financial aid to support labour market needs and priorities
- Re-engineering operating grants to support high-demand occupations
- Providing more funding for trades training seats
- Providing more funding for programs for persons with disabilities
- Labour market programs for youth
- Engaging Aboriginal youth and focusing on their needs
- Finding training spaces
- Increasing investment in infrastructure and equipment for skills and trades training



VCC Student Demographics

VCC serves a diverse student population as highlighted in the table below.

	2012-13	2013-14	2014-15	2015-16 Forecast
Total Students - Headcount	22,265	21,188	17,613	15,039
International Students	561	609	639	743
Aboriginal Students	575	526	388	473
Languages Spoken	>30	>30	>30	>30
Country of Origin	>40	>40	>40	>40

Gender: Headcount	2012-13	2013-14	2014-15	2015-16
Female	14,910	14,316	11,746	9,761
Male	7,226	6,847	5,840	5,227
Unknown	129	25	27	51

Average age of domestic students:	2012-13	2013-14	2014-15	2015-16
<20	8%	8%	8%	8%
20-30	37%	36%	36%	39%
31-40	24%	23%	23%	23%
>40	32%	31%	31%	27%
Unknown	3%	2%	2%	2%

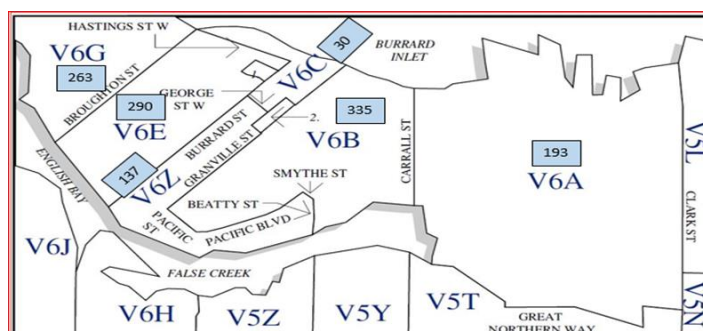
Student Headcount – Area/Region

VCC plays a vital role in training development for the Vancouver area and the province of British Columbia. The table below illustrates the area and regions that students who attend VCC are from.

Area/region	2015/16 Projected	
	Number	%
Greater Vancouver Area		
West Vancouver	207	1.4%
North Vancouver	798	5.3%
Port Moody	112	0.7%
Coquitlam	794	5.3%
Maple Ridge	148	1.0%
Vancouver	6,318	42.0%
Burnaby	1,658	11.0%
New Westminster	421	2.8%
Richmond	831	5.5%
Delta	312	2.1%
Surrey	1,805	12.0%
Langley	160	1.1%
White Rock	32	0.2%
Greater Vancouver Area Total	13,596	90.4%
Fraser Valley Total	263	1.7%
Vancouver Island	388	2.6%
North, Central and Eastern British Columbia	548	3.6%
Outside British Columbia	244	1.6%
Outside Greater Vancouver Total	1,443	9.6%
Total Student Headcount	15,039	100.0%

Downtown Vancouver

The diagram below breaks down the student headcount attending VCC from the Vancouver area.



Downtown

V6A	Strathcona/China Town/Downtown East Side	202.7
V6B	NE Downtown/Gastown/ Harbour Center/International Village/Victory Square/ Yaletown	351.9
V6C	Waterfront/Coal Harbour/Canada Place	31.51
V6E	SE West End/ Davie Street	304.6
V6Z	SW Downtown	143.9
V6G	NW West End/ Stanley Park	276.3
		1,311
	Other Downtown Postal Codes	5,007
	Vancouver Total	6,318
	% of Greater Vancouver	21%
	% of Total Headcount	9%

Campus Program Offerings

VCC has three campuses, Broadway, Downtown and Annacis Island where programming is delivered as well as a number of satellite and community outreach and learning centres.

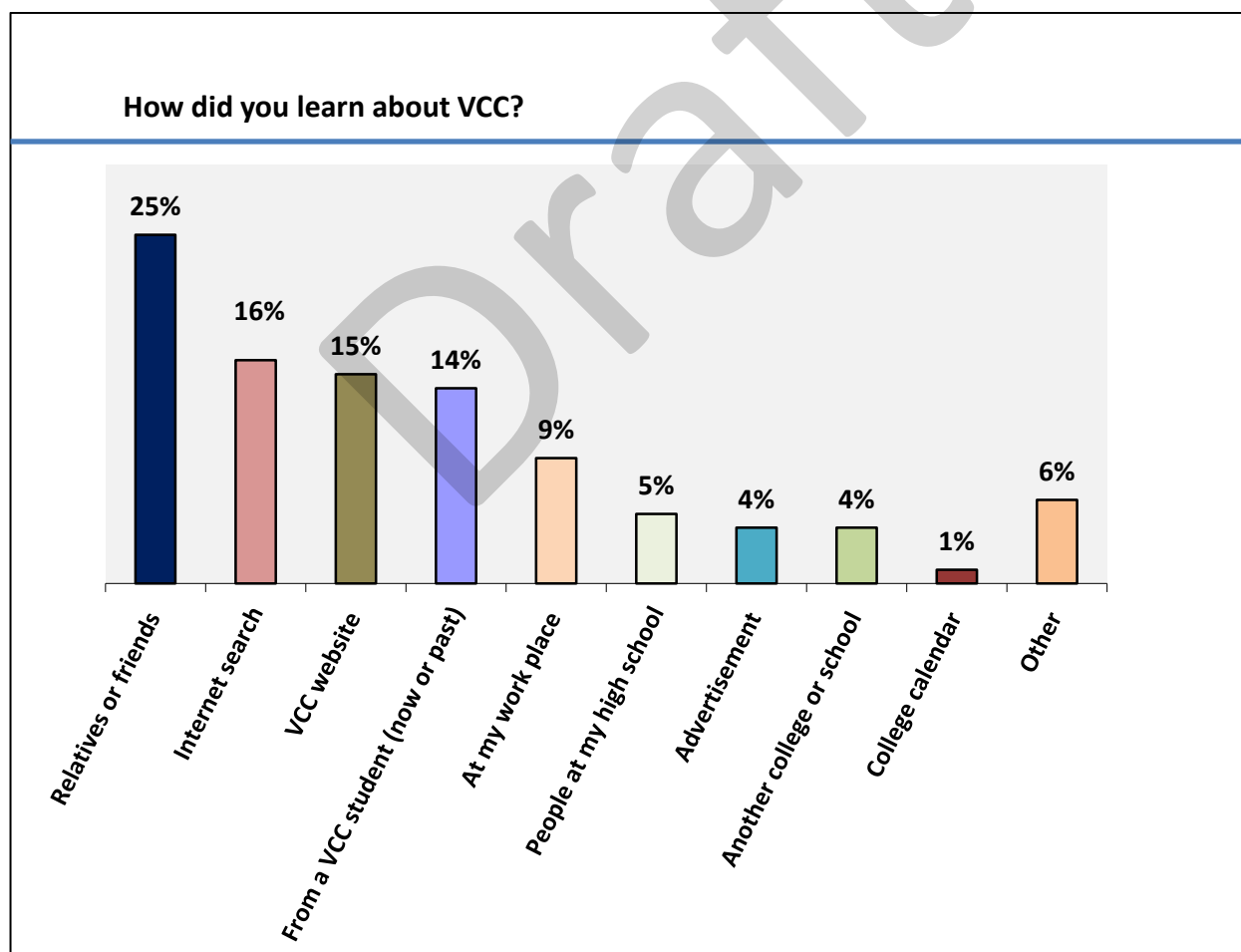
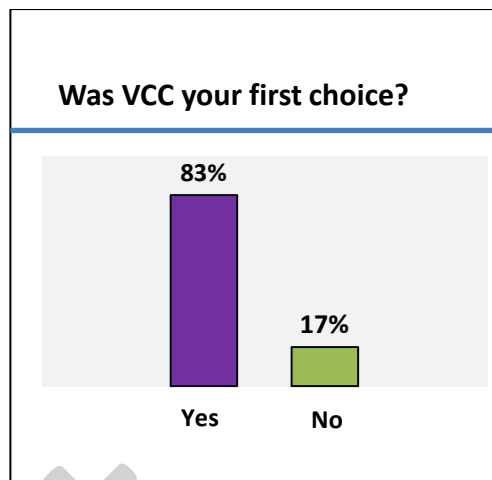
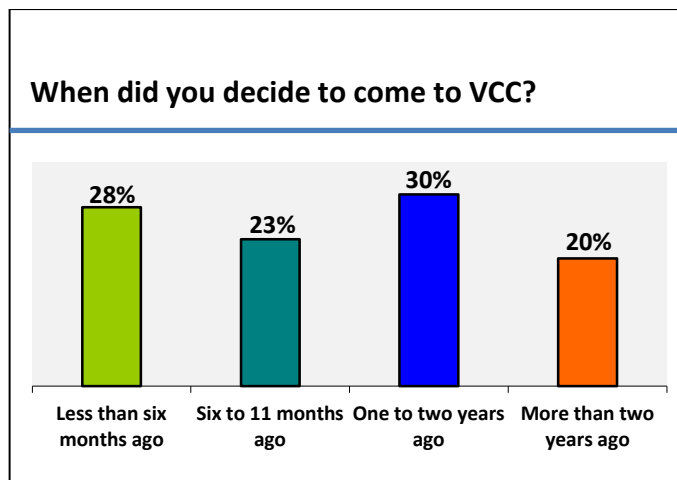
Downtown campus: plays an important role in the local community through services and programs offered including hospitality management, culinary, baking, esthetics and continuing studies programs. This represents 49% of the total student population.

Broadway campus: is home to many programs including health sciences, transportation trades, language studies, university transfer (arts and science) and performing arts (music and dance) and represents approximately 49% of the total student population.

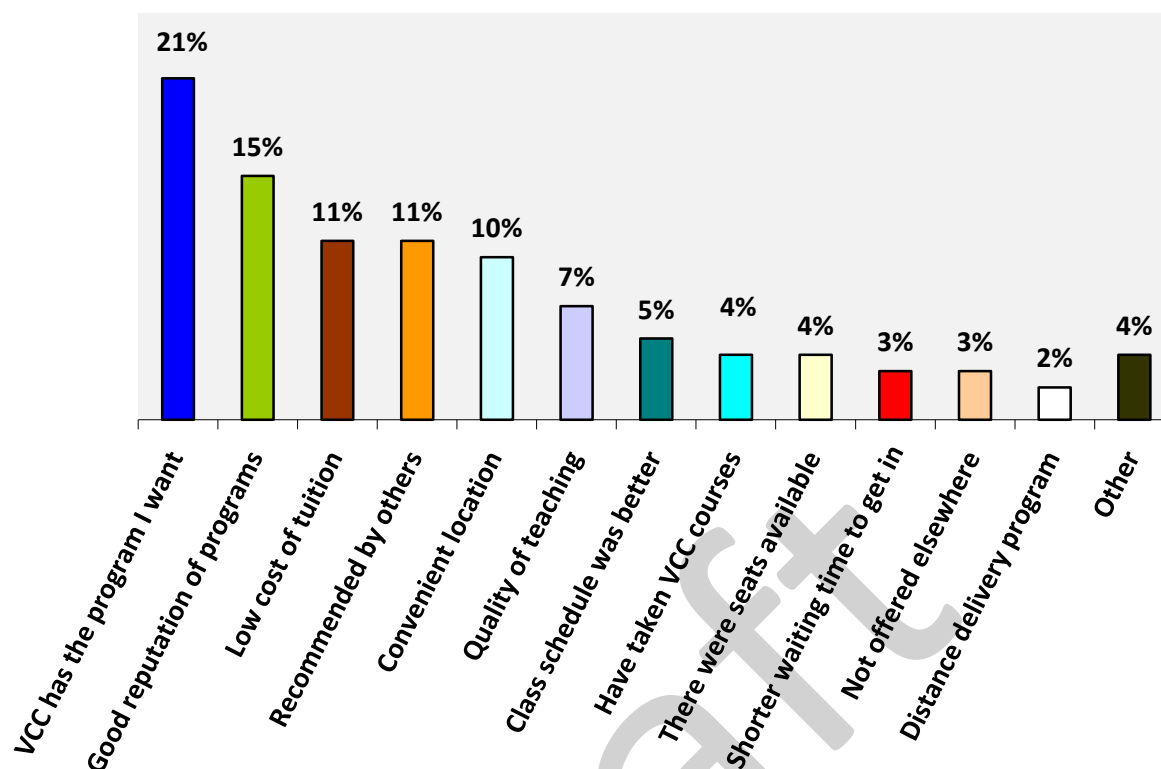
Annacis Island campus: is a joint facility with BCIT for heavy mechanical trades programs. This represents 2% of the total student population.

Student Survey Results

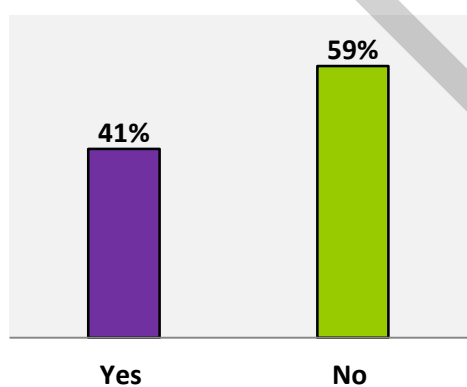
In January 2016, students were asked to participate in a student survey. Approximately 17% of the student population responded. Some of the results are as follows:



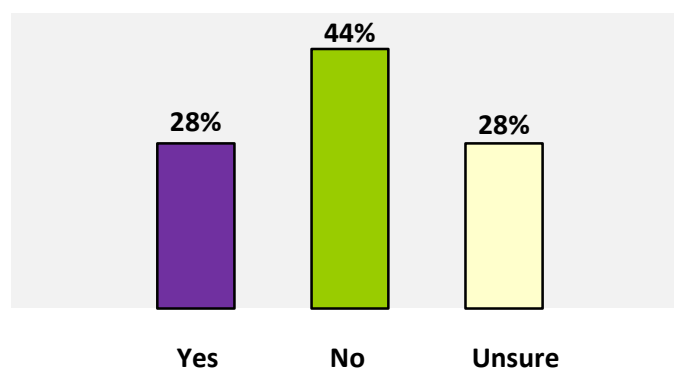
Why did you choose VCC?

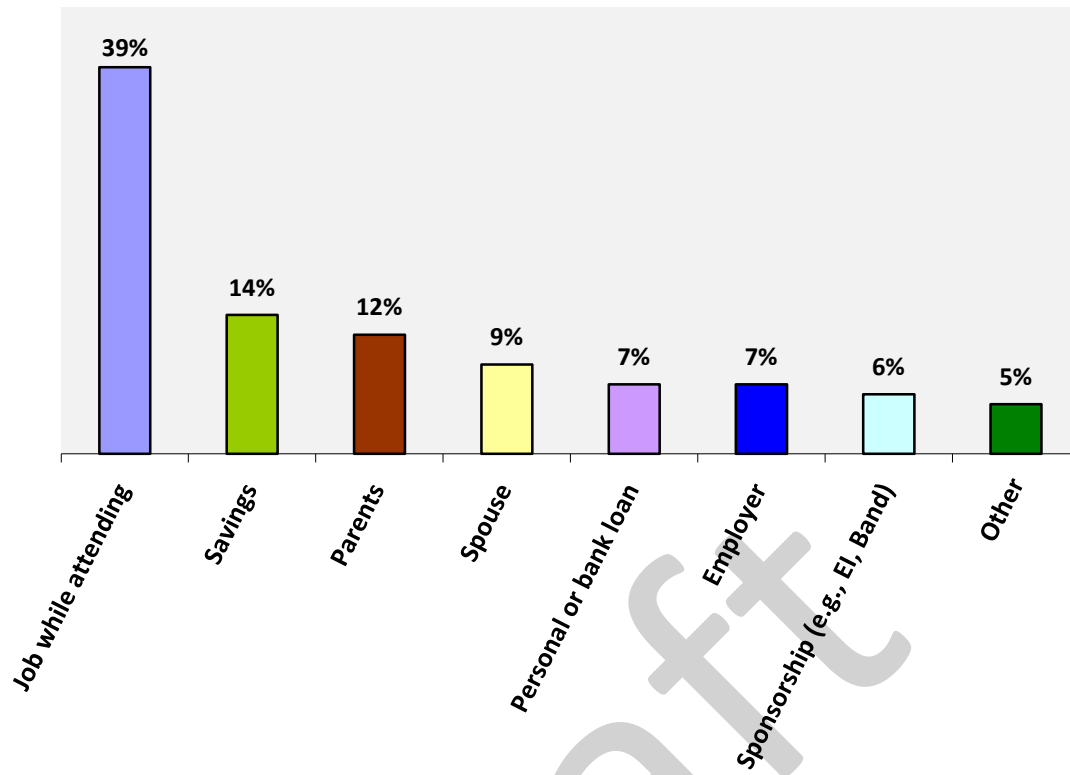


Were you born in Canada?



Will finances be a problem for you in terms of continuing your studies at VCC?

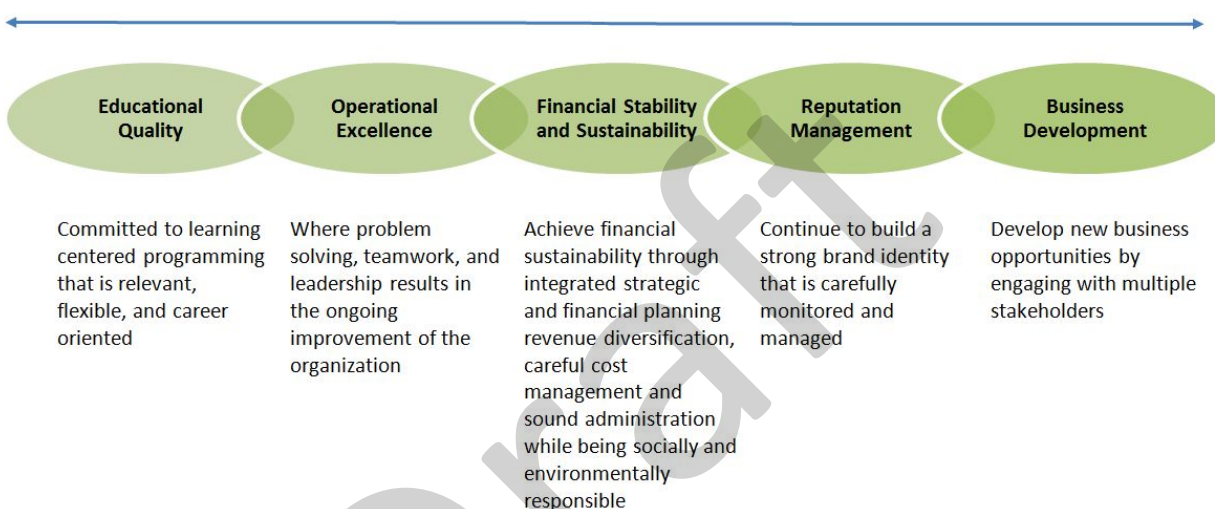


What will be your main source of income while attending VCC?

Key Success Drivers

Key success drivers (KSDs) are factors that have a major impact on the performance and continued success of the college. KSDs provide focus when identifying goals, objectives and initiatives to ensure the short-term and long-term direction of the institution is realized. The five VCC key success drivers are:

KSD 1 – Educational Quality
 KSD 2 – Operational Excellence
 KSD 3 – Financial Stability and Sustainability
 KSD 4 – Reputation Management
 KSD 5 – Business Development



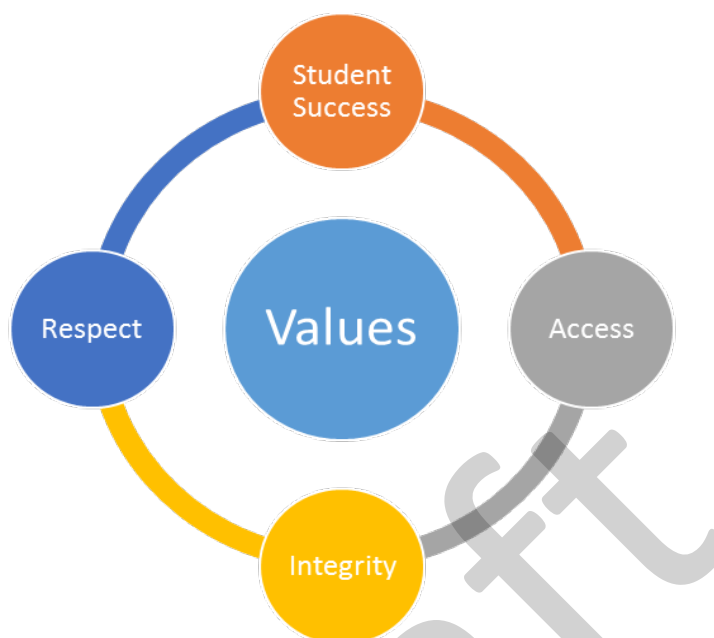
VCC Vision

VCC's vision statement should be a declaration that focuses on the college's future and what it intends to be and how it intends to get there. The vision statement is designed to guide internal decision making. We know where we are, where we want to go and we have charted a course to get there. The vision statement should be aspirational. With all the change VCC has gone through in the past few years, the current vision statement should be reviewed and revised to reflect the new course the college intends to set. The current vision is:

Vancouver Community College (VCC) is an accessible urban college that engages with many diverse communities within the Vancouver area to provide learning opportunities that change lives.

VCC Values

Core values are the guiding principles that dictate behaviour and action. As with the vision statement, the college's core values should be reviewed and revised. VCC's current core values are:



Student Success: Combine effective design of instruction with outstanding learning experiences in the classroom, industry and community.

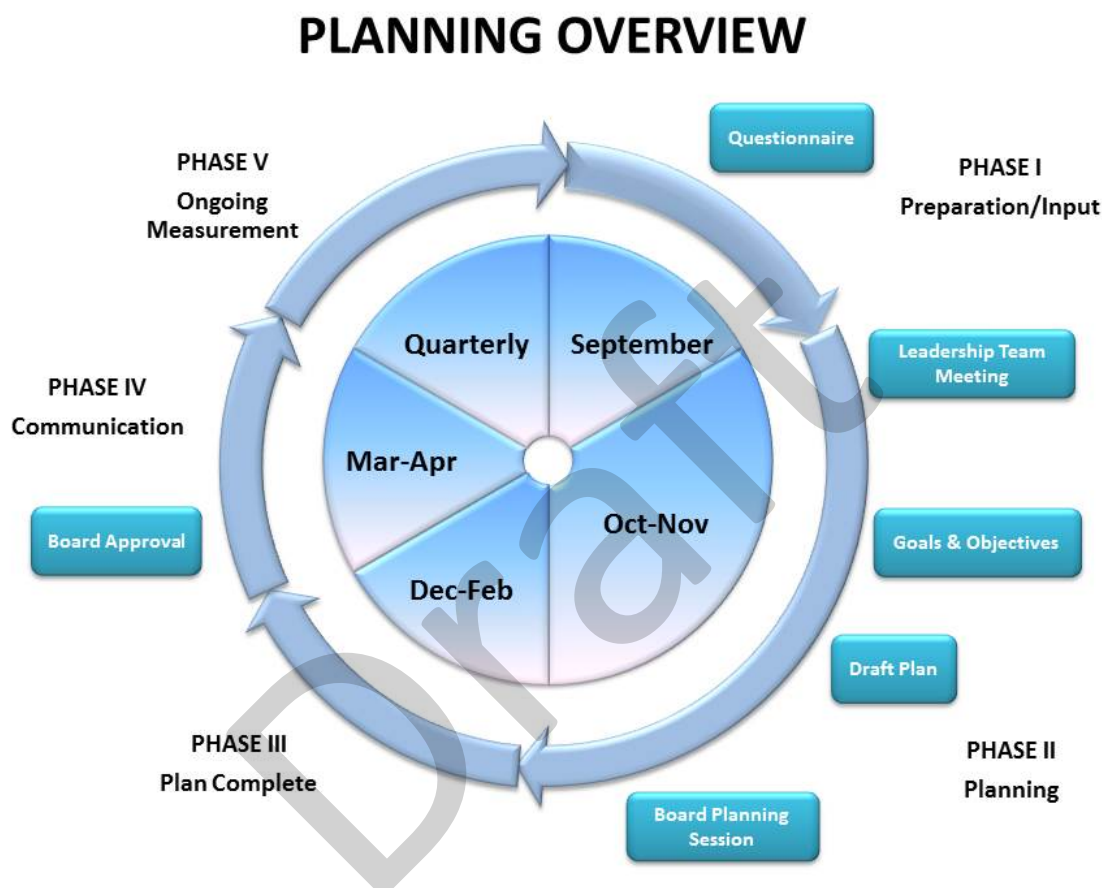
Access: Welcome students with a wide range of learning needs; enable them to improve their lives.

Respect: Respect individuals and do things in a thoughtful, transparent, inclusive, sustainable and respectful way. Respect the environment, and educate students, staff and faculty about environmental stewardship. Be a good neighbour through meaningful actions in downtown and East Vancouver communities.

Integrity: Do what it takes to do it right. Fulfill the promise to provide quality educational experiences and job-ready graduates. Take the right way, not the easy way, in supporting students.

Integrated Planning Overview

VCC has implemented an integrated planning framework in order to set the overall direction for the college. The goals, objectives, and initiatives align with the five key success drivers and will guide both the academic and operations departments to achieve the short-term and long-term objectives of the institution.



Planning Cycle

Phase I and II – Preparation and Input

- Identify the key internal (strengths and weaknesses) and external (opportunities and threats) factors seen as important to achieving the goals, objectives and vision of VCC
- Establish academic and operational initiatives
- Define how human and financial resources will be applied

Phase III

- Finalize integrated consolidated goals, objectives and initiatives
- Prepare 2016/17 Integrated College Plan and Budget
- Present 2016/17 Integrated College Plan and Budget for Board approval

Phase IV – Communication

- Consolidated goals, objectives and initiatives and 2016/17 Budget are communicated through a series of town hall meetings
- 2016/17 Consolidated goals, objectives and initiatives posted on MyVCC

Phase V – Measurement

- Leadership team to meet quarterly to review and update status of goals, objectives and initiatives
- Leadership team to review financial and enrolment reports

Draft

2016/17 Consolidated Goals

Through the integrated planning process goals, objectives and initiatives have been identified for 2016/17. The consolidated goals that align with VCC's key success drivers are (summary objectives and detailed initiatives can be found in Appendix A and B):

KSD 1 – Educational quality

- Goal 1.1 – deliver a superior student educational experience
- Goal 1.2 – enhanced instruction, instructional strategy and educational technology

KSD 2 – Operational excellence

- Goal 2.1 – develop efficient systems and collaborative communication
- Goal 2.2 – ensure a safe student and working environment
- Goal 2.3 – deliver superior student services
- Goal 2.4 – maximize our campus facilities and resources
- Goal 2.5 – develop a high performing college team
- Goal 2.6 – review, develop, update and communicate policies

KSD 3 – Financial stability and sustainability

- Goal 3.1 – implement our financial strategy
- Goal 3.2 – achieve our long term growth strategy
- Goal 3.3 – grow our commercial services revenue
- Goal 3.4 – foster environmental leadership

KSD 4 – Reputational management

- Goal 4.1 - increase brand awareness of VCC
- Goal 4.2 - improve internal and external communications
- Goal 4.3 - improve student recruitment and retention processes

KSD 5 – Business development

- Goal 5.1 - develop new partnerships and collaboration

Academic Programming

Introduction

The academic planning component of the integrated college plan is designed to create a foundation for success over the next three years. The discipline of planning enables us to anticipate the impact of a number of factors (demographics, regulatory and accreditation environments, policy initiatives) on programming and delivery. The academic element of the integrated college plan is an important part of a responsive, “change-ready” institution. Simultaneously, it contributes to awareness of, and emphasis on, current success.

The Big Ideas

The key aspects underpinning VCC’s academic plan for 2016-2019 represent the outcome of several planning conversations with academic leaders.

- Capacity – In what areas do we have room to grow? Are our facilities keeping pace with delivery approaches, use of technology and other teaching/learning requirements?
- Competition – What are other colleges offering? What do we need to be aware of with regard to social and economic changes, demographic shifts, student expectations?
- Market – How has the market responded to our brand? When students have an increased number of choices for post-secondary learning, how can we stand out?
- Innovation – In what ways are VCC programs adding value in terms of discovery, creativity and knowledge acquisition? What role can applied research play in helping VCC maintain its competitive edge?
- Flexibility – To what extent are we considering new delivery methods? Are we seeking partnerships that allow us to move into new spaces? Do we have processes in place that support teaching and learning in effective ways?

The academic mission of VCC includes five areas of activity, which are Interdependent and contribute to the overall quality of the student experience. The academic plan incorporates priorities from each of these elements:

- teaching
- student services
- registrar
- library and teaching/learning services
- applied research

Measuring Success

Measures of success are used to ensure that students are being supported to achieve academically, personally and in the development of skills that will allow them to be successful.

- Qualitative and quantitative measures will be used to track a number of elements that contribute to achievement of initiatives: enrolment, retention, progression, use of services, financial sustainability.
- Decisions will be informed by accurate and timely data
- Monitoring activities regularly will ensure that changes are responded to effectively. It may be that metrics will need to be reviewed, and perhaps different measures chosen, in order to accurately reflect the specifics of a situation.

- The ability to describe success across a number of measures will enable VCC's reporting to be more descriptive, accurate and nuanced. Knowing our levels of achievement and areas of strength will make it easier to respond to requests from the Ministry of Advanced Education, changes in the regional and provincial post-secondary environment, and opportunities for internal initiatives.

Programs and Outcomes

Number of Programs	2012-13	2013-14	2014-15	2015-16
Apprenticeship	10	13	13	13
Certificates	88	88	88	88
Diplomas	28	28	28	28
Bachelor Degrees	3	3	3	3

*Graduate Satisfaction:	2012-13	2013-14	2014-15	2015-16	**Provincial Average
Satisfied/Very Satisfied with their Education	95%	94%	93%	93%	93%
In the labour force	94%	94%	95%	93%	86%
Employed in a training related position	80%	84%	83%	83%	69%

* Graduate Outcomes data is provided by BC Stats DACSO (Diploma, Associate Degree, Certificates)

** The provincial average does not include VCC Data

Financial Plan

The 2016-17 Budget has been developed in conjunction with the integrated planning process. The main driver for the budget has been the enrolment forecast that was built on the previous year's historical data and a review of current academic programming to determine future relevance and demand.

Enrolment Headcount and Full Time Equivalent (FTE)

	2012-13		2013-14		2014-15		2015-16 - Forecast	
Centre/School	Headcount	Actual FTE	Headcount	Actual FTE	Headcount	Actual FTE	Forecast Headcount	Forecast FTE
Centre for Continuing Studies	6,942.0	929.8	5,851.0	741.5	4,539.0	624.4	4,691.0	605.5
Centre for International Education	561.0	293.5	609.0	336.4	639.0	383.6	743.0	507.7
School of Access	9,173.0	3,374.4	9,194.0	3,320.8	7,352.0	2,747.5	4,751.0	1,954.1
School of Health Sciences	1,449.0	792.7	1,395.0	849.0	1,287.0	842.6	1,245.0	808.5
School of Hospitality and Business	690.0	548.3	594.0	476.0	504.0	382.1	492.0	359.0
School of Instructor Education	1,232.0	272.5	1,314.0	303.4	1,211.0	281.0	1,104.0	252.0
School of Music, Dance and Design	663.0	397.9	640.0	395.1	548.0	338.5	556.0	329.1
School of Trades	1,555.0	1,271.0	1,591.0	1,375.8	1,533.0	1,349.6	1,457.0	1,315.4
	22,265.0	7,880.0	21,188.0	7,798.1	17,613.0	6,949.3	15,039.0	6,131.2

2016/17 Enrolment FTE Budget Compared to 2015/16 FTE Forecast

	2016-17 Budget	2015-16 Forecast
Centre/School	FTE	FTE
Centre for Continuing Studies	605.5	605.5
Centre for International Education	606.0	507.7
School of Access	1,934.9	1,954.1
School of Health Sciences	892.2	808.5
School of Hospitality and Business	465.6	359.0
School of Instructor Education	273.4	252.0
School of Music, Dance and Design	335.4	329.1
School of Trades	1,427.5	1,315.4
	6,540.5	6,131.2

Note: School of Access includes LINC; decrease in FTE in 2016-17 is the result of a reduced LINC contract extension

International FTE Enrolment in Centres and Schools

	2016-17 Budget	2015-16 Forecast	2014-15 Actual	2013-14 Actual	2013-14 Actual
Centre/School	FTE	FTE	FTE	FTE	FTE
Centre for Continuing Studies	-	3.2	4.4	8.7	8.5
School of Access	20.6	14.2	37.1	89.5	113.3
School of Health Sciences	11.9	10.3	33.3	10.5	7.2
School of Hospitality and Business	195.5	148.1	101.7	85.1	72.8
School of Instructor Education	-	1.8	2.2	2.0	1.9
School of Music, Dance and Design	120.3	104.5	98.7	46.6	33.7
School of Trades	258.1	225.7	106.2	94.2	56.0
	606.4	507.7	383.6	336.5	293.5

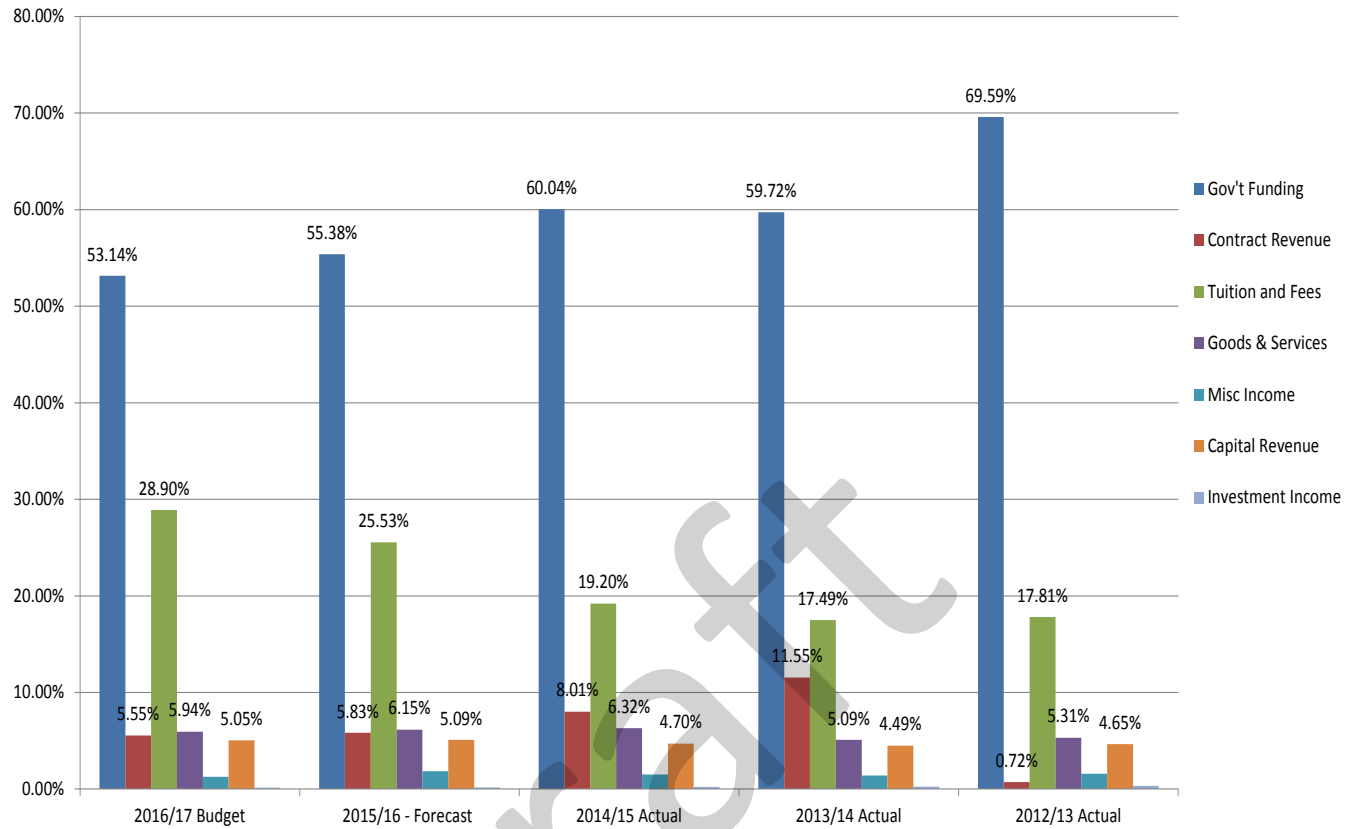
2016/17 Budget Assumptions

- Operating grant amount \$44.6M
- ITA funding remains at \$7.3M
- No extension of one-time ABE bridge funding grant (\$620K received in 2015/16)
- AUG funding for ABE programs to continue and \$3M budgeted in 2016/17
- Routine capital maintenance funding will be constant
- Domestic tuition and mandatory fees increase of 2%
- International tuition fee increase of 2% and implementation of campus resource fee 1% of tuition
- Additional revenue to be generated from increased international student enrolment \$2M
- Pay increase for faculty & CUPE as per the collective agreements
- 2015/16 vacant positions will be filled in 2016/17
- Assumes that the LINC contract will be restructured in 2016/17- reduced revenue by 8.5%
- Only existing revenue contracts are budgeted in 2016/17

Five-Year Revenue Comparison

□

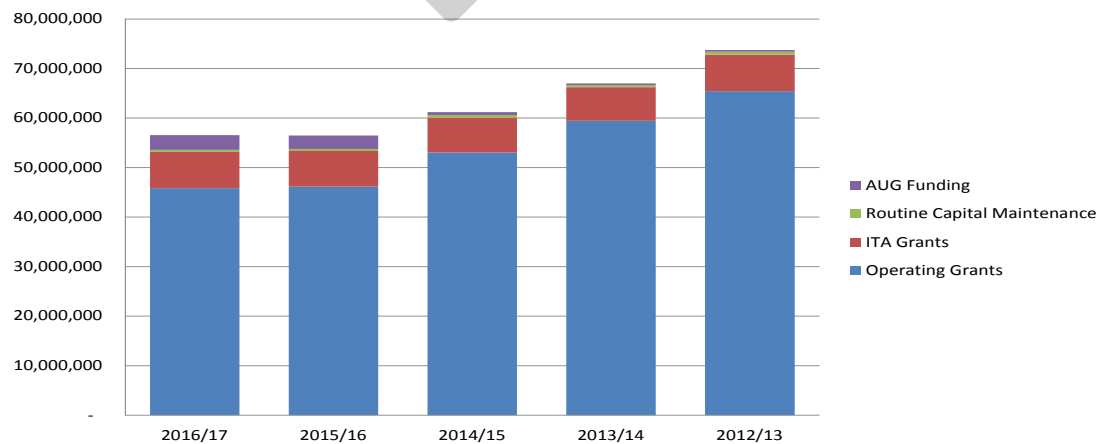
5 Year Over Year Revenue



Five-Year Government Funding

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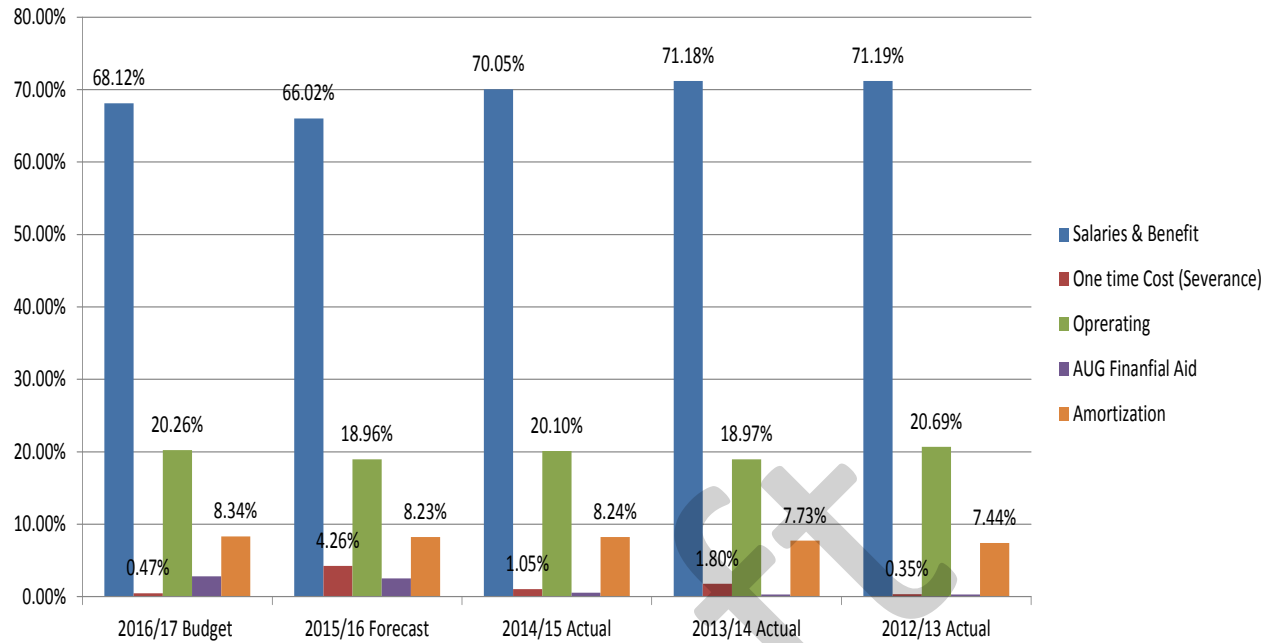
5 Year Over Year Government Funding



Five-Year Expense Comparison

□

5 Year Over Year - Expenses



2016-17 Budget Compared to 2015-16 Forecast

(In \$ Thousands)	2016/17 Budget	2015/16 Forecast	Variance favourable /(unfavourable)
Province of BC grants	53,568	53,775	-207
Adult upgrading grant (AUG)	3,000	2,711	289
Sales of goods and services	6,321	6,275	46
Tuition and student fees	30,770	26,047	4,723
Other grants, fees and contract services	5,908	5,942	-34
Miscellaneous income	980	1,429	-449
Donation income (VCC Foundation related)	380	447	-67
Amortization of deferred capital contribution	5,374	5,196	177
Investment income	152	184	-31
REVENUES	106,452	102,007	4,446
SALARY AND BENEFIT EXPENSES	72,512	70,606	-1,906
Supplies and general expenses	6,766	6,394	-372
AUG financial aid	3,000	2,711	-289
Bursary/scholarship	380	447	67
Professional fees	3,172	2,525	-646
Building and telecom	6,706	6,379	-326
Cost of goods sold	4,290	4,486	196
Depreciation expense	9,127	8,869	-258
OPERATING EXPENSES	33,440	31,812	1,628
TOTAL EXPENSES	105,952	102,418	3,534
NET SURPLUS (DEFICIT) BEFORE ONE-TIME RESTRUCTURING COSTS	500	-411	911
LINC voluntary departure incentive (VDI)		2,500	2,500
Other restructuring costs		1,500	1,500
ACCESS & other severance/VDI	500	587	87
Total Severance	500	4,587	4,087
NET SURPLUS (DEFICIT)	-	-4,999	4,999

Four-Year Financial Outlook

(In \$ Thousands)	2015/16 Forecast	2016/17 Budget	2017/18 Projection	2018/19 Projection	Comments
Province of BC grants	53,775	53,568	54,513	55,545	Assumes the Provincial Grant and ITA funding is the same
Adult upgrading grant (AUG)	2,711	3,000	3,000	3,000	
Sales of goods and services	6,275	6,321	6,384	6,448	1% increase
Tuition and student fees	26,047	30,770	31,385	32,013	Assumes that the tuition and fees will be increased by 2% with flat enrolment
Other grants, fees and contract services	5,942	5,908	6,027	6,087	2% increase
Miscellaneous income	1,429	980	989	999	1% increase
Donation income (Foundation Related)	447	380	384	388	1% increase
Amortization of deferred capital contribution	5,196	5,374	5,427	5,482	1% increase
Investment income	184	152	154	155	1% increase
REVENUES	102,007	106,452	108,263	110,117	
SALARY AND BENEFIT EXPENSES	70,606	72,512	73,962	75,441	pay increase for Faculty & CUPE as per collective agreements
Supplies and general expenses	6,394	6,766	6,800	6,834	0.5% increase
AUG financial aid	2,711	3,000	3,000	3,000	
Bursary/scholarship	447	380	384	388	0.5% increase
Professional fees	2,525	3,172	3,187	3,203	0.5% increase
Building and telecom	6,379	6,706	6,739	6,773	0.5% increase
Cost of goods sold	4,486	4,290	4,316	4,342	0.6% increase
Depreciation expense	8,869	9,127	9,218	9,310	1% increase
OPERATING EXPENSES	31,812	33,440	33,644	33,850	
TOTAL EXPENSES	102,418	105,952	107,607	109,291	
NET SURPLUS (DEFICIT) BEFORE ONE-TIME COSTS	-411	500	657	825	
One-time costs	4,587	500	500	500	Annual VDis
Total ONE-TIME COST	4,587	500	500	500	
NET SURPLUS (DEFICIT)	-4,999	-	157	325	

Capital Investment

Investment in capital assets for the year is dependent on funding received from the Ministry of Advanced Education (AVED) and the amount of VCC internal funding available.

Ministry of Advanced Education

AVED has not yet advised post-secondary institutions on the amount of funding they will receive for capital projects in 2016/17. This information usually becomes available in the first quarter of the new fiscal year. Under the AVED routine capital program, funding is made available for priority projects that address maintenance and rehabilitation as well as upgrade and renovation. These types of projects include:

- Life safety and occupational health risk
- Environmental risk and greenhouse gas reduction
- Deferred maintenance
- Facility functionality and accessibility
- Operational efficiency and cost reduction

In 2015/16, VCC received \$582K for minor routine capital and early indications are that the college will receive a similar amount in 2016/17. Also in 2015/16, VCC received \$2.0 million for specific minor/major capital projects and \$949K for one-time equipment funding. The college has a requirement to cost share with AVED in capital projects which amounts to approximately 10% of the overall cost.

VCC Capital

Part of the annual budgeting cycle includes developing a capital plan. Capital requests are submitted by various departments and from there priorities are established. As in prior years, VCC will be allocating \$2.0 million in funding towards 2016/17 capital for IT, classrooms, facilities improvements, library, furniture and equipment.

Technology Leasing Refresh Program

Over the next three years, a major number of VCC's desk top computers will be reaching the end of their life cycle (which is four years) and will require replacement. These computers are for both students and administration. In addition, to enhance IT data security, we will need to upgrade to the next generation firewall (this was cut from the 2015/16 capital budget due to funding constraints) and audio/visual equipment to replace some of the aging classroom technology. The current practice at VCC has been to purchase IT hardware. However, the reality is with increasing capital budget constraints and competing capital priorities, it is very difficult to fund IT technology to the extent required to keep IT hardware current. The older the equipment gets before it is refreshed, the higher the maintenance and support costs. In order for VCC to keep IT equipment current and on a routine refresh program, we are recommending that VCC use the option of leasing as a mechanism to fund IT equipment.

An effective IT refresh program will assist VCC with:

- Utilizing current technology
- Conserving cash and redistributing capital funds for other priorities
- Facilitating budgeting
- Mitigating the risk of IT obsolescence

Technology Refresh - Replacement Requirements

Budget Year	Equipment	On Hand	Replacement	Total	Cost	Comments
2015/16	Desk Top Computers	200		200	170,000	Equipment has been purchased and in the process of being deployed. Macquarie would reimburse VCC for the purchase cost of the equipment should we decide to lease
2016/17			311	311	264,350	
2017/18			360	360	306,000	
2018/19			449	449	381,650	
2019/20			503	503	427,550	
		200	1,623	1,823	1,549,550	
Equipment Requirements for 2016/17						
2016/17	Desk Top Computers				264,350	
2016/17	Next Generation Firewall				450,000	
2016/17	Audio/Visual Classroom Technology				300,000	
					1,014,350	

VCC is currently sourcing IT leasing technology refresh providers that would meet the following criteria:

- Proven expertise in technology financing programs of similar size
- Access to competitive wholesale funding to ensure low interest rates
- Aggressive residual value investments into all IT related equipment categories
- A mechanism that provides VCC with control to dictate the start date of each lease
- Online asset management program to effectively manage the assets leased
- Technical services including data destruction and disposal of end-of-life equipment
- Well defined end-of-lease process for efficient technology acquisitions, upgrades and returns

The impact of leasing to the financial bottom line would be comparable to the amortization cost of an asset that was purchased. The main advantage of leasing is that cash is conserved and the cost of the asset is spread over the life of the lease.

Risk Assessment/Mitigation

In the context of the 2016/17 integrated college plan and the 2016/17 budget, VCC recognizes that there is risk associated with achieving these plans as well as opportunity. The following are the high level risks and opportunities that have been identified:

Risk Rating

L	Low
M	Medium
H	High

Risk associated with achieving the 2016/17 integrated college plan and budget

Rating	Risk	Mitigation
L	Reduced overall government funding as a result of continued government budget constraints	- Create a deficit mitigation plan that would include cuts in programming, costs and organizational restructure (right sizing) - Increase revenue from other sources such as continuing studies, contract training, international students and strategic partnerships
L	Below-target enrolment compared to plan	- On-going monitoring of enrolments by deans, department heads and leadership - Address soft enrolment by target marketing and increase in student recruitment efforts
L	Decrease in Industry Training Authority funding – is dependent on the performance of all post-secondary institutions in BC	- On-going monitoring of enrolments - Maintain proactive relationship with ITA to ensure any changes in funding formula are known in advance - Ensure program curriculum meets ITA expectations
M	Uncertainty around future Language Instruction for Newcomers to Canada (LINC) program (after 2016/17 extension expires)	- Reduce contract liability by offering voluntary departure incentives to faculty - Cross train faculty to transition to Pathways programs

Rating	Risk	Mitigation
L	2016/17 financial targets not realized	• Strong emphasis on budgeting process and establishing realistic budgets • Monthly financial review and forecasting • Comprehensive monthly cost analysis • Reduce manual processes by streamlining, automating and continuous improvement to create efficiencies
M	Labour relations	• Continue to work through the bargaining process • Working closely with PSEA
L	Government relations	• Significant and sustained outreach to government representatives, particularly in AVED • Ensure there is government awareness of the VCC mandate and priorities
L	Program delivery not meeting changing students' expectations	• Revive or establish Program Advisor Committees (PACs) • Monitor enrolment reports • Student surveys • Develop an education technology strategy, expand online program delivery, and build flexibility in programs
L	Reputation damage	• Develop internal and external communication strategy
M	Emergency response plan roles and responsibilities not clearly defined or communicated	• Update emergency preparedness and response plan • Conduct training workshops on emergency response
M	Aging capital infrastructure including seismic upgrading, layout, and physical attractiveness	• Develop a comprehensive space utilization plan • Develop a long-term plan and strategy on how to address infrastructure issues

Opportunities associated with the 2016/17 integrated college plan

Rating	Opportunities	Strategy
L	Capitalize on non-government revenue generating opportunities	• Identify strategic partnerships that could result in contract training opportunities
M	Leverage VCC Foundation fundraising to support college initiatives	• In collaboration with VCC Foundation establish fundraising campaign initiatives and set targets • Reinvigorate alumni relations and turn more alumni into donors

Draft

Appendix A – 2016/17 Summary Consolidated Goals and Objectives

Draft

VCC Key Success Drivers (KSDs) and 2016/17 Summary Consolidated Goals & Objectives

KSD #1 – Educational Quality

Goal 1.1 – Deliver a superior student educational experience
1.1.1 Conduct needs assessment and determine viability and potential of NEW programs that meet community need, provide pathways, take into consideration the labour market skills gap, and are relevant
1.1.2 Renew programs that have not gone through renewal in the past 5 years
1.1.3 Implement programs that have gone through program renewal and/or have had minor or major changes approved through Education Council and the Board Finance and Audit Committee, and meet VCC requirements for program continuation
1.1.4 Identify, promote, support articulation and transferability of courses/ programs
1.1.5 Create an integrated college plan for development of flexible learning
1.1.6 Seek Accreditation and/or external program approval status and implement strategies to fulfil accreditation requirements
1.1.7 Review non-performing programs and develop plan for suspension and/or cancellation
1.1.8 Develop a Scholarship and Research Initiatives Plan
1.1.9 Develop new relevant programs for international students
1.1.10 Ensure programs have active Program Advisory Committees and effective partnership with industry/community
Goal 1.2 – Enhanced instruction, instructional strategy and educational technology
1.2.1 Develop an on-line educational technology strategy
1.2.2 Identify new educational technologies and software that could be supported and resourced
1.2.3 Continue to develop the Learning Commons concept

KSD #2 – Operational Excellence

Goal 2.1 – Develop efficient systems and collaborative communication

- 2.1.1 Evaluate current functions/processes in order to streamline, reduce manual input and duplication
- 2.1.2 Evaluate technology refresh/leasing options
- 2.1.3 Identify, Evaluate, Recommend and Implement software applications to increase efficiencies

Goal 2.2 – Ensure a safe student and working environment

- 2.2.1 Ensure compliance with WorkSafe BC and other Safety Regulations
- 2.2.2 Update Emergency Management Plan
- 2.2.3 Start procurement process for new Physical Security Services contract (current contract set to expire June 2016)
- 2.2.4 Upgrade security Infrastructure

Goal 2.3 – Deliver superior student services

- 2.3.1 Review, update and implement the 2016/17 phase of the Student Services Strategic Plan
- 2.3.2 Increase Student Services Office Visibility

Goal 2.4 – Maximize our campus facilities and resources

- 2.4.1 Assess Space Requirements and Utilization
- 2.4.2 Develop Fitness Facility Plan

Goal 2.5 – Develop a high performing college team

- 2.5.1 Implement an enhanced performance management system
- 2.5.2 Enhance staff orientation process
- 2.5.3 Increase overall level of employee engagement
- 2.5.4 Review Organizational Structure and Assess human resource requirements
- 2.5.5 Assess employee needs and develop a training plan

Goal 2.6 – Review, Develop, Update and Communicate Policies

2.6.1 Review/develop/update and implement policies

KSD #3 – Financial Stability and Sustainability**Goal 3.1 – Implement our financial strategy**

3.1.1 Meet our domestic and international enrolment targets

3.1.2 Meet our financial budget targets

Goal 3.2 – Achieve our long term growth strategy

3.2.1 Execute the integrated planning cycle and process

3.2.2 Develop Facilities Master Plan

Goal 3.3 – Grow our commercial services revenue

3.3.1 Identify additional sources of revenue generation

Goal 3.4 – Foster environmental leadership

3.4.1 Implement VCC's Environmental Sustainability Strategy

KSD #4 – Reputation Management

Goal 4.1 Increase Brand awareness of VCC
4.1.1 Improve Signage/Wayfinding
4.1.2 Develop branding strategy
4.1.3 Increase Public Engagement

Goal 4.2 Improve Internal and External Communications
4.2.1 Develop internal communications program
4.2.2 Develop external communications strategy

Goal 4.3 Improve student recruitment and retention processes
4.3.1 Develop student recruitment strategic plan
4.3.2 Develop new recruitment campaign

KSD #5 – Business Development

Goal 5.1 Develop new partnerships and collaboration
5.1.1 Strategy for improving processes in Continuing Studies
5.1.2 Expand dual programming options by partnering with more School Boards in the lower mainland
5.1.3 Expand Continuing Studies programming
5.1.4 Implement a New Contract Training Strategy

Appendix B – 2016/17 Detailed Consolidated Goals, Objectives and Initiatives

Draft

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

KSD #1 – Educational Quality

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 1.1 – Deliver a superior student educational experience			
1.1.1 Conduct needs assessment and determine viability and potential of NEW programs that meet community need, provide pathways, take into consideration the labour market skills gap, and are relevant	School of Access Associate of Arts Degree – develop business case for a two-year program intended to provide a pathway to a degree, or to stand alone	VP Academic/Dean	- Business Case Mar 2016 - Potential Course launch Sept 2016
	Associate of Science Degree – develop business case for increased course offerings at the first and second level sufficient to enable a University Transfer (UT) student to complete an Associate of Science Credential		- Course launch – 1st Year Jan 2017 - Course launch – 2nd Year 2018/19
	Transfer Certificates in Environmental Resource Management, Global Environmental Systems, and Environmental Science – develop business case to increase course offerings that enable a student to access a preferred pathway into the SFU Faculty of Science		- Fee structure developed by Mar 2016 - Letter of Understanding (LOU) by Jun 2016 - Launch Sept 2016
	Develop business case for a base range of Adult Basic Education (ABE) Pathways, Pre-Science, Technology, Engineering & Mathematics (STEM), Pre-Trades		Business Case Mar 31 2016

	School of Health Sciences and School of Music, Dance & Design/Hospitality & Applied Business • Pre-Health Sciences – complete governance assessment and business case	VP Academic/Dean	• Sept 2017
	• Business/Entrepreneurship – complete needs assessment		• Dec 2016
	• Practical Nurse Refresher Program – develop business case		• Jun 2017
	• Licensed Practical Nurse (LPN) to Bachelor of Science in Nursing (BSN) Bridging – develop proposal		• Jun 2016 • Implement Sept 2017
	• Bachelor of Applied Science Dental Hygiene Degree – develop curriculum		• 2016/17 • Potential launch 2018
	School of Trades • Journeyman upgrading and Aboriginal transportation course – develop business case	VP Academic/Dean	• April 2016
	• Aboriginal Baking and Pastry Arts – develop an implementation plan for a new Aboriginal focused program that allows students to enroll in a community based foundation course that better prepares them to ladder into a Baking & Pastry Arts program		• May 2016
	Aboriginal Education • Develop a business case - Gladue Report Writing for Professionals 12 week stand-alone program with the intention of providing a pathway into Paralegal certificate/diploma		• Business Case Sept 2016 • Potential Launch – Dec 2017
	• Seek to develop partnerships with Indigenous Adult and Higher Learning Association(IAHLA) institutions		• Assessment Sept 2016

1.1.2 Renew programs that have not gone through renewal in the past 5 years	Denturist Program – develop business case		Potential Launch Sept 2017
	Fashion Arts – currently under review		- Develop business case May 2016 - Potential Launch Jan 2017
1.1.3 Implement programs that have gone through program renewal and/or have had minor or major changes approved through Education Council and the Board Finance and Audit Committee, and meet VCC requirements for program continuation	Culinary Arts – develop implementation plan for a new unified Culinary Arts Certificate that will allow students to enroll with the expectation that they will be able to complete Professions Cook 1 (PC1), Professional Cook 2 (PC2) and all work-based training hours in a single admission	VP Academic/Dean	- Project Manager Retained to develop plan – kickoff meeting schedule for Feb 2016 - Implementation Plan Feb 2016 - Program Launch – Sept 2016
	Computer aided design (CAD) & Building Information Modeling (BIM) renewal – develop implementation plan		- Complete business case Mar 2016 - Launch new certificates Sept 2016 - Launch new Citation spring 2017 - Launch new Diploma Sept 2017
1.1.4 Identify, promote, support articulation and transferability of courses/ programs	Develop repository of all articulation agreements (centralized housing – in Registrar's Office with copies in Academic) – develop plan	VP Academic/Registrar	- Plan – Sept 2016 - Implementation - 2017
	Determine courses and programs that would enable VCC to become a “receiving” institution and have these added to the BC Council Admissions & Transfer (BCCAT) guide	VP Academic	Develop Plan March 2017
1.1.5 Create an integrated college plan for development of flexible	Explore expanding afternoon/evening/weekend delivery – integrate into business cases for	VP Academic, Deans,	Jun 2016

learning	program renewal and new programs – develop plan	Directors, Facilities, Finance	
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1.1.6 Seek Accreditation and/or external program approval status and implement strategies to fulfil accreditation requirements	- Canadian Association of Schools of Nurses (CASN) BScN Accreditation site visit Feb 22 – 26, 2016 – findings report and recommendations will be issued after the visit - Certified Dental Assisting – implement recommendations	Dean	Follow up on Recommendations 2016/17
1.1.7 Review non-performing programs and develop plan for suspension and/or cancellation	- Programs will be identified through the 3-year rolling academic review - HCA Upgrader - Access to Dental Hygiene for CDAs	VP Academic	Throughout 2016/17
1.1.8 Develop a Scholarship and Research Initiatives Plan	Create an infrastructure to support scholarship and research initiatives – develop a plan	VP Academic	- Develop plan by Mar 2017 - Implementation 2018/19
1.1.9 Develop new relevant programs for international students	Develop and launch two existing Post Graduate Diplomas – develop business case	VP Academic Director International	Launch January 2017
1.1.10 Ensure programs have active Program Advisory Committees and effective partnership with industry/community	Implement a revised Program Advisory Committee (PAC) policy and ensure adequate representation – develop revised process	Deans/Dept Heads	- Inventory of Advisory groups and frequency of meetings by May 2016 - Initiate or restructure PACs where required -2016/17

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 1.2 – Enhanced instruction, instructional strategy and educational technology			
1.2.1 Develop an on-line educational technology strategy	- Expand course design using the Moodle Platform - develop a strategy for increasing program delivery on Moodle (priority of courses, content, instructional design and consistent look and feel of courses) – including training - Create a framework around online course development for faculty	VP Academic/Deans/CI D/IT	- On-line Strategy Working Group has been formed - Strategy in place by Dec 2016
	Open Education Resources and e-text books – develop a strategy and plan		- Pilot starting Jan 2016 - Plan developed by Sept 2016
1.2.2 Identify new educational technologies and software that could be supported and resourced	- Identify types of technology that should be supported in the classroom - Ensure program curriculum is modified to support new software that is current and relevant – develop a rollout plan - Develop and implement strategies around Simulation and Inter-professional Education (IPE) in Health		- Inventory Current Technology in Classrooms both hardware and software – Dec 2016 - Develop plan – Mar 2017 - Implement simulation and IPE strategies Sept 2016
1.2.3 Continue to develop the Learning Commons concept	Work with advisory committee to confirm long term objectives, timeline, capital plan at the Downtown and Broadway campuses		- Planning session to be scheduled by Mar 2016 - Plan developed by Jun 2016

KSD #2 – Operational Excellence

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 2.1 – Develop efficient systems and collaborative communication			
2.1.1 Evaluate current functions/processes in order to streamline, reduce manual input and duplication	- Resource and complete Data Integrity project for position control and web time entry Phase I - Develop implementation Plan for Phase II of Web time entry system	VP Admin & CFO/Payroll/HR	- Plan in place by April 2016 - Plan by May 2016
	Develop plan and implement an Electronic Document Management system	IT	Plan in place by Jun 2016
	Develop plan for implementing electronic signature system/process	IT/Procurement	Plan in place by Jun 2016
	Develop implementation plan to improve Help Desk Software functionality	IT	Plan in place by Jun 2016
	Develop project plan to improve Banner data quality, expand statistical reporting and implement of new functionality	Registrar/Working Group	- Phase I to develop a plan for data cleanup – Apr 2016 - Form Banner Working Group – Apr 2016 - Full implementation Sept 2018
	Develop plan and implement curriculum management software that will house all course outlines, program content guides and approvals	VP Academic/VP Admin & CFO/IT	- Planning kick-off Feb 2016 - Implementation by Mar 31 2016
	Develop plan to consolidate and streamline admission and registration	Registrar/Working Group	- Mar 2017 - Full implementation

	processes		Sept 2018
	Evaluate and streamline Bookstore processes	VP Admin & CFO	Apr 2016
	Review and develop project plan to streamline process for procurement, receipt of goods and reporting	VP Admin & CFO/Procurement /Finance	Sept 2016
2.1.2 Evaluate technology refresh/leasing options	Evaluate leasing option from such providers as Macquarie Equipment Finance Ltd. to ensure on-going IT technology refresh	VP Admin & CFO/IT	Apr 2016
2.1.3 Identify, Evaluate, Recommend and Implement software applications to increase efficiencies	Fully implement Event Management Software (EMS) – develop plan	IT/Facilities/Registrar	- Project Manager retained – kick-off meeting Jan 2016 - Implementation by Mar 2017
	Assess financial report writer and analyzer tools options – make recommendations and develop implementation and training plan for the utilization of the software and modules	VP Admin & CFO/IT/Finance	Mar 2017

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 2.2 – Ensure a safe student and working environment			
2.2.1 Ensure compliance with WorkSafe BC and other Safety Regulations	Implement changes as required under new legislation for chemical substances (e.g. used in chemistry classes)	OH&S/HR	As per regulations timeline
2.2.2 Update Emergency Management	Ensure faculty and staff have appropriate training to enable them to respond effectively in emergency situations – develop a training plan	Director Security	Sept 2016
	Develop plan and implement emergency mass notification system	Director Security/Director Facilities/IT	- Plan by Feb 2016 - Implementation by May 2016

2.2.3 Start procurement process for new Physical Security Services contract	Complete procurement RFP for security contract – current contract expires June 2016	Procurement/ Director Security	Proponent Selection by Apr 2016
2.2.4 Upgrade security Infrastructure	Upgrading key security infrastructure (i.e. key scan, CCT, access control)	Director Security/Facilities	Apr 2016

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 2.3 – Deliver superior student services			
2.3.1 Review, update and implement the 2016/17 phase of the Student Services Strategic Plan	Identify and successfully implement the 2016/17 component of the Student Services Strategic Plan	VP Academic/Director, Student Services	Mar 2017
2.3.2 Increase Student Services Office Visibility	Increase profile within the college community for all students	VP Academic/Director, Student Services	Mar 2017

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 2.4 – Maximize our campus facilities and resources			
2.4.1 Assess Space Requirements and Utilization	Conduct needs assessment based on enrolment forecast and develop space utilization plan for all campuses	VP Admin/VP Academic/Deans/ Directors/Facilities	Mar 2017
2.4.2 Develop Fitness Facility Plan	Reassess fitness facilities project and make recommendations	Director Facilities	Mar 2017

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 2.5 – Develop a high performing college team			
2.5.1 Implement an enhanced performance management system	Review performance appraisal and evaluation processes for all employee groups and develop an enhanced performance management system – develop plan	HR	Develop monitoring and training plan timeline Sept 2016
2.5.2 Enhance staff orientation process	Develop a robust staff orientation process – develop a plan/process	HR	Mar 2017

	Develop an Aboriginal Advisor Handbook and Department Handbook	Aboriginal Education	Mar 2017
2.5.3 Increase overall level of employee engagement	- Conduct a college wide employee engagement survey - Develop a comprehensive plan for addressing employee engagement based on survey results	HR	- Fall 2016 - Mar 2017
2.5.4 Review Organizational Structure and Assess human resource requirements	- Review and update job descriptions and department requirements to ensure staffing levels are adequate and meet budgetary targets - Optimize position/role effectiveness and efficiency	HR/All Departments	Mar 2017
2.5.5 Assess employee needs and develop a training plan	- Provide customer service excellence training for front line, finance, registrar and student services staff - Coordinate the development of a formal training program with key departments	HR/Departments	Mar 2017

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 2.6 – Review, Develop, Update and Communicate Policies			
2.6.1 Review/develop/update and implement policies	Review, update and develop policies in all areas	VP Admin & CFO/VP Academic	Mar 2017

KSD #3 – Financial Stability and Sustainability

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 3.1 – Implement our financial strategy			
3.1.1 Meet our domestic and international enrolment targets	Provide monthly/quarterly enrolment reports for departments to monitor progress	Registrar/Director IR	Apr 2016
3.1.2 Meet our financial budget targets	Provide monthly/quarterly financial reports for departments to monitor progress	VP Admin & CFO/Director Finance	Apr 2016
	Develop three year procurement strategy for recurring needs to increase value/saving for the college	Director Procurement	Dec 2016

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 3.2 – Achieve our long term growth strategy			
3.2.1 Execute the integrated planning cycle and process	Complete and implement 2016/17 integrated college plan	VP Admin & CFO	Mar 2017
	On-going tracking and reporting out on 2016/17 goals and objectives progress	VP Admin & CFO	Mar 2017
	Review VCC vision and values and revise to be more relevant –develop plan and timeline	VP Admin & CFO	Dec 2016
3.2.2 Develop Facilities Master Plan	Develop plan (including timeline) to create a campus/facilities master plan	VP Admin & CFO	Mar 2017
2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 3.3 – Grow our commercial services revenue			
3.3.1 Identify additional sources of revenue generation	Explore commercial services revenue generation options	VP Admin & CFO	Mar 2017

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 3.4 – Foster environment leadership			
3.4.1 Implement VCC's Environmental Sustainability Strategy	Implement the Strategic Energy Management Plan and reduce energy consumption by 20% from 2010 to 2017	Director Security Environment	Mar 2017
	Implement the Waste Management Plan and increase waste diversion to 90% by 2017	Director Security Environment	Dec 2016

KSD #4 – Reputation Management

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 4.1 Increase Brand awareness of VCC			
4.1.1 Improve Signage/Wayfinding	Install signage on building B at Broadway campus	Director Marketing /Facilities	Oct 2016
4.1.2 Develop branding strategy	Develop branding plan and initiatives	Director Marketing	Mar 2017
4.1.3 Increase Public Engagement	Develop a social media plan	Director Marketing	Apr 2016
	Set fundraising priorities	Director Foundation	Apr 2016

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 4.2 Improve Internal and External Communications			
4.2.1 Develop internal communications program	Develop and implement the practice of communication toolkits to ensure college issues are communicated consistently throughout the college	Director Marketing	Mar 2017
4.2.2 Develop external communications strategy	Develop a stakeholders' relations plan (VCC Foundation, Alumni, Aboriginal	Directors Marketing/	Nov 2016

	Organizations/Groups, Education and Student groups)	Foundation/ Aboriginal Education	
	Develop Continuing Studies and Contract Training publicity campaign	Marketing Continuing Studies	Dec 2016

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 4.3 Improve student recruitment and retention processes			
4.3.1 Develop student recruitment strategic plan	- Increase VCC's presence through recruitment activities for programs, course-based and apprenticeship registrations - Improve operational effectiveness of the team - Build a sales presentation that engages people and promotes VCC's benefits	Director Marketing	Sept 2016
4.3.2 Develop new recruitment campaign	Develop plan that is an extension of "We built this city"	Director Marketing	Mar 2017

KSD #5 – Business Development

2016/17 Objectives	Initiatives	Responsibility	Timeline
Goal 5.1 Develop new partnerships and collaboration			
5.1.1 Strategy for improving processes in Continuing Studies	Streamline process and procedures in Continuing Studies	VP Strategic Partnerships	Mar 2017
5.1.2 Expand dual programming options by partnering with more School Boards in the lower mainland	Consider new dual credit programming options – e.g. Hair Design, Health Care Assistant, Pre Health Sciences	VP Strategic Partnerships	Mar 2017
5.1.3 Expand Continuing Studies programming	Implement 3-Year Program review and renewal plan	VP Strategic Partnerships	Mar 2017
5.1.4 Implement a New Contract Training Strategy	Set strategic focus – develop plan	VP Strategic Partnerships	Sept 2016

Appendix C – Three-Year Academic Plan 2016 – 2019

Draft

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
CORE ACTIVITY # 1: TEACHING					
Trades	Deliver a superior student educational experience	Educational Quality	• Conduct needs assessment: Journeyman upgrading, contract training and transportation course for Aboriginal students • Implement programs that have gone through program renewal: New Culinary Arts Certificate	• Develop and pilot new courses arising from the needs assessment • Complete transition to new Culinary Arts curriculum • Look into offering Culinary Arts through CS in the evenings/weekends	• Revise and continue new program offerings • Expand Culinary arts through CS • Look at expanding Quizine model outside VCC
Trades	Enhanced instruction, instructional strategy and educational technology	Educational Quality	Develop an on-line educational technology strategy: • Expand course design using Moodle • Create an on-line course development framework • Develop a plan for Open Education Resources and e-text books	• Transition to on-line text books • Complete the 5 hours per week for on-line work for all Trade offerings	Review and revise
Trades	Maximize campus facilities and resources	Educational Quality, Operational Excellence	Develop space utilization plan to expand international enrolment	• Deliver afternoon programming in ACR and AST diplomas • Add one more international Baking diploma	Maintain offerings
Access	Deliver a superior student educational experience	Educational Quality	Conduct needs assessment and determine viability of new programs including Associate of Arts/Science, Transfer Certificates into Faculty of Environment (SFU) and Pre-STEM Diploma and ABE Pathways	Develop and deliver 2nd year Arts courses required to satisfy an Associate of Arts Degree, preparatory pathways Certificates, pre-STEM qualifying courses Biology, Chemistry and Physics and Transfer Certificates into SFU	Develop and deliver 2nd year Science courses required to satisfy an Associate of Science Degree
Access	Deliver a superior student educational experience	Educational Quality	Identify, promote, support articulation and transferability of courses & programs in EAL Pathways for academic destinations and Occupation Specific Language requirements	Secure new Transfer agreements for Pathways level 8 and develop OSLT off-ramps in collaboration with professional and licensing bodies	
Access	Enhanced instruction, instructional strategy and educational technology	Educational Quality	Develop an on-line educational strategy for preparing students to enter into upgrading programming, including assessment preparation and career and study skills planning	Bring CCA computer training and capacity back to Broadway campus adjunct to main offerings and develop Moodle content for all English and Math Skills courses	Develop Moodle content for English and Math offerings (Intermediate through Advanced level)

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Health	Deliver a superior student educational experience	Educational Quality	Continue development of new programs: • Pre-Health Sciences Program • Bachelor of Applied Sciences in Dental Hygiene degree • LPN to BScN Bridging Program Conduct needs assessment and determine viability of new programs: • LPN perioperative Certificate • LPN Refresher	Conduct needs assessment: • Practical Nursing Refresher program • Health Care Assistant Refresher	Conduct needs assessment for LPN Graduate Certificate
Health	Renew programs that have not gone through renewal in the past 5 years	Educational Quality	Programs to be renewed: • Denturist program • Pharmacy Technician	• Implement new Denturist program Sep 2017 • Implement new Pharmacy Technician program	
Health	Implement recommendations arising from program renewal	Educational Quality	• Dental Technology • Health Care Assistant (regular and ESL based) • Certified Dental Assisting (onsite & distance)	Continue work on program renewal actions	Continue to work on program renewal recommendations
Health	Implement strategies to fulfil accreditation requirements	Educational Quality	• BScN program • Certified Dental Assisting • Occupational/Physical Therapist Assistant	• Denturist program - apply for renewed accreditation • Prepare for site visit for Occupational/Physical Therapist Assistant program	Plan for future reviews: • Pharmacy Technician • Health Care Assistant • Practical Nursing • Dental Hygiene • Certified Dental Assisting
Health	Review non-performing programs and develop plan for suspension or cancellation	Educational Quality	• Cancel HCA Upgrader • Cancel Access to Dental Hygiene for CDAs		
Health	Enhanced instruction, instructional strategy and educational technology	Educational Quality	• Enhance simulation experience for students • Implement an Interprofessional Education strategy	• Continue work on enhanced simulation lab • Build on Interprofessional Education Plan	
Music, Dance & Design	Deliver a superior student educational experience	Educational Quality	Conduct needs assessment: • Digital Graphic Design Diploma • Piano Technician • Band Instrument Technician • Computer Aided Design (CAD) & Building Information Modeling (BIM) Diploma • Nail Technician		

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Music, Dance & Design	Renew programs that have not gone through renewal in the past 5 years	Educational Quality	Programs to be renewed: • Music Diploma • Music Degree • Jewellery Arts & Design • Hair Design	Implement: • Digital Graphic Design Diploma • CAD & BIM Diploma • CAD & BIM Citation	
Music, Dance & Design	Implement recommendations arising from program renewal	Educational Quality	Implement program renewal recommendations for: • CAD and BIM certificates		
Music, Dance & Design	Seek accreditation status	Educational Quality	CAD and BIM - apply for accreditation with external accrediting body		
Hospitality & Applied Business	Deliver a superior student educational experience	Educational Quality, Business Development	Major program development: • Develop proposal for Executive Cohort of the Hospitality Degree • Complete needs assessment for a Business/Entrepreneur program	• Implement and revise Executive Cohort of the Hospitality Degree • Plan, develop and implement Business/Entrepreneur program(s)	Refine Business/Entrepreneur program(s)
Hospitality & Applied Business	Renew programs that have not gone through renewal in the past 5 years	Educational Quality	Programs to be renewed: • Legal Admin Assistant		
Continuing Studies	Deliver a superior student educational experience	Educational Quality, Business Development	Implementation of 3-Year Growth Plan • Revision and renewal of existing programs • Development of new programs • Implement Contract Training strategy • Development of Creative Hub - open lab/ event space to be shared by various creative programs	Implementation of 3-Year Growth Plan • Revision and renewal of existing programs • Development of new programs • Implement Contract Training strategy • Consolidate and promote Creative Hub	Implementation of 3-Year Growth Plan • Revision and renewal of existing programs • Development of new programs • Implement Contract Training strategy • Consolidate and promote Creative Hub
Continuing Studies	Enhanced instruction, instructional strategy and educational technology	Educational Quality	Implement 3-Year Growth Plan: • Development of online courses • Training instructors in online delivery • Strengthen instructor support • Selected Continuing Studies instructors to have access to tuition fee waivers to participate in the Provincial Instructor Diploma program	Implement Plan online course development and instructor training plan identified in 2016/17	• Development of online courses • Training instructors in online delivery • Strengthen instructor support

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Continuing Studies	Deliver a superior services	Operational Excellence, Reputation Management	• Simplify CS online registration process • Redesign of CS landing pages • Review and renewal of recruitment, admission and registration practices • Provision of customer service training to staff	• Active promotion of CS online registration • Further refinement of CS landing pages • Provision of enhanced customer service training to staff • Remodeling of CS Registration Area into a new contemporary CS &CT Welcome Centre	Review and revise of CS registration processes and customer service
School of Instructor Education	Deliver a superior student educational experience	Educational Quality	• Create a framework for online course development for faculty	Implement and revise online delivery	Implement and revise online delivery
School of Instructor Education	Develop new partnerships and collaboration	Financial Stability, Business Development	• Increase outreach and number of students, connect with potential contracts, develop continuous intake courses • Investigate national and international partnerships	Follow through on partnerships identified	Follow through on partnerships identified
Centre for Instructional Development	Deliver a superior student educational experience	Educational Quality	• Development of Learning Commons & Centre for Teaching & Learning	Roll out Learning Commons and Centre for Teaching & Learning initiative	Refresh and enhance Learning Commons and Centre for Teaching & Learning
Centre for Instructional Development	Enhanced instruction, instructional strategy and educational technology	Educational Quality	• Develop an on-line educational technology strategy	• Develop Moodle support strategy for faculty • Improve CID website	Build on on-line delivery
Vice President Academic	Deliver a superior student educational experience	Educational Quality	• Identify academic structure that supports student success • Identify, promote, support articulation and student transferability of courses/programs	Continue to work on the goals identified for 2016/17	Continue to work on the goals identified for 2016/17
Vice President Academic	Enhanced instruction, instructional strategy and educational technology	Educational Quality	• Develop an online education technology strategy	• Expand course design using Moodle platform • Implement Open Education Resources and e-text book strategy • Implement plan to introduce new education technology that could be supported and resourced	Refine and revise Education Technology goals

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Vice President Academic	Maximise campus facilities and resources	Operational Excellence	- Conduct needs assessment based on enrolment forecast and develop space utilization plan for all campuses - Review, update and develop education policies	- Implement and refine Space Utilization Plan - Complete review of education policies	- Implement and refine Space Utilization Plan - Complete review of education policies
Institutional Research	Update/redevelop Enrolment Planning process	Operational Excellence	Develop a new Enrolment Planning tool that incorporates Enrolment planning and timetabling to enable accurate tuition, Faculty FTE and Student FTE calculations		
Aboriginal Education	Deliver a superior student educational experience	Educational Quality Reputation Management	- Determine feasibility of new program/courses that address the needs of Aboriginal communities; Aboriginal Baking & Pastry Arts, Gladue reporting writing for Professionals 12 - Explore new Partnerships with Indigenous Adult & Higher Learning Association (IAHLA) institutions	Develop and pilot new programs and courses; Gladue Report Writing for Professionals & Aboriginal Baking & Pastry Arts in rural community; continue to explore new partnerships with IAHLA members	Determine feasibility of new programs/courses needs identified by the Aboriginal community
International Education	Deliver a superior student educational experience	Educational Quality	Academic Schools will work with the International Education Department to support and grow the delivery and program offerings for International students	Strengthen and drop international program offerings	Strengthen and drop international program offerings
CORE ACTIVITY # 2: STUDENT SERVICES/ REGISTRAR					
Registrar's Office	Develop efficient systems and collaborative communication	Operational Excellence, Financial Stability & Sustainability	Review and reconfigure appropriate Banner structure and leverage functionality to improve overall efficiency and effectiveness. Improve overall BI capabilities to allow for greater data driven decision making. Reduce manual processes.	Continue Banner project work	Continue Banner project work
Registrar's Office	Identify, promote, support articulation and transferability of courses/programs	Operational Excellence, Reputation Management	Develop repository of all articulation agreements to be housed in the Registrar's Office and VP Academic Office		
Registrar's Office	Deliver superior student services	Operational Excellence	- Continue to develop the "Student First" initiative - Ongoing cross training and reconfiguration of Downtown office space	Evaluate success of "Student First" initiative, adapt and revise if required	

School	Goal	Key Success Drivers	Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
			Initiatives	Initiatives	Initiatives
Student Services	Deliver superior student services	Operational Excellence	• Implement Student Life at VCC • Develop a plan for Career Services at VCC • Develop a Mental Health & Wellness Strategy • Develop a Student Academic Alert System Pilot for students at risk because of attendance or performance • Develop prospective students tracking plan • Develop orientation videos	Follow through on initiatives identified for 2016/17	Revise, adapt and enhance new initiatives developed and implemented
Student Services	Process improvements	Operational Excellence	• Review and revise Student Services policies • Develop operational manuals	• Review and revise Student Services policies • Develop operational manuals	Revise and enhance process improvements
Student Services	Align with professional best practices	Operational Excellence	• Promote and support engagement with external specialists' organizations in every Student Services division	• Promote and support engagement with external specialists' organizations in every Student Services division	• Promote and support engagement with external specialists' organizations in every Student Services division
Student Services	Data collection in support of measuring and evaluating Student Services efficiency and effectiveness	Operational Excellence	• Implement the use of Clockworks in Disability Services and Counselling	Review and enhance new data collection initiatives	Evaluate success of new systems
Student Services	Increase Assessment Centre revenue and efficiency	Operational Excellence, Financial Stability & Sustainability	• Consolidate where appropriate assessment activity institutionally with the Assessment Centre • Seek external assessment partnerships	• Review and enhance centralised assessment activity • Seek and revise external assessment partnerships	Review and revise
Student Services	Explore shared service delivery opportunities	Operational Excellence, Financial Stability & Sustainability	Explore shared service deliveries strategies developed by Interpreting Services and Assessment Centre	Develop agreements and plans to implement new shared service deliverables	Review and revise shared service arrangements
Student Services	Enhance faculty knowledge of student conduct and disabilities issues	Educational Quality	• Develop orientation information for faculty to support students with disabilities and to respond to students exhibiting troubling behaviour	Revise and enhance faculty orientation training and information	Review and revise

			Academic Year 2016-17	Academic Year 2017-18	Academic Year 2018-19
School	Goal	Key Success Drivers	Initiatives	Initiatives	Initiatives
CORE ACTIVITY # 3: LIBRARY AND LEARNING CENTER					
Library & Learning Center	Deliver a superior student educational experience	Educational Quality	• Continue to develop Learning Commons concept and develop an implementation plan • Expand digital lending library • Continue to assess integrated service pilots such as Career Workshops (Library, Learning Centre, Counselling) and Collaborative resource guides (Library, Learning Centre). Future pilots may include Speaker Series, Pop-up Learning Commons, etc.	• Implement Learning Commons short and long term goals • Continue to assess integrated service pilots • Develop a plan for wireless printing	• Continue to assess integrated service pilots • Implement wireless printing plan
CORE ACTIVITY # 4: APPLIED RESEARCH					
Vice President Academic	Enhanced instruction, instructional strategy and educational technology	Educational Quality	• Maintain current and new research partnerships • Introduce research related workshops	• Develop and maintain research opportunities	Creation of additional infrastructure e.g. research officer



Draft





DECISION NOTE

PREPARED FOR: Board of Governors

DATE: April 6, 2016

ISSUE: Recommendation of a 2% increase in domestic tuition and mandatory fees

BACKGROUND:

As per the Government of British Columbia Tuition Fees Policy (<http://www.aved.gov.bc.ca/tuition/>), post-secondary institutions are authorized to increase domestic tuition and mandatory fees to a maximum of 2% in 2016/17.

In order to offset increased operating costs and address the structural deficit, VCC is recommending that domestic tuition and mandatory fees be increased by 2% in 2016/17.

DISCUSSION:

Domestic Tuition and Mandatory Fees

- Increasing domestic tuition by 2% will increase domestic tuition fee revenue in 2016/17 by approximately \$190K
- Increasing the mandatory fees by 2% will increase fee revenue in 2016/17 by approximately \$105K

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the VCC Board of Governors approve the implementation of a 2% increase in domestic tuition and mandatory fees - Effective August 1, 2016.

PREPARED BY: Marlene Kowalski, VP Administration & CFO

DATE: March 30, 2016



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: April 6, 2016

ISSUE: Recommendation of a 2% increase in international tuition and mandatory fees; and new 1% mandatory campus resource fee for international programs

BACKGROUND:

In 2014/15 international tuition was increased by 7% and in 2015/16 tuition was only increased for a select number of international culinary programs. International tuition and mandatory fees do not fall under the Ministry of Advanced Education (AVED) tuition cap. However, VCC is recommending that international tuition and mandatory fees for all programs be increased by 2% in 2016/17 to align with the domestic tuition increase. Implementing a 2% increase for international tuition would still price VCC programs competitively.

VCC also recommends the implementation of a new mandatory Campus Resource Fee of 1% of international tuition for all international programs. A Campus Resource Fee for domestic tuition was implemented in 2015/16.

DISCUSSION:

International Tuition and Campus Resource Fee

- Increasing international tuition and mandatory fees by 2% will increase international tuition fee revenue in 2016/17 by approximately \$80K
- Implementing a new mandatory Campus Resource Fee of 1% of tuition fees for all existing international programs will increase 2016/17 fee revenue by approximately \$50K. The domestic Campus Resource fee is between 2% - 4% of tuition, therefore the 1% fee for international aligns with this calculation as international tuition is higher than domestic.

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the VCC Board of Governors approve the implementation of the following increase to tuition fees:

1. 2% increase in international tuition and mandatory fees - Effective August 1, 2016
2. New international Campus Resource Fee (1% of international tuition) for all international programs - Effective August 1, 2016

PREPARED BY: Marlene Kowalski, VP Administration & CFO

DATE: March 30, 2016



DECISION NOTE

PREPARED FOR: Board of Governors

DATE: April 6, 2016

ISSUE: Establishment of a New Student Activity Fee in support of health and wellness and student life at VCC

BACKGROUND:

Student life as well as student health and wellness have perennially been identified as areas of needed development at Vancouver Community College. The establishment of a student activity fee would be consistent with similar fees at other institutions and would permit VCC Student Services to mount a wide range of health, wellness, and student life activities.

DISCUSSION:

The absences of student life activities, events, outings as well as indoor and outdoor fitness and recreation undermine the recruitment and retention of students. Campus student life activities at college campuses contribute to a vibrant welcoming environment that enhances recruitment and supports retention. Student life activities provide students the opportunity to foster personal connections and lifelong wellness habits.

In addition to fitness and recreational activity, a fee would permit VCC Student Services to sponsor regular performances and arts events targeted to our student audience. The fee would permit VCC to collaborate with community partners to present forums and panel discussions on issues of relevance to our local community. VCC Student Services, in collaboration with the SUVCC will conduct regular polling in order to identify activities that students are most interested in having.

Post-secondary Student Activity Fees:

Most post-secondary institutions in the province levy a student activity fee for the provision of student life activities and the operation of fitness centres. It is difficult to compare student activity fees between institutions as each institution's fee covers different sorts of services. Some include athletics and other clubs. The range of programs offered influence how those fees are levied. Camosun College has a monthly fee, independent of course load or program. At BCIT, each program has its own fee, which is approximately 4% of tuition.

POST-SECONDARY INSTITUTION	MANDATORY STUDENT ACTIVITY RELATED FEES
Camosun College	\$2.95/month - To enhance recreational programming and services at both campuses.
Douglas College	\$35.35/term – Student athletics, intermural and club fees
Northern Lights	\$64.88/ term FT. prorated. - Student Services Fee
Okanagan College	\$30.00/term – Student Activity Fee
Selkirk College	\$20 - 56.14/term dependent on program and the number of courses taken
BCIT	\$30 – \$1500/ year - varies with program and seems to be approximately 4% of tuition in most cases. Described as “Other Fees” covers Learning Resource Fee, Building Fee, Student Services fee, BCIT ID Card, Coverall Fee and Capital Levy

VCC proposes the introduction a Student Activity Fee of \$26.00 a term for full time students. Given issues of isolation, students in the Heavy Duty programs at the Annacis Island Campus and students enrolled in programs delivered 100% online would be exempt from the fee.

The new student activity fee aligns with the Ministry of Advance Education mandatory fees guidelines. The college will track the benefits to students of the new fee separately from general operations.

RECOMMENDATION:

THAT, on the recommendation of the Finance and Audit Committee, the Board of Governors approve the implementation of a Student Activity Fee of \$26.00 a term for all full time students, effective August 1, 2016, with the exemption of students in the Heavy Duty programs at Annacis Island Campus and programs delivered 100% online.

PREPARED BY: Marlene Kowalski, VP Administration & CFO

DATE: March 30, 2016